

# STRATEGIC PLAN

# 2024 - 2027





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# MISSION STATEMENT

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

To achieve this mission, in partnership with the communities we serve, we shall:

1. Be representative of the communities that we serve;
2. Employ a community oriented style of police service;
3. Protect persons and property through crime prevention, community education, and appropriate law enforcement; and,
4. Provide a level and standard of police service of the same or higher quality that exists elsewhere in Canada.



## VISION

Community safety through the highest standards of police service and culturally appropriate partnerships.





# NISHNAWBE ASKI POLICE SERVICES BOARD

**McKAY, FRANK**  
 - Interim Chair,  
 Windigo First Nations  
 Council

**KAKEPETUM, RUSSELL**  
 - Independent F. N.  
 Represent

**BEARDY, STAN**  
 - Independent First  
 Nations Alliance

**BLUECOAT, BETTY**  
 - Keewaytinook  
 Okimakanak

**MOONIAS, ROBERT**  
 - Matawa First  
 Nations

**GUNNER, HAROLD**  
 - Mushkegowuk  
 Council

**BATISE, JASON**  
 - Wabun Tribal  
 Council

**ACHNEEPINESKUM,  
 ANNA BETTY**  
 - Ex-Officio, Deputy  
 Grand Chief, NAN

**BATISE, FABIAN**  
 - Board Liaison, NAPS

**PILCHER, KATHLEEN**  
 - Board Executive  
 Assistant, NAPS





# MESSAGE FROM THE POLICE SERVICE BOARD CHAIR

## Watchya

On behalf of the Nishnawbe Aski Police Service Board, I extend warm greetings to our communities, their leadership, community members, and the dedicated members of the Nishnawbe Aski Police Service who tirelessly work to ensure the safety and well-being of our communities. Together, we are united by a common goal: fostering safe communities through culturally appropriate services and strong partnerships.

I am pleased to present the Nishnawbe Aski Police Service 2024-2027 Strategic Plan. This plan is deeply rooted in collaboration, which is essential to realizing our Vision: "Community Safety through the highest standards of police service and culturally appropriate partnerships." The Strategic Plan honors the remarkable progress NAPS has made over the past 30 years and builds upon this strong foundation, setting the stage for continued leadership in Indigenous policing.

The development of the NAPS 2024-2027 Strategic Plan began with extensive consultations, drawing on input from our officers, communities, and police leadership. These consultations represent the start of a more robust and continuous dialogue within our communities, one that will shape our direction in the years to come. The Strategic Plan is designed to evolve, guided by ongoing feedback.



In recent years, the Nishnawbe Aski Police Services Board has reached significant milestones, advancing NAPS and enhancing community safety. The relentless efforts of the NAN Executive and the NAPS Board to address legislative renewal have been crucial in overcoming longstanding challenges that have hindered NAPS. The inclusion of the Nishnawbe Aski Police Service within the Ontario Community Safety and Policing Act will address long-standing underfunding challenges. The implementation of the Strategic Plan will serve as a guiding framework for achieving the highest standards of policing excellence. A key focus will be on recruitment, aiming to both increase and enhance our staffing levels in compliance with new legislative requirements.

I would like to take this opportunity to express my sincere gratitude to the members and leadership of the Nishnawbe Aski Police Service Board for their diligent stewardship. The Police Service Board remains committed to upholding accountability to the communities we serve, ensuring that we continue to provide the highest standards of police service. I look forward to our continued collaboration and engagement towards our shared goals, the success of the Nishnawbe Aski Police Service, and the safety and security of our communities.

