

STRATEGIC PLAN

2020-2023





CHIEF'S MESSAGE

2019 marked the 25th year of operations for the Nishnawbe Aski Police Service. The past leaders of Nishnawbe Aski Police will most certainly say there have been many tumultuous hardships, hardships such as; securing proper infrastructure for police detachments, procuring proper equipment for officers to perform their duties and securing appropriate funding to support operations.

Upon reflection of the past 25 years, there have been tragedies but there have also been many successes. When one looks back on the 25 years, the one main reason why Nishnawbe Aski Police Service is still in operation is; there is a strong belief from the first group of core officers who have been part of this Police Service since its inception that Nishnawbe Aski Police Service is a vital component to the safety of our Nishnawbe Aski Nation communities.

With the development of our new strategic plan, management went back to our core, "our great employees work for our police service". Management brought in a cross section of our civilian and police officers of all ranks who have contributed to the success of Nishnawbe Aski Police. Through these consultative strategic development sessions management heard what should be our focus for the duration of our strategic plan.

Over the next few years our strategic plan will focus on; "how to recruit, how to retain and train our employees". In addition to these 3 areas of focus the last focal point of our strategic plan will be on; "our employee's wellness". The "Tepee*" was chosen as the structure for our strategic plan as the Tepee is very symbolic to our Indigenous culture. Along the base of the Tepee are the traditional values of honesty, wisdom and respect, on each corner are; love, truth and humility and the last traditional value, Bravery is placed within the Teepee.

NISHNAWBE ASKI POLICE SERVICE

Roland Morrison
Chief of Police



OUR TERRITORY

Nishnawbe Aski Nation

Nishnawbe Aski Nation (NAN) evolved out of Grand Council Treaty #9, which was established in 1973 as the regional organization representing the political, social, and economic interests of 49 First Nations in Northern Ontario who are signatories to Treaty No. 9 and Treaty No. 5 (in Ontario). In 1982, the name changed to Nishnawbe Aski Nation. The main objective of NAN is to represent the social and economic aspirations of NAN people at all levels of government in Canada and Ontario until such time as real effective action is taken to remedy the problems and challenges experienced by the people of Nishnawbe Aski and to permit the forces of self-determination to establish spiritual, cultural, social, and economic independence.

NAN's traditional territory, which encompasses two thirds of the province of Ontario, stretches from the Quebec border in the east to the Manitoba border in the west and from the James Bay and Hudson's Bay watersheds in north to roughly the Canadian National Railway in the south.

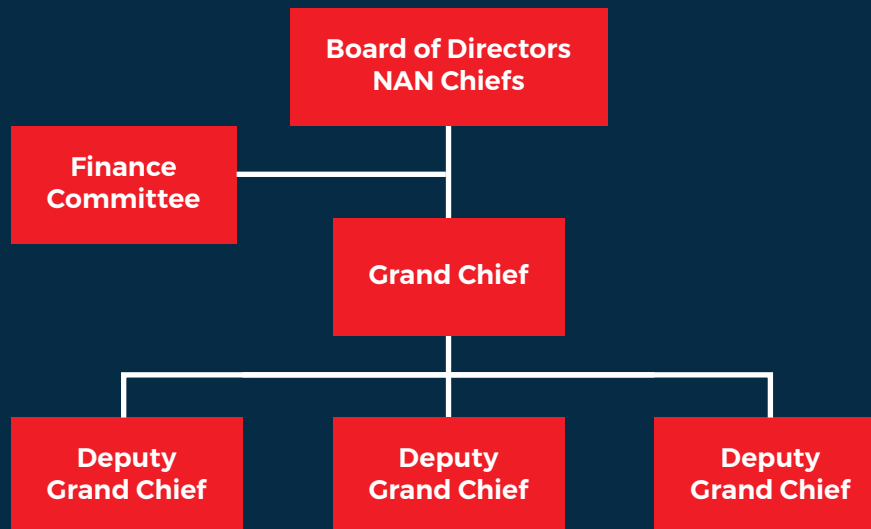


Nishnawbe Aski Nation Organizational Structure

Nishnawbe Aski Nation is a political affiliation of all First Nations within NAN territory.

