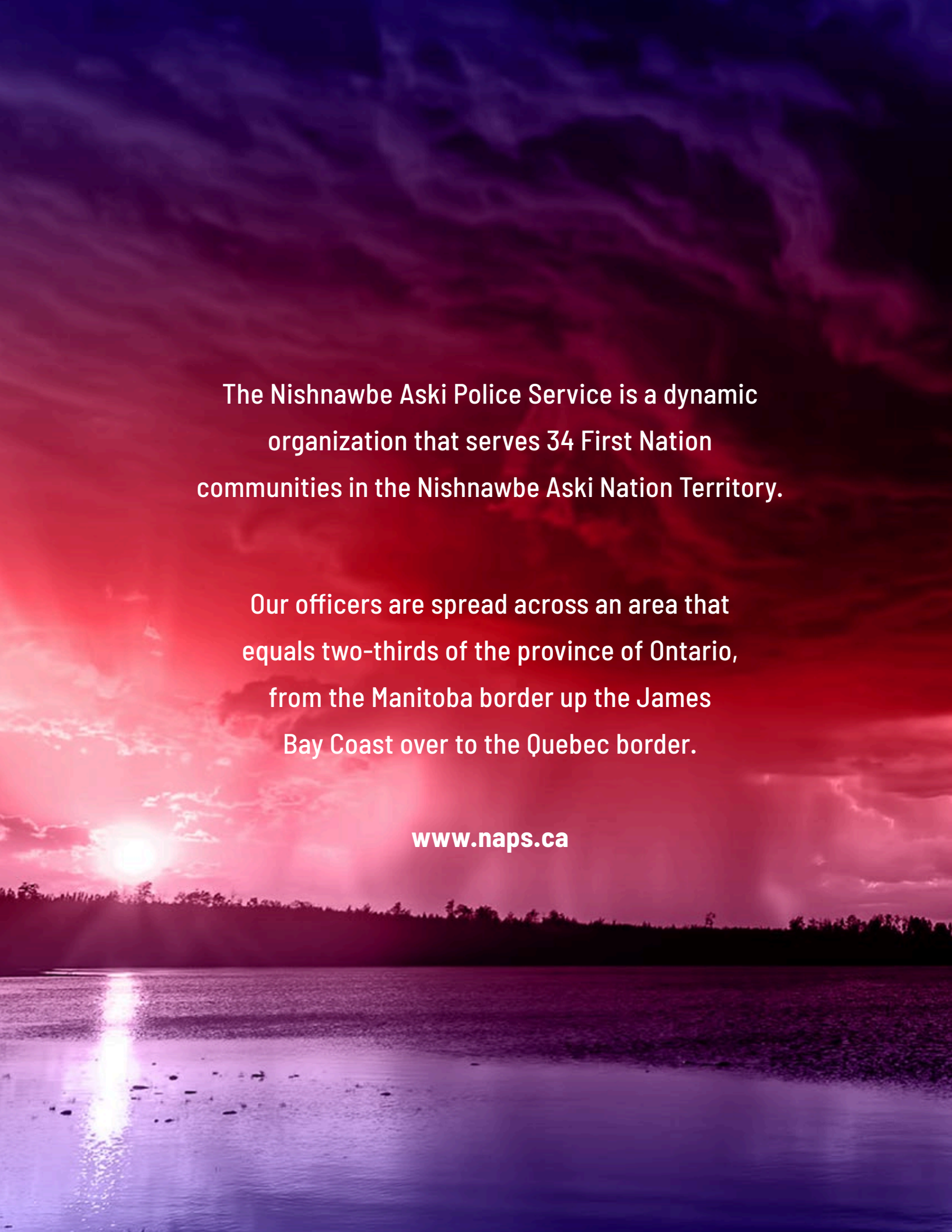




**LOVE, HONESTY, HUMILITY  
BRAVERY, RESPECT  
WISDOM, TRUTH**

# ANNUAL GENERAL MEETING 2022 REPORT



**The Nishnawbe Aski Police Service is a dynamic organization that serves 34 First Nation communities in the Nishnawbe Aski Nation Territory.**