*Sincerely,*

**Frank McKay,**

Police Service Board Interim Chair



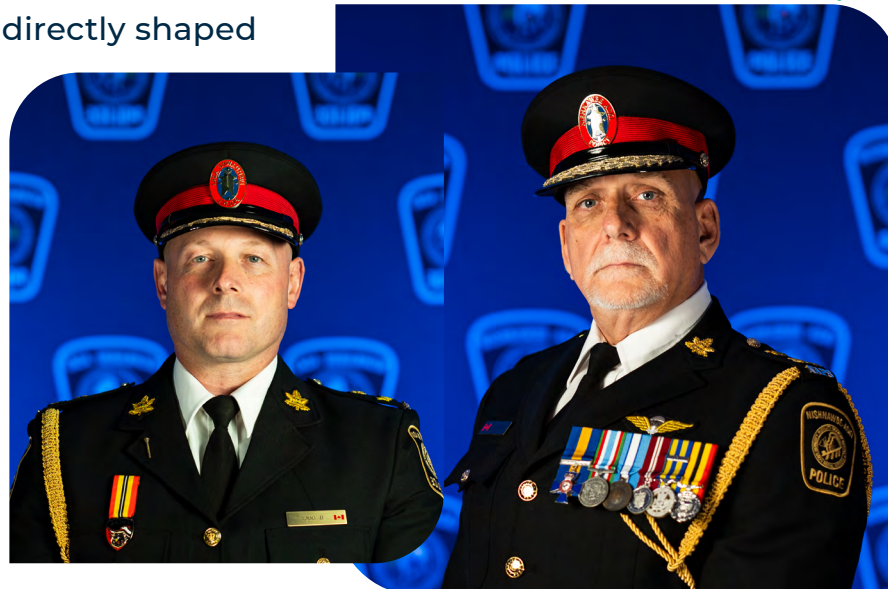
# MESSAGE FROM THE CHIEF AND DEPUTY CHIEF OF POLICE

## Greetings

The Nishnawbe Aski Police Service Board, in collaboration with the Nishnawbe Aski Police Leadership, has developed the 2024-2027 Nishnawbe Aski Police Service Strategic Plan. This plan provides a unified direction and outlines the path for the coming years, building on the past successes and diligent efforts of our police service and the communities we serve.

A critical foundation for charting this path forward was the inclusion of our communities and members to understand their experiences and gather their thoughts and ideas for the future. The development of the Strategic Plan was informed by the voices of our communities through police-community dialogues, as well as engagement with the Police Service Board within our communities. Our employees were also surveyed, contributing valuable insights and ideas that provided a critical lens on their experiences. The feedback received during these consultations directly shaped

the priorities of the 2024-2027 Strategic Plan: Our Work, Our People, Our Communities.



Every member of our Police Service, along with the communities we serve, plays a vital role in contributing to the priorities and objectives outlined in this plan. The outcome indicators identified for each objective will enable the Police Leadership and the Police Service Board to maintain a continuous focus on our commitments and evaluate our progress.

The 2024-2027 Nishnawbe Aski Police Service Strategic Plan lays out a path that remains sensitive to the dynamics of our communities and will be continually adjusted to best serve them.

The Nishnawbe Aski Police Service remains steadfast in its commitment to delivering the highest standard of police service through focused priority setting that includes a strong emphasis on operations, a high standard of care for our members, and a deep commitment to the communities we serve.

On behalf of the Nishnawbe Aski Police Service, Miigwetch to everyone who contributed to the development of this Strategic Plan and for your ongoing commitment to safety in our communities.

*Sincerely,*

**Terry Armstrong,**

M.O.M., CMMIII, Interim Chief of Police, Nishnawbe Aski Police Service

**Brad Duce,**

Deputy Chief of Police, Nishnawbe Aski Police Service



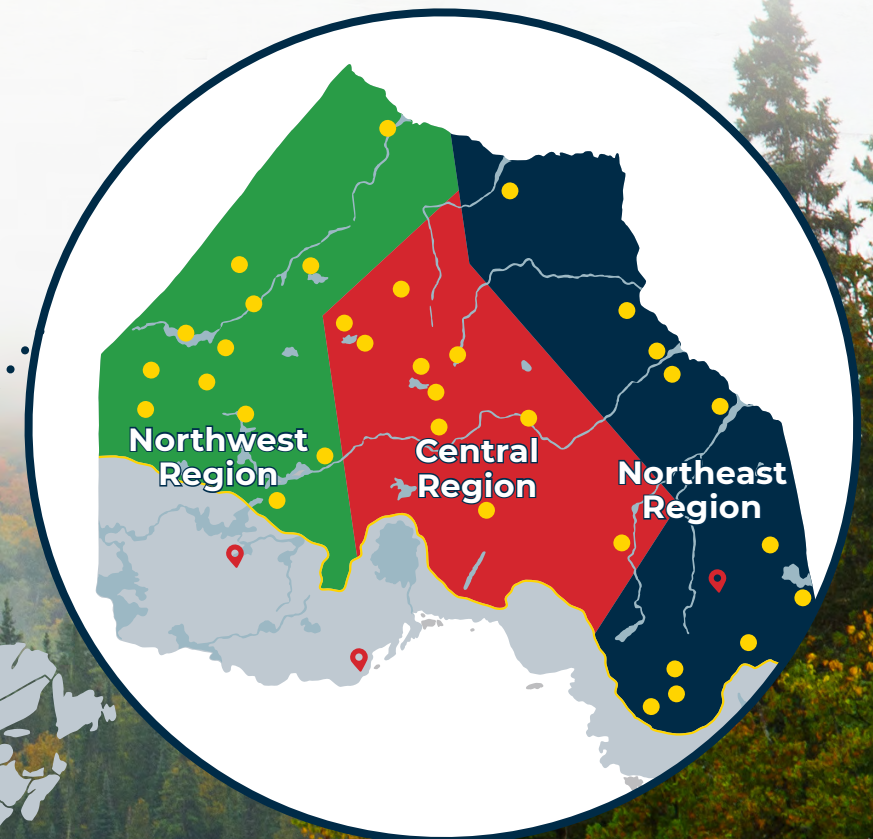
In the spirit of accountability and transparency, we embrace the Seven grandfather teachings. These are the guiding principles passed down through generations that provide a guide for living a good life. These are the teachings we value in our work.