The Executive Council consists of a Grand Chief, and three Deputy Grand Chiefs.

Organizational Chart



Tribal Councils in NAN

The majority of First Nations of NAN are grouped into seven Tribal Council areas:

- Independent First Nations Alliance (IFNA)
- Keewaytinook Okimakanak (Northern Chiefs Council)
- Matawa First Nations Council
- Mushkegowuk Council
- Shibogama First Nations Council
- Wabun Tribal Council
- Windigo First Nations Council

Some First Nations are independent of Tribal Council affiliation.

HISTORY OF NISHNAWBE ASKI POLICE SERVICE



The Nishnawbe Aski Police Services was established as a result of a negotiated tri-partite agreement between the Nishnawbe Aski Nation, Canada and the province of Ontario.

The primary goal behind that agreement was the establishment of an Indigenous police service mandated to provide effective, efficient and culturally appropriate policing to the people in the Nishnawbe Aski area.

The Agreement was ratified by the Nishnawbe Aski Chiefs in December 1993 and signed by the negotiating parties on January 14, 1994.



1

Phase one of the Agreement ran for a period of four years commencing April 01, 1994 in an area identified in the Agreement as Division "A". All existing First Nation Constable positions plus additional positions, were transferred to the NAN Police Service for a total of thirty-three.

2

Phase Two commenced January 1, 1998 and the eight First Nations of Wahgoshig, Matachewan, Mattagami, Brunswick House, Chapleau Ojibway, Chapleau Cree, Constance Lake and Aroland were transferred to Division "A", Nishnawbe-Aski Police Service.



On June 1, 1998, the Nishnawbe Aski Police Service assumed policing from the former Northwest Patrol Unit, administered by the Ontario Provincial Police, except for the First Nations of Big Trout Lake, Weagamow, Muskrat Dam and Pikangikum. An Operational Transition Committee was struck to implement the orderly transfer of administrative and operational matters between the Nishnawbe Aski Police Service and the Ontario Provincial Police. On April 1, 1999 the transition was completed. Muskrat Dam later came on board.

Nishnawbe Aski Police Service Board Governance

Included within the terms of the tri-partite agreement was the requirement for the creation of an independent and autonomous Police Services Board consisting of a representative from each of the Nishnawbe Aski Nation Tribal Councils.

The governance responsibilities of the Board are contained within the agreement and are generally consistent with the responsibilities of Municipal Police Services Boards prescribed within the Police Services Act of Ontario R.S.O. 1990, c. P-15. and with police governance principles throughout Canada.



Board Composition

The Board consists of 8 Directors and 1 ex-officio appointed as follows:

Eight Directors appointed by Tribal Councils, one from each of the following:

- Independent First Nations Alliance
- Keewaytinook Okimakanak (Northern Chiefs Council)
- Matawa First Nations Council
- Mushkegowuk Council
- Shibogama First Nations Council
- Wabun Tribal Council
- Windigo First Nations Council
- Unaffiliated First Nations within NAN
- Ex-officio Director appointed by NAN Executive

Mandate of the NAPS Police Services Board

The tri-partite agreement states that the Police Service Board shall be independent and autonomous and shall be responsible for governing NAPS and for providing and implementing, through the Chief of Police, planning, direction and policy for NAPS.