**Our officers are spread across 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.**

**[www.naps.ca](http://www.naps.ca)**

# 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:

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



# NAPS Detachments



## LEGEND

- Indigenous Communities
- 📍 Non-Indigenous Communities
- Nishnawbe Aski Nation Boundary
- North West NAPS Region
- Central NAPS Region
- North East NAPS Region

# Contents

Chief of Police Report	6
Operations Updates	6
COVID-19	6
Retention	8
Restorative Justice	8
Public Engagement	8
Strategic Plan	8
Recruitment	9
Retention	9
Training	10
Recruitment	10
Equipment	10
Retirement	10
Wellness Strategy	10
NAPS Radio Project	10
2020-2021 Audit Presentation	12
Highlights as of March 31, 2021	12
Overview of Major Cash Flow	12
2021 Annual Report	14
Amendments to bylaws	16
Amendment #1	16
Amendment #2	17
Amendment #3	17
Introduction to Legislative Option	18



# Chief of Police Report

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## Operations Updates

### COVID-19

We were managing our recent growth in services well, including our hiring processes. Then, COVID came along. While we were able to handle the pandemic sufficiently in the early days, we are facing various complications and barriers with the on-going Omicron variant. We are busier than ever.

Our police force and communities face greater challenges than other communities in Northwestern Ontario because the majority of our communities are fly in only. We have all been hit hard with COVID, staff and community members both. We had an outbreak at our training center in Thunder Bay, which meant everyone had to self isolate and the center was shut down. We also had officers that were travelling into the central region go into communities without knowing they were positive with Omicron.

Our communities have also faced setbacks, and many have started to implement stricter protocols again. This presents another challenge for the force, as it is difficult to adhere to the various protocols of each individual community. However, we are trying our best to work with each community leader which is working quite well.

Making sure each community feels safe is our priority, and we knew that in order to keep communities safe, we would have to be vaccinated.

In 2021, we proposed implementing a vaccine policy for our staff. We gave our staff plenty of warning, and we are happy to report that we have an almost 100% vaccination rate. While the legislation was scheduled to take place early this year, it was put on hold while the government reviews the regulations pertaining to the new Police Service Act.

We are doing well with our PPE stock but have faced some challenges with getting testing supplies. We put in an application to the Ontario government and were approved, but we are waiting on them to come in due to supply and demand issues. We have purchased 5,000 tests from our own budget in the meantime, which totalled about \$112,000. Additionally, some testing centers have been uncooperative with testing our members, creating a greater need for our own testing supply. We have brought this issue up with Health Canada and a few other agencies to handle this situation and make sure our members are able to get tested. There is a test called Lucera. It's self administrated and you get the results very quickly. It is a reliable test as doctors have been using them, but they are expensive at \$80 a piece.

A lot of our training has been delayed or suspended as we put everyone's safety as first priority. We have had to postpone our annual training to keep everyone safe.

Courts are also a big part of policing, and we have been having some difficulties with Ontario courts

moving more and more online. Due to COVID, courts are not coming into our communities as much anymore and have largely switched over to doing E-intake now, which presents additional challenges because many of our communities do not have sufficient bandwidth or internet service. However, we are trying to manage this as best we can by having people who are specifically trained to help intake officers.

Our radio project is almost complete. All of our communities are now on provincial communication centers, either out of Thunder Bay or North Bay. While this is a big change, it will be beneficial for both our officers and communities. We have been trying to get this project underway for years and we are very happy to announce the project has come to fruition. There are still a few communities that do not have generators for their communication centers, but we have the generators ordered and they are on their way.

Our class at the Ontario Police College was postponed in January, but it just resumed this week. The first month will be virtual, but we will bring our students to our training center afterwards to give them the classroom experience.