### The Nishnawbe Aski Police Service serves 34 First Nation communities in the Nishnawbe Aski Nation Territory.

Our officers police an area that equals two-thirds of the province of Ontario, from the Manitoba border up the James Bay Coast over to the Quebec border.

- NAPS is the largest First Nations police service in Canada
- NAPS is the 2nd largest First Nations police service in North America.
- NAPS employs 246 Uniform and 54 Civilian members.
- NAPS polices 34 communities across the NAN territory which encompasses nearly 2/3 of the Province of Ontario. Thunder Bay to Hudson's Bay; Manitoba to Quebec.
- NAPS is the 2nd only police service in Ontario to have its own operational plane. In 2023, NAPS recorded a total of 4,059 flight hours.
- NAPS' officers are sworn Constables with authority throughout the Province of Ontario.
- Salary and benefits at NAPS are consistent with the top 10 police services in Ontario.
- There are several tribal affiliations within NAN which result in 3 distinct languages including: Ojibwe, Oji-Cree and Cree.
- There is great diversity in culture and structure of committees in the NAN territory.
- NAPS has operational linkages to federal, provincial and municipal police services.





# CONSULTATION

The development of the 2024-27 Nishnawbe Aski Police Service (NAPS) Strategic Plan included robust consultation to ensure the plan was informed by the voices closest to the Nishnawbe Aski Police experience. The consultation included a survey of all NAPS employees, Police Service Board engagement and consultation with communities as well as NAPS Police leaders community engagement and dialogue.

- Enhanced Staffing
- Staff Wellness
- Proactive Police Engagement
- Drugs & Alcohol
- Infrastructure Enhancements
- Recruitment/Retention
- Justice System Governance
- Police Communications Operations



# EMPLOYEE SURVEY

A NAPS 2024-2027 Strategic Plan Development Survey was distributed to all staff members of the Nishnawbe Aski Police Service to provide member insight to inform the development of the Strategic Plan. The themes of strengths and challenges within the police service were represented consistently throughout the survey responses. There was an acknowledgement of the significant efforts and investments that have greatly improved the police service over time. The dedication of the membership and the commitment to the communities were evident as contributors to the sustained actions towards growth. The survey provided a focus of areas for continued attention and concern to align the efforts within the 2024-2027 Strategic Plan.

- Increase Staffing levels (Recruitment/Retention)
- Enhanced Training
- Access to Community Professionals (Mental Health)
- Community-based Prevention and Intervention Programs
- Enhance Facilities
- Employee Wellness
- Internal Communications

## QUOTES

“NAPS has gotten better with working conditions however they still struggle with retaining officers.”

“I would say that as a whole our service is evolving and improving. Newer detachments are just getting better and better. However proper workout areas and more accommodations need to be implemented.”

“Communication is key with the leadership and is vital for ongoing partnerships.”

“More deployment of resources to communities.”

“Officers are doing the best they can with whom and what they have at their disposal. Need to increase staffing.”

“There should be Mental Health workers who are accessible to police out in the field, Mental Health workers should be attending with police or be at the clinic to work with clients.”