200
UNIFORM
OFFICERS



30
CIVILIANS

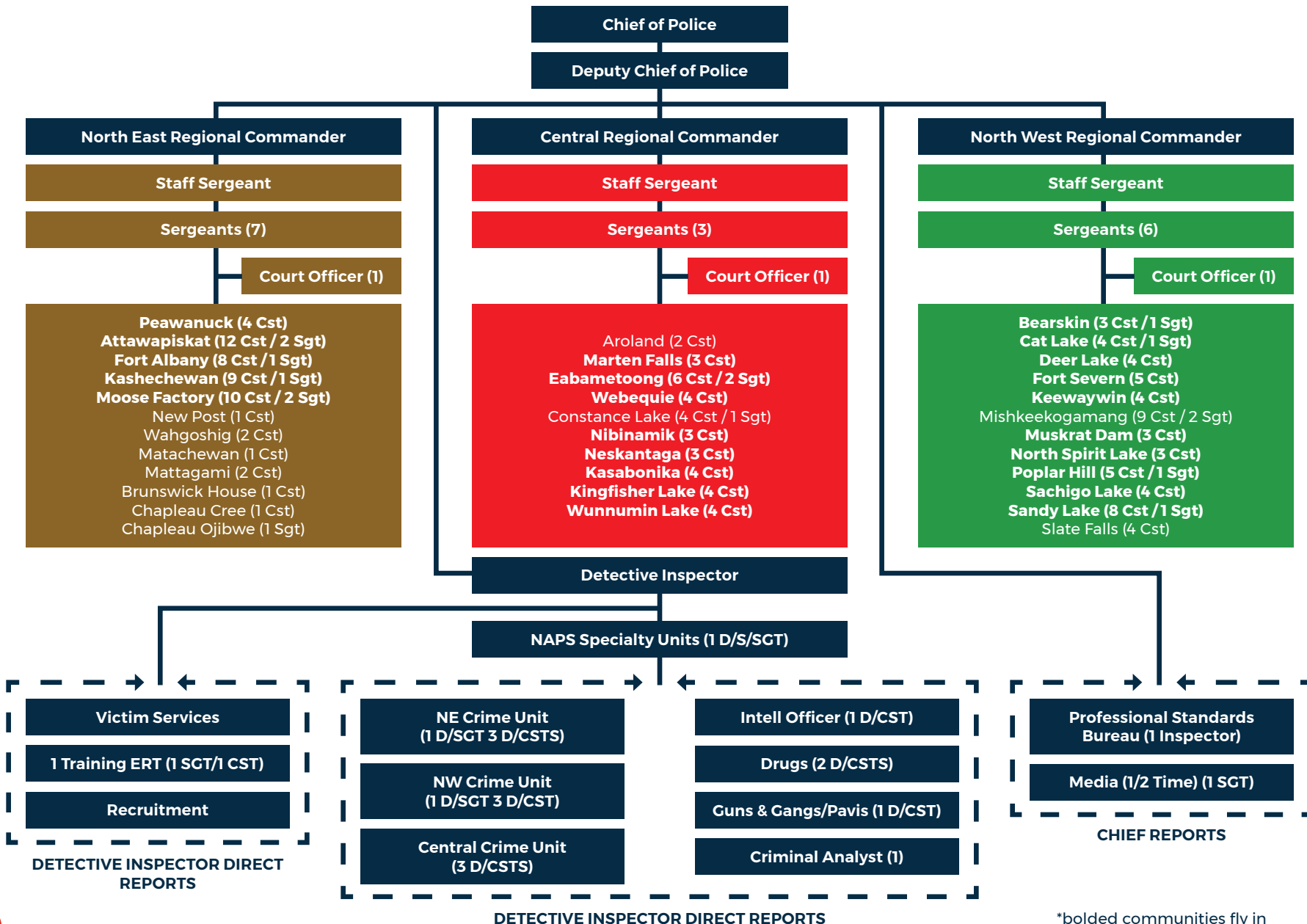
**LARGEST FIRST NATIONS
POLICE SERVICE IN CANADA**



34 COMMUNITIES
POLICED
ACROSS NAN

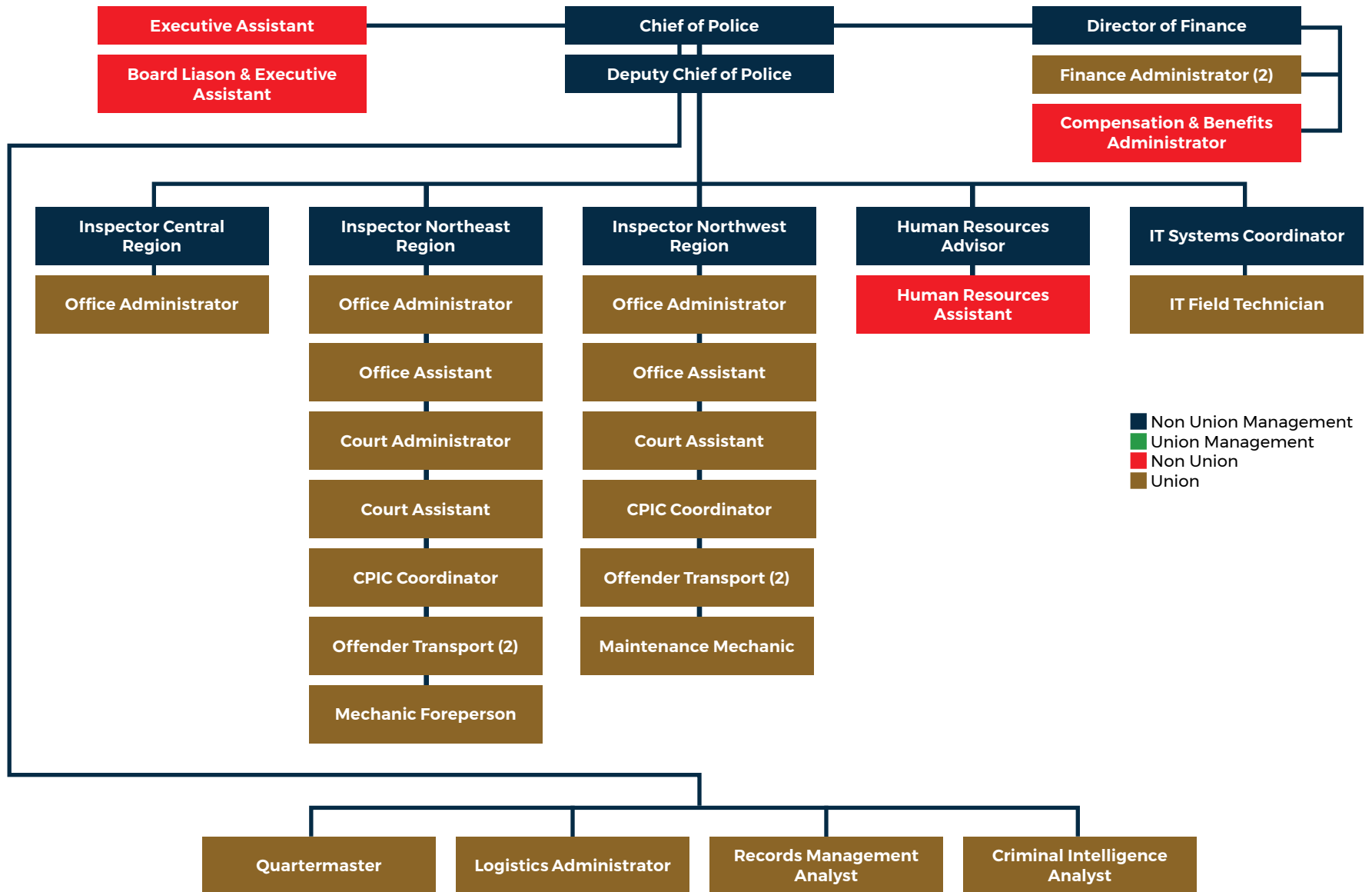


UNIFORM ORGANIZATIONAL CHART



*bolded communities fly in

CIVILIAN ORGANIZATIONAL CHART



WHAT DID OUR OFFICERS SAY?

“

Getting supplies up to the detachment sometimes takes too long when court dates are 3-4 months apart, we need better utilization of remand flights.