## Retention

The pandemic has taken a toll on mental health and has further strained our workforce numbers. We have 31 employees off on various types of leave currently. That equates to about 14% of our workforce. In addition, we have about 31 vacancies open. Overall, we are about 28% short for our workforce. However, this has gone down slightly since the last board meeting when we were 34% short. Policing work is traumatic work and we have always faced issues with retention. Our Human Resource department is working really hard to help support our officers in any way they need.

Drugs, alcohol, and violence are overwhelmingly impacting our communities negatively.

Airports are major areas of concern for individuals to bring drugs and alcohol into communities. While we try to have officers at airports, our officers are very busy and often get called away from the airport to deal with other situations. We did submit a funding request to help us deal with this issue, and we are hoping we receive a position response on that.

## Restorative Justice

One other question that we had in relation to operations is a restorative justice program. Nishnawbe Aski Legal Services has a robust restorative justice program, and we work with them with some of our referrals. We are looking forward to working with NAN's newly appointed Director of Justice, Ms. Binges, to continue our partnership with NAN Legal Services and our focus on restorative justice and victim rights.

We do have a victim support program, but many people are unaware that this support is available. We will be sending out more information on this program again so those who need the support are aware of the services available to them. The

program started in December 2020. In just one year, the program has helped support 497 victims. Due to the number of victims, which is much higher because of underreporting, we know we need more funding to continue to provide these crucial services. We did receive three years of funding to expand this program and hire additional support staff.

## Public Engagement

Our officers are focused on creating connections and respectful interactions within our communities. We ask our officers to engage with the communities and be part of the community they are serving. We are trying to get officers involved in schools and talking to youth, but this has been difficult to arrange through the pandemic. We are continuing to encourage officers to engage with schools and know this is important for our staff and communities.

## Strategic Plan

Our strategic plans are in three-year increments. We received feedback that NAPS needs to focus on infrastructure equipment, cultural training, crime prevention, and enforcing drug and alcohol related bylaws. We have been receiving positive feedback on our detachments, and we currently in the process of getting five new detachments. This demonstrates a commitment to not only our communities, but to the First Nation Policing Program as well.

We are focusing on cultural training as well. While we have a 50% Indigenous employment rate currently, we are hoping to hire more Indigenous people within our organization. We are an inclusive and welcoming organization but having a First Nation focus is our priority and we are always looking to increase Indigenous representation.

Our focus for our current strategic plan is recruitment, retainment, and training a healthy workforce. We are always open to receiving feedback on what our strategic plan should look like.

## Recruitment

We have already been working towards our strategic plan and building a healthy workforce. In some of our larger communities, we have doubled our complement. Our smaller communities, that only had two officers before, now have four or five officers. We were able to accomplish this through our excellent funding negotiations.

Moving forward, we do not want to rely on other organizations. Our mission statement is to set the standard and be a leader in First Nations policing, and we want to achieve that. Our mission statement is what guides our strategic plan. We also always value community input as well. At our core, we are a community orientated police force. A key piece of this is to implement prevention measures and protecting victims.

## Retention

We are working on initiatives to maintain retention rates, including:

- providing charters to our officers to go North and reduce their travel costs
- doing annual award shows to acknowledge and celebrate people's hard work
- improving our accommodations, including the training center
- creating a wellness program



## Training

We have our own training facility where we train our own people. We also have a fitness center available to our staff to encourage officers to be in good physical shape. Being in good shape means they can better handle and respond to various challenges and issues.

## Recruitment

We have increased our Human Resources department and are putting together regional recruitment teams. We are also adding two more positions to our IT department that has only had a total of two staff for a number of years.

## Equipment

We are always looking to source the best equipment possible. After trying out various vehicles, we learned the F-150 trucks work best for our purposes and we are solely using them now.