# POLICE SERVICE BOARD COMMUNITY CONSULTATION

The Nishnawbe Aski Police Service Board is committed to meaningful consultation within the communities served by the Nishnawbe Aski Police Service (NAPS). The Board has representation from many of the communities served and is focused on enhancing regular contact with the communities. Board members are also dedicated to and follow a schedule of consultation within the communities to ensure that consultations are ongoing, meaningful and timely. During the community, in person visits, the NAPS Police Service Board seeks out and documents community input.

- Police Communications Operations
- Police Staffing/Wellness
- Police Operations
- Police/Community Relations
- Recruitment/Representation
- Infrastructure

## QUOTES

“Even with the call center our people often will call a council member to deal with a policing issue.”

“Council and membership appreciate the officers for the work that they do.”

“Opioid crisis is here to stay how can we stem the fallout from it. Crystal Meth and Fentanyl are also going concerns for a lot of communities.”

“Communities often ask about prevention programs for youth. Intervention, sports, school visits, camps are all things officers can be a part of.”

“Officer recruitment is too strict. The requirements to be an officer (education etc) limits many of our people who could be good officers.”

“We also need transportation equipment suitable for where we are. Boats, ski-doo’s and ATV’s are all needed to respond to incidents and emergencies.”

# POLICE SERVICE LEADERSHIP COMMUNITY ENGAGEMENT & DIALOGUE

The Nishnawbe Aski Police Service (NAPS) is committed to working with the communities they serve to provide the highest standard of police service to realize community safety. Consultation within the communities served is paramount to achieve the goals of the police service. The police officers in the communities and the NAPS Leadership regularly engage in a variety of consultative approaches to receive feedback from community members, community service partners and community leadership. One example of this formalized consultation is the monthly review completed at each Detachment location by officers within the community. These meetings provide the community leadership with the opportunity to review the efforts of the police over the previous month and identify areas of concern as well as recognizing ongoing work that is received positively within the community.

- Adequate Police Resources
- Drugs/Alcohol
- Justice System Governance – Enforcement of Band Bylaws
- Enhance Proactive activities within communities

## QUOTES

“Not enough recruitment from the north.”

“Social disorder related to addictions and criminal influence impact the safety of our community.”

“Legislation not aligned for effective police authority in all circumstances.”

“Officers have little time to attend community events or are called away, there is a recognition of police ability to effectively coordinate and deliver on community engagement when resources are dedicated.”



# 2024-2027 STRATEGIC PLAN AT A GLANCE

The Nishnawbe Aski Police Service 2024-27 Strategic Plan defines the path forward for NAPS to achieve its Vision through the actioning of the Mission. The priorities are balanced in the required focus on: Our Work, Our People and our Communities. This approach is inclusive of the many facets of a successful police service, demonstrating the highest standard of service and care.



## OUR WORK

Effective delivery of Policing Services through the cultivation of innovative Indigenous Policing.

- Resource Planning & Management
- Facilities
- Effective Police Response
- Indigenous Policing Structure



## OUR PEOPLE

Ensure a stewardship of people approach committed to attracting, retaining and supporting a healthy, representative and skilled workforce for the future.

- Recruitment
- Retention
- Member Wellness
- Communications
- Training
- Leadership Development



## OUR COMMUNITIES

Commitment to collaborate with our communities to achieve best outcomes in community safety and prevention of crime.

- Community Mobilization/Crime Prevention Efforts
- Community-based Communications
- Advocacy for Enhanced Community Services





# OUR WORK

Effective delivery of Policing Services through the cultivation of innovative Indigenous Policing.