Officer fitness should be held as a priority. Especially being up north for up to 16 days at a time. Perhaps pairing funding with the band to provide a community gym or officer gym.

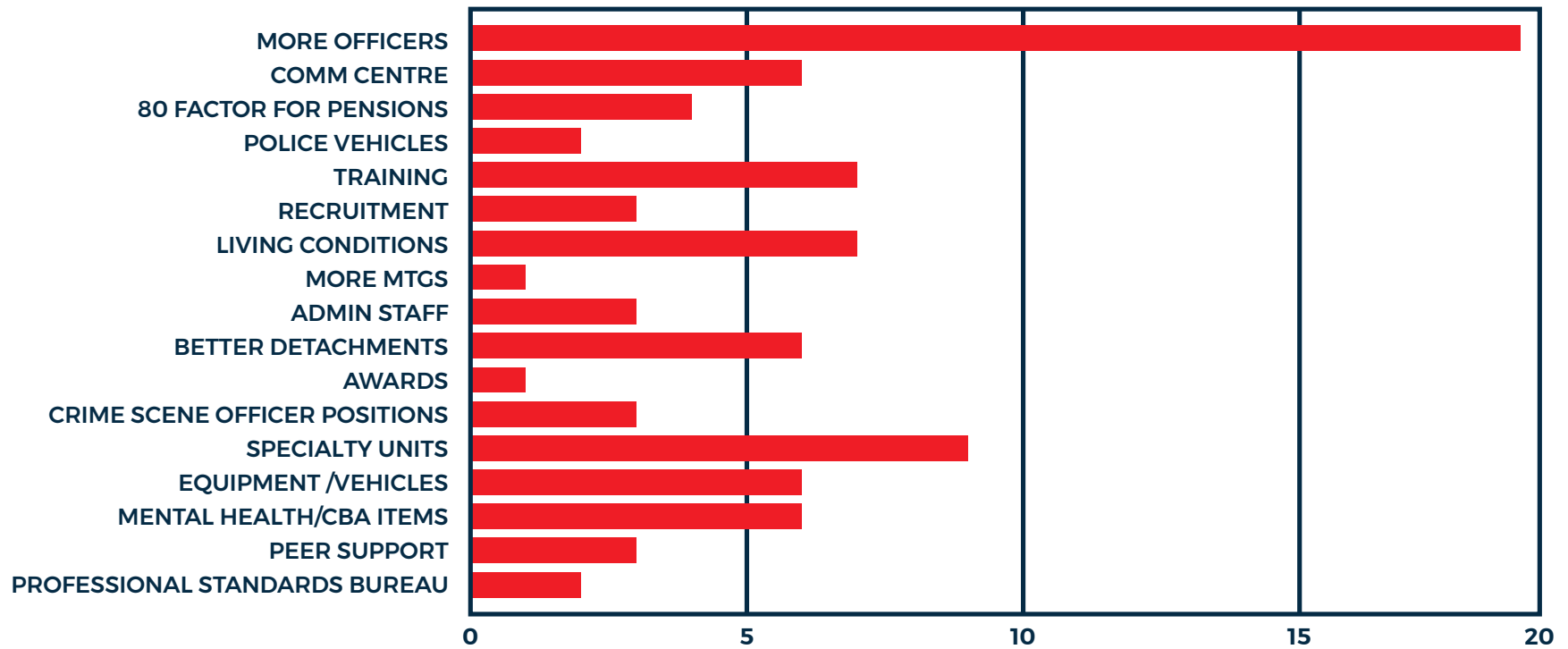
iPads or tablets can be used in cruiser to provide NICHE, take audio statements in different locations, take pictures for evidence, sign statements on tablet with electronic pen.

Have a nutritionist help all members with their diets.