## Retirement

We are currently addressing the issues with varying retirement timelines to make sure they are fair. As of now, an officer that works in Moose Factory has to work an additional five years before they can retire compared to an officer that works in Moosonee despite doing the same job. We have worked with officers, officer unions, and communities to get some measures in place.

## Wellness Strategy

We are looking into submitting a proposal for funding for a mobile crisis response team. This is something we are hoping to pursue so we can implement mental wellness programs in our communities that have high mental health calls. Overall, we are looking at creating a mental wellness strategic plan as mental health calls are a huge part of the work we do.

## NAPS Radio Project

The conception of the radio project started in 2006, and it has finally come into full fruition. Already, we are seeing remarkable results.

Firstly, under the Police Services Act, there is an adequacy standard that states officers need to have a dispatch that is available 24 hours a day and that they need to have two-way communication when they are outside of their vehicle.

With the previous system, one of the biggest issues was community calls going unanswered. This was because the radio would be on the officer's hip and if the officer was unavailable to answer for whatever reason, the call would go unanswered. Additionally, while this is a safety risk for community members, it also becomes a safety issue for officers who felt disconnected and isolated from backup and support. This is not acceptable, and having reliable two-way communication is a necessity in proper policing.

Some specific examples of instances where the two-way communication radios would have been helpful:

- The tragic incident in 2013 when a woman committed suicide in the back of a police vehicle because the officer had to leave her alone to seek the other officer in community
- In Cat Lake, there was a junior officer that arrived on scene to a double homicide without a radio to communicate with dispatch or request additional support

Community safety is enhanced by:

- Making sure no call goes unanswered
- Reducing or eliminating the delays between calling, asking questions, and getting an officer to the scene; the medical staff can also be alerted immediately and prepare for the incoming patient/victim
- Comm Centers can patch in a sergeant from another community, an on-call sergeant, command staff, and volunteer firefighters to reach out to on-duty officers immediately
- Comm Center has a 24/7 counselor available
- Technical support for locating victims
- Community members can talk to an officer directly
- There is an interpretation system set up for those who speak another language like Ojibwe, Cree, or Ojicree



# 2020-2021 Audit Presentation

## Highlights as of March 31, 2021

### Overview of Major Cash Flow

During the year, there were cash receipts from customers and funding agencies of \$50,584,955 dollars, interest received of \$53,510, and cash paid to suppliers of \$13,208,367 dollars. Cash paid to employees was \$31,984,275 dollars. From operating activities, there was a net cash inflow of \$5,445,823.

<b>ASSETS</b>	
<b>Current</b>	
Cash	\$3,065,824
Accounts Receivable	\$3,630,583
Prepaid Expenses	\$204,196
Inventory	\$7,535
<b>Total Current Assets</b>	<b>\$6,908,138</b>
Capital Assets	\$8,079,692
Restricted Cash	\$28,670
<b>Total Assets</b>	<b>\$15,016,500</b>
<b>LIABILITIES</b>	
<b>Current</b>	
Accounts Payable and Accruals	\$6,199,421
Deferred Revenues (unspent provincial funding)	\$315,010
<b>Total Current Liabilities</b>	<b>\$6,014,431</b>
Funds held in Trust	\$28,670
Deferred contributions related to Capital Assets	\$2,124,653
<b>Total Liabilities</b>	<b>\$8,667,754</b>

<b>Net Assets</b>	
Unrestricted	\$393,707
Investment in Capital Assets	\$5,955,039
<b>Total Net Assets</b>	<b>\$6,348,746</b>
<b>Total Liabilities and Net Assets</b>	<b>\$15,016,500</b>
<b>Excess of Revenue over Expenses</b>	<b>\$1,901,248</b>

<b>EXPENSES</b>	
Aircraft Expense	\$2,380,628
Amortization of Capital Assets	\$1,307,493
Building Costs	\$2,635,217
Communications	\$406,940
Equipment	\$998,516
Insurance	\$356,544
Services	\$618,758
Supplies	\$1,181,625
Training	\$279,883
Transportation	\$2,389,094
Wages and Benefits	\$31,937,366
<b>Total Expenses</b>	<b>\$44,492,064</b>
<b>Total Net Expenses</b>	