OUR WORK		
Objective	Indicators of Outcomes	Link to Consultation
<b>Resource Planning &amp; Management</b> <ul style="list-style-type: none"> <li>Direct financial and resource planning to ensure leading edge Uniform, Equipment, Information Technology and Vehicles for successful Police Response</li> </ul>	<ul style="list-style-type: none"> <li>Equipment, Vehicle, Detachment Audit results</li> <li>Continue upgrades to meet the Equipment requirements of the new Community Safety &amp; Policing Act (CSPA)</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey</li> <li>Police Service Consultation</li> </ul>
<b>Facilities</b> <ul style="list-style-type: none"> <li>Continue focused efforts on Facilities Planning</li> </ul>	<ul style="list-style-type: none"> <li>Number of upgrades to Facilities</li> <li>Number of new Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey</li> </ul>
<b>Effective Police Response</b> <ul style="list-style-type: none"> <li>Staffing of Specialized Units</li> <li>Effective Criminal Investigations</li> <li>Communications Center - Effective language service/translation</li> <li>Effective interactions with vulnerable populations with a focus on partnerships with Victim Services and Mental Health Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>Specialized Services Unit responses (including Emergency Calls for Service)</li> <li>Clearance rates for Violent, Property and Youth Crime</li> <li>Community feedback relating to police service response</li> <li>Communication Center data/ Community Feedback on effectiveness of language services</li> <li>Established partnerships and tracking of referrals to Victim and Mental Health Services</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey</li> <li>Community Consultation</li> <li>Police Service Consultation</li> </ul>
<b>Indigenous Policing Structure</b> <ul style="list-style-type: none"> <li>Participate and lead developments of future structuring for Indigenous Policing</li> </ul>	<ul style="list-style-type: none"> <li>Established Leadership role in the IPCO</li> <li>Progress on OPT IN to Community Safety and Policing Act (CSPA)</li> </ul>	<ul style="list-style-type: none"> <li>Police Service Consultation</li> </ul>

# OUR PEOPLE

Ensure a stewardship of people approach committed to attracting, retaining and supporting a healthy, representative and skilled workforce for the future.

OUR PEOPLE		
Objective	Indicators of Outcomes	Link to Consultation
<b>Recruitment</b> <ul style="list-style-type: none"> <li>Enhance Recruitment efforts to stabilize staffing levels</li> <li>Increase Indigenous representation by pursuing innovative approaches to remove barriers and increase engagement with Indigenous candidates</li> <li>Continue successful Social Media approaches</li> <li>Negotiate stable seat allotment at OPC</li> </ul>	<ul style="list-style-type: none"> <li>Number of recruitment sessions/ engagements</li> <li>Percentage of Indigenous representation within workplace</li> <li>Number of and impacts of recruitment Social Media efforts</li> <li>Number of seats allotted at OPC</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey</li> <li>Community Consultation</li> <li>Police Service Consultation</li> </ul>
<b>Retention</b> <ul style="list-style-type: none"> <li>Review and implement recommended retention strategies</li> </ul>	<ul style="list-style-type: none"> <li>Number of resignations</li> <li>Feedback from members, specifically those resigning to inform approaches</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey</li> <li>Community Consultation</li> <li>Police Service Consultation</li> </ul>
<b>Member Wellness</b> <ul style="list-style-type: none"> <li>Physical, Psychological and Cultural opportunities/investments so members can be their healthiest selves (Fitness, Wellness Working Groups, Representative from each Detachment)</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of the implementation of Recommendations from the Ontario First Nations Police Mental Health Report</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey</li> <li>Community Consultation</li> </ul>



## OUR PEOPLE

Objective	Indicators of Outcomes	Link to Consultation
<p><b>Communications</b></p> <p>Enhanced organizational awareness through increased focused Communication</p> <ul style="list-style-type: none"> <li>Increase internal communications with focus on key areas identified during Employee survey (ie efforts to enhance staffing, Benefits and available wellness programs, Facilities Plan, Recruitment efforts, Organizational direction and ongoing efforts with Government)</li> </ul>	<ul style="list-style-type: none"> <li>Establish and implement a multi-faceted Communications strategy: Formal/Informal meetings, Command Staff Detachment visits, newsletters, emails, internal video communiques</li> <li>Establish inclusive, Multi-rank, Strategic Planning Committees; monthly Detachment level meetings, supported by quarterly NAPS-wide video-conferences (focus on open communications administrative and operational concerns, best -practices, input and feedback, etc.)</li> </ul>	<p>Employee Survey</p> <p>Police Service Consultation</p>
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>Employee growth through training and developmental opportunities</li> <li>Ensure NAPS members training is supportive for effective police service delivery and individual career growth</li> <li>Develop a NAPS Training Plan with identified training needs (personal and operational) managed through external and internal delivery (online included)</li> </ul>	<ul style="list-style-type: none"> <li>Number of Training/Development Opportunities</li> <li>Number of Training Sessions</li> <li>Establish a NAPS Training Committee to support and inform training including a representative from each detachment</li> </ul>	<p>Employee Survey</p> <p>Police Service Consultation</p>
<p><b>Leadership Development</b></p> <ul style="list-style-type: none"> <li>Invest in NAPS members through transparent succession pathways for members through Leadership Development Training targeted at current and aspiring supervisors/managers (external, online, mentorship and effective process debriefs)</li> </ul>	<ul style="list-style-type: none"> <li>Number of Training Sessions</li> <li>Number of members trained</li> <li>Tracking of number of members competing for promotion</li> <li>Anecdotal impact, feedback from Interview process, candidate debriefs, and organization wide impact on communications/morale</li> </ul>	<p>Employee Survey</p> <p>Police Service Consultation</p>