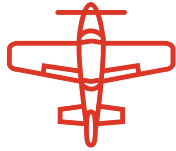
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FEEDBACK FROM FRONTLINE OFFICERS

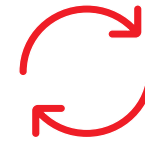


FRONTLINE OFFICER FEEDBACK ON INCENTIVES FOR THE POLICE SERVICE



100%

of officers would like paid flights to communities, or some form of covered transportation.



70%

of officers asked for a rebooted CIRST team.



100%

of officers asked for fitness to be an incentive in some form or fashion. Ideas include detachment at gym, discount at a fitness facility, acknowledgement of fitness achievement, or in house created fitness plans/hire a fitness instructor..



100%

of officers want a real emphasis on employee wellness.



80%

of officers would like more modern officer equipment, including dash cams, body cams, etc but also improved detachments.

STRATEGIC PLAN FOCUS



* I.M.A. is for the Indigenous Men's Association. The founder of the I.M.A., Kris Morrison is a member of the Moose Cree First Nation, he is currently pursuing his Masters in Indigenous Studies at Trent University. Kris Morrison uses the Tepee as part of his traditional teachings when he facilitates workshops.

RECRUITMENT



OBJECTIVE

NAPS IS DEDICATED TO BECOMING THE EMPLOYER OF CHOICE. IN ORDER TO ASSIST IN ACHIEVING THIS GOAL, RECRUITMENT IS UNDERGOING A COMPLETE REBOOT.

NAPS STRIVES TO INSPIRE CANDIDATES THROUGH A PROGRESSIVE, EFFICIENT, FAIR AND IMPARTIAL RECRUITING STRATEGY, WHILE PROMOTING THE MISSION STATEMENT OF THE NISHNAWBE ASKI POLICE SERVICE.

GOALS

PERFORMANCE INDICATOR

- | GOALS | PERFORMANCE INDICATOR |
|----------------------------|--|
| ✓ Social Media Enhancement | <ul style="list-style-type: none">• Show the world who is NAPS• Utilizing social media platforms to increase applications in NAN• Muscular approach to social media and make that first impression. (hire dedicated position)• New website launched and continuous enhancements. Mobile format is developed.• Compile stats on recruitment• Track old graduates from previous classes• Outsource social media• Promote being a NAPS officer/enhance social media presence – hire PR professional /external media specialist• Update website / vibrant pamphlets• Cadet Program• Camp NAPS or NAPS Bound – breathe new life into what was developed |

GOALS

PERFORMANCE INDICATOR

✓ Educational Partnerships

- Dennis Franklin Cromarty, Matawa Learning Centre, and OSHKI
- Engage members in the field to take an active and meaningful role in the recruitment of new recruits
- Communication master plan is created including public relations branding marketing and employee relations. We are PRO-active.
- Strong relationships with community - front line identify potential community members

✓ Human resource strategic plan

✓ Onboarding review (interview recruits and hiring process)

✓ Increase recruitment teams

- Applications submitted increase greatly with daily social media.
- Continuously evolving hiring process in 2019-"living"process.

✓ Develop Regional recruitment teams



RETENTION



OBJECTIVE

AT NISHNAWBE ASKI POLICE WE KNOW PEOPLE ARE OUR GREATEST RESOURCE AND WE STRIVE TO RETAIN THE BEST TALENT. MANAGEMENT WILL IMPLEMENT IDEA'S THAT WILL ALLOW OUR SERVICE TO RETAIN AND ATTRACT POTENTIAL CANDIDATES THROUGH VARIOUS RETENTION STRATEGIES.

GOALS	PERFORMANCE INDICATOR
✓ Succession planning (merit based promotions) / opportunities and back fill gaps while staff is absent	<ul style="list-style-type: none">• Improve ability to access expertise and diverse skill sets from all over NAPS – increase unit(s)• Retirements are projected and planned for• Positions are filled and operations running smoothly
✓ Accommodations	<ul style="list-style-type: none">• Hiring knowledgeable maintenance staff to maintain infrastructure.
✓ Increase front line officers and their training in remote communities	<ul style="list-style-type: none">• Strong leadership and accountability for subordinates –• Keep in touch with less busy communities

TRAINING/EQUIPMENT & SAFETY



OBJECTIVE

NISHNAWBE ASKI POLICE STRIVES TO MAKE PRACTICAL AND EFFECTIVE USE OF ALL EQUIPMENT IN ORDER TO PROTECT THE PUBLIC.