#### **Motion to accept the 2020-2021 Audit**

Moved by Chief Ramona Sutherland from Constance Lake First Nation

Seconded by Chief Keith Corston from Chapleau Cree First Nation

No objections, all in favour. **Motion passed.**

# 2021 Annual Report

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Previously, we received funding to hire 79 new officers over a five-year period, and the next fiscal year we will be coming up on the fifth year of this hiring. We have come a long way in hiring new officers and continue to recruit. We just hired a new Director of Finance, Lori Payne. We are also continuing our hiring of more HR and IT staff to use online platforms for outreach and recruitment.

We collect data from officers during their exit interviews to survey areas of improvement. Many noted that they would like a training facility and fitness center. We did apply for and receive some funding for programs and a training center. While COVID has complicated in-person training, we have facilitated some courses for our officers, including:

- homicide investigations
- general investigation techniques
- sexual assault investigations
- investigative interviewing

Additionally, Mushkegowuk filed a human rights complaint and was able to receive funding for police residences.

Our units are busy keeping our communities safe, and we are working hard to keep drugs and weapons out of our communities. Our Specialized Units, which includes:

- Intelligence Unit
- Crimes Unit
- Drug Enforcement
- Guns and Gangs Unit

These units made a combined 40 arrests, nearly 140 charges, and issued 16 warrants.

Assaults remained very high this year, and we received an increased numbers of mental health related calls. Across three regions, there were 153 reported sexual offenses; however, this is most likely a low number as these crimes are underreported.

This past year was not without other challenges as well. One major challenge that was exacerbated during COVID was getting supplies up to Northern communities. Another challenge we faced during the pandemic was that many courts changed their procedures to largely online, which made the process of ensuring briefs were submitted and processes to the Crowns difficult.

Our motto for this annual report was “reflecting on the past and focusing on the future.” Anyone working frontline services, such as police officers, firefighters, and ambulance paramedics, are assumed to eventually get posttraumatic stress disorder so we have huge premiums to WSIB; there has been an increase in frontline personnel going on leave for mental health reasons. Looking into the future, we are in the infancy stages of developing a wellness program.

We’ve also had Ralph Delarue come to us from CBRE to help identify the deficiencies in our infrastructure so we can apply for funding. We were successful in applying for funding and received nearly \$2 million to get various detachments addressed. We just applied for another \$2 million to further address the deficiencies in our detachments.



# 2021

## ANNUAL REPORT

**Reflecting on the  
Past and Focusing  
on the Future**



# Amendments to bylaws

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## Amendment #1

Currently, the Bylaw 3.9 simply says a Quorum at any meeting shall consist of a majority of NAPS First Nations Chiefs present in person. However, the ongoing pandemic has changed the way we do business and stops people from travelling.

The second piece rewords the bylaw to more specific wording defining quorum. We propose to change the wording to: "A quorum at any meeting of First Nations shall consist of a majority of NAPS First Nations Chiefs present (in person or by electronic means as authorized by the board). Quorum is to be established and maintained prior to the consideration of any motion or the conduct of any vote in respect of board business requiring quorum during the meeting."

### Discussion:

Chief Wesley: Our nation is based on consensus. There has to be a mechanism in there that would allow for deferral if important matters to an assembly period. There has to be a consensus with everyone participating.

Derek Fox: How do we accommodate the fact that we have duly elected Chiefs and councils?

Chief Wesley: I certainly would not want my First Nation put in a situation where I find out after the fact that a small group of Chiefs in assembly have made a decision for me.

Julian Falconer: The board recognized that currently, the notice requirements are pretty lean and the board was not comfortable with them. We have drafted provisions that would make certain very clear cut requirements. So, basically, unless passed by consensus, every question shall be decided by a majority of votes of those present.