# OUR COMMUNITIES

Commitment to collaborate with our Communities to achieve best outcomes in community safety and prevention of crime.

## OUR COMMUNITY

Objective	Indicators of Outcomes	Link to Consultation
<p><b>Community Mobilization/ Crime Prevention Efforts</b></p> <ul style="list-style-type: none"> <li>Formalize a consistent approach collaborating with Communities to ensure Initiatives support and enhance Community Safety</li> </ul>	<ul style="list-style-type: none"> <li>Number of established Community Mobilization Officers</li> <li>Number of Community Initiatives</li> </ul>	<p>Employee Survey</p> <p>Community Consultation</p> <p>Police Service Consultation</p>
<p><b>Community-based Communications</b></p> <ul style="list-style-type: none"> <li>Formalize and target NAPS community-based Community Mobilization and Crime Prevention communications</li> </ul>	<ul style="list-style-type: none"> <li>Number of targeted Community Mobilization/ Crime Prevention communications</li> <li>Coordinated social media and direct in community, Community Mobilization and Crime Prevention messaging</li> </ul>	<p>Employee Survey</p> <p>Community Consultation</p>
<p><b>Advocacy for Enhanced Community Services</b></p> <ul style="list-style-type: none"> <li>Support/Advocate for increased Community-based Mental Health/Substance Use Services</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, documented requests for increased support for community partners</li> </ul>	<p>Employee Survey</p> <p>Community Consultation</p>



# INDICATORS

## WE ARE ON THE RIGHT PATH

The Nishnawbe Aski Police Service 2024-2027 Strategic Plan identifies Indicators of progress towards the identified objectives. Through ongoing monitoring and analysis of the indicators, Nishnawbe Aski Police will demonstrate a transparent accountability. Nishnawbe Aski Police will continually review and adapt throughout the Strategic Plan timeline to navigate the path forward.

### SAMPLE INDICATORS

- Continue upgrades to meet the Equipment requirements of the new Community Safety & Policing Act (CSPA)
- Number of upgrades to Facilities
- Communication Center data/Community Feedback on effectiveness of language services
- Progress on OPT IN to Community Safety and Policing Act (CSPA)
- Established Leadership role in the IPCO
- Percentage of Indigenous representation within workplace
- Feedback from members, specifically those resigning to inform approaches
- Monitoring of the implementation of Recommendations from the Ontario First Nations Police Mental Health Report
- Establish and implement a multi-faceted Communications strategy: Formal/Informal meetings, Command Staff Detachment visits, newsletters, emails, internal video communiques
- Number of Training Sessions
- Tracking of number of members competing for promotion
- Number of Community Initiatives
- Number of targeted Community Mobilization/Crime Prevention communications
- Meetings, documented requests for increased support for community partners

# OUR CORE VALUES

These are the distinct values for the Nishnawbe Aski Police Service. These values reflect the diversity of our communities in the Nishnawbe Aski Nation.

- ✓ **Community Minded:** We provide a service to our communities that are tailored to their cultural differences. We are aware and responsive to the community's needs through the leadership and guidance of the Police Services Board.
- ✓ **Respect:** We cherish diversity.
- ✓ **Caring:** We are sensitive to the community and individual traditions. We strive to speak and act in a professional manner.
- ✓ **Integrity and Ethics:** We do what we say we will do. We act in an honest sincere manner, reflective of our employees' highest standard of quality.
- ✓ **Competence:** We develop our people to achieve, maintain or exceed the Provincial Standard of quality in Policing. Our people are dedicated and committed to the communities they consistently.
- ✓ **Communication:** We are committed to a two-way flow of communication with our membership and the community, fostering a sense of belonging and unity of the two entities.