NAPS OPERATES WITH OPERATIONAL EFFICIENCY IN A CHALLENGING AND CONSTANTLY CHANGING ENVIRONMENT.

GOALS	PERFORMANCE INDICATOR
✓ Block training enhancement	<ul style="list-style-type: none">• New training facility to accommodate this initiative• Keep up with new legislation requirements and encourage strong skillset updates amongst civilians• Meet provincial standards and maintain officer and civilian training.
✓ Training tree (established guidelines)	<ul style="list-style-type: none">• Training unit planning• Increase training opportunities for members
✓ Equipment audit (review all vehicles, equipment, detachments)	<ul style="list-style-type: none">• Ergonomic stations• Defibrillators/ cruiser laptops/body & dash cams• Body x-ray machines/voice detection system• New equipment is constantly being sought.



GOALS

- ✓ Maximizing technology
- ✓ New detachments in remote communities

PERFORMANCE INDICATOR

- Video conferencing in all up to standard detachments for contact and training
- Utilize technology to deliver training
- With full emphasis on “better smarter use”
- Audio in cells
- Negotiation team
- Influences retention

WELLNESS



OBJECTIVE

REINFORCING THAT OUR PRIORITY IS OUR PEOPLE AND WE MANAGE THROUGH THE LENS OF WELLNESS. WE ARE THE HEALTHIEST VERSION OF OURSELVES TO ENTER INTO THE NEW ERA OF POLICING.

GOALS

PERFORMANCE INDICATOR

- | | |
|---|--|
| <ul style="list-style-type: none">✓ Fitness programming✓ Fitness – explore how to get access and promote fitness through a strategic plan and meaningful incentives. | <ul style="list-style-type: none">• Implement a wellness strategy and move the “barometer on fitness”• Develop programs for bodyweight plans for the field• Fitness PIN incentives |
| <ul style="list-style-type: none">✓ Reboot CIRST – Critical Incident Response Team | <ul style="list-style-type: none">• Human resources plan is created – only want the best• Staff feels supported• Build trust so that employees feel confidence in disclosing issues• Develop a positive corporate culture which will create an environment of growth and improvement• Create officer friendly programs |

GOALS

PERFORMANCE INDICATOR

✓ Mental and Emotional health awareness training

- Thirst to learn Indigenous customs
- Training and HR departments are proactively planning
- Incorporate into Post Aylmer/ Block training
- Increase communication with employees with an appropriate medium (video, email, teleconference)
- Increase communication with department meetings
- Communicate with members and provide feedback on work
- AVAIL program /HR downloads more emotional intelligence for everyone
- Using revamped new internal website program – briefing board = great communication
- Improve internal recognition by promoting a culture that celebrates others accomplishments.
- Stats are retained and monitored
- Happier workforce – new interactive program AVAIL launched stats provided

✓ Increase specialized unit response to Major Crime

- More crime unit attending major's reduce frontline officers mental health injuries

NAPS LEASED AIRCRAFT: PC - 12 (PILATUS)



9
SEATS



1,800
LBS PAYLOAD



110-135
HOURS OF FLYING
TIME PER MONTH



25-28

**FLYING DAYS PER
MONTH**



130

**PASSENGERS
TRANSPORTED PER
MONTH**

- The plane be reconfigured if required and seats can be physically removed to accommodate freight
- The NAPS plane and charters can start as early as 5:30 am and some days not end till midnight
- Passengers vary from government, dignitaries, board, contractors, prisoners, officers, and civilian staff

CHARTERS

Using local aviation companies, NAPS will easily use on average 10-12 charters in one month. There are many days when NAPS has 2 charters along with the NAPS leased aircraft flying on the same day. The demand for charters has reached a critical mass to the point where the acquisition of a second plane would prove to be a more economical solution to the ever increasing demand.