### **Motion to accept the proposed amendment to 3.9 Quorum Bylaw.**

Moved by Chief Alex Batise from Matachewan First Nation

Seconded by Chief June Black from Wahgoshig First Nation.

### **Quorum reached; motion to amend 3.9 Quorum Bylaw passed.**

## Amendment #2

The second provision to the bylaws deals with the election of the board executive. Currently, the bylaws use the term officers when the officers on the board are actually the chair, vice chair, and secretary treasurer. The current rules say the board shall annually, or as may be required, elect the chair, vice chair, and secretary treasurer amongst its members. We have identified a lack of specificity in the rules to elect. We proposed an amendment to section 5.1A to provide term limits for the board officers with no limit on the number of times a board officer can be re-elected, with the ability to extend the term one year with a unanimous vote by the board directors. No individual will hold more than one officer position at a time.

The amendment would also require the board appoint an independent election official, which can be anyone who does not have a conflict of interest and who is seen as professional and independent.

**Executive passes the amendment.**

## Amendment #3

There is an absence of notice requirements currently in the bylaws and the board identified this problem, instructing the legal counsel to draft something that would have proper accountability from a governance perspective.

We are amending the bylaw to require a ten-day notice period.

**Executive passes the amendment.**



# Introduction to Legislative Option

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NAPS has never been treated as a real police force in Canada and we are consistently underfunded despite decades of recommendations to increase funding and guarantee legislative policing standards.

After the death of Lena Anderson in 2013, the Chiefs adopted a resolution warning Ontario that they were prepared to cancel NAPS and hand placing back to the OPP.

Beginning in early 2015, NAN and NAPS worked with the government to draft Bill 175. This legislation would have allowed communities to opt-into legislative policing standards that already applied to NAN First Nations. Unfortunately, Doug Ford's government revoked this bill, but ultimately Ontario created and passed Bill 68, which includes the community safety act. The Bill is scheduled to come into force later this year.

Resolution 1682 directs NAN and NAPS to pursue the opt-in under Ontario's new policing legislation.

Resolution reads, "Therefore be it resolved that the undersigned Chiefs of the NAPS policed communities request that the Solicitor General of Ontario constitute a Nishnawbe Aski Police Service Board to provide adequate and effective policing in our member communities, pursuant to Section 32 of the CSPA. This is the resolution which Nishnawbe Police Services Board request to constitute the Nishnawbe Aski Police Service Board under Section 32 of the Community Safety and Policing Act."

## **Motion to pass the resolution.**

Moved by Deputy Chief Earl Cheechoo from Moose Cree First Nation.

Seconded by Chief Delores Kakegamic from Sandy Lake First Nation.

## **Roll call is completed, all affirmative. The resolution is passed.**

### **Discussion:**

Chief Wesley: Earlier this year, I received information that there was fentanyl in a building. I authorized our detachment officers with the presence of peace officers. The detachment officers refused to search the building. Sometimes, the most important thing to do is get drugs out of community or stop them from getting in in the first place, above legal procedures. Now may be the time to develop our nations' nationhood laws and clarify procedures about certain police seizures.

Jason, NAN Board Member: Our strategy is looking at addressing respecting the community bylaws and ensuring that we have those supports within the community police services. In the next few days, we will have that opportunity to also bring this concern to those stakeholders within the court system.

Derek Fox: Chiefs take their community's safety into their own hands if they need to. They have established peacekeepers and security within their borders. And one of the things that we are requesting, is not only the law compliance officer

that we will get funded for in the development of codifying our own laws for our communities that we want to begin that process. However, this does not happen over night and will take some time. We have a proposal asking for additional officers to assist in search and seizures for illegal substances.

Julian Falconer: After doing some research, we actually forced the attorney general into acknowledging that pre-contact Indigenous laws hold