- | | | | |
|---|--|--|--|
| <p>1. AROLAND
CONSTABLES: 2
POPULATION: 735</p> <p>2. ATTAWAPISKAT
CONSTABLES: 12
SERGEANTS: 2
POPULATION: 3,673</p> <p>3. BEARSKIN LAKE
CONSTABLES: 3
SERGEANTS: 1
POPULATION: 948</p> <p>4. BRUNSWICK HOUSE
CONSTABLES: 1
POPULATION: 852</p> <p>5. CAT LAKE
CONSTABLES: 4
SERGEANTS: 1
POPULATION: 822</p> <p>6. CHAPLEAU CREE
CONSTABLES: 1
POPULATION: 505</p> | <p>7. CHAPLEAU OJIBWE
SERGEANTS: 1
POPULATION: 40</p> <p>8. CONSTANCE LAKE
CONSTABLES: 4
SERGEANTS: 1
POPULATION: 757</p> <p>9. DEER LAKE
CONSTABLES: 4
POPULATION: 1,354</p> <p>10. EABAMETOONG
CONSTABLES: 6
SERGEANTS: 2
POPULATION: 2,721</p> <p>11. FORT ALBANY
CONSTABLES: 8
SERGEANTS: 1
POPULATION: 1,100</p> <p>12. FORT SEVERN
CONSTABLES: 5
POPULATION: 728</p> <p>13. KASABONIKA LAKE
CONSTABLES: 4
POPULATION: 1,191</p> | <p>14. KASHECHEWAN
CONSTABLES: 9
SERGEANTS: 1
POPULATION: 1,680</p> <p>15. KEEWAYWIN
CONSTABLES: 4
POPULATION: 821</p> <p>16. KINGFISHER
CONSTABLES: 4
POPULATION: 627</p> <p>17. MARTEN FALLS
CONSTABLES: 3
POPULATION: 810</p> <p>18. MATACHEWAN
CONSTABLES: 1
POPULATION: 37</p> <p>19. MATTAGAMI
CONSTABLES: 2
POPULATION: 586</p> <p>20. MISHKEEGOGAMANG
CONSTABLES: 9
SERGEANTS: 2
POPULATION: 1,967</p> <p>21. MOOSE FACTORY
CONSTABLES: 10
SERGEANTS: 2
POPULATION: 4,824</p> <p>22. MUSKRAT DAM
CONSTABLES: 3
POPULATION: 467</p> <p>23. NESKANTAGA
CONSTABLES: 3
POPULATION: 492</p> | <p>24. NIBINAMIK
CONSTABLES: 3
POPULATION: 543</p> <p>25. NORTH SPIRIT LAKE
CONSTABLES: 3
POPULATION: 498</p> <p>26. PEAWANUCK
CONSTABLES: 4
POPULATION: 527</p> <p>27. POPLAR HILL
CONSTABLES: 5
SERGEANTS: 1
POPULATION: 684</p> <p>28. SACHIGO LAKE
CONSTABLES: 4
POPULATION: 969</p> <p>29. SANDY LAKE
CONSTABLES: 8
SERGEANTS: 1
POPULATION: 2,296</p> <p>30. SLATE FALLS
CONSTABLES: 4
POPULATION: 293</p> <p>31. WAHGOSHIC
CONSTABLES: 2
POPULATION: 128</p> <p>32. WUNNUMIN LAKE
CONSTABLES: 4
POPULATION: 706</p> <p>33. WEBEQUIE
CONSTABLES: 4
POPULATION: 943</p> |
|---|--|--|--|

LEGEND



Indigenous Communities



Headquarters and Offices



Nishnawbe Aski Nation Boundary



Police Regions



STRATEGIC PLAN

2020-2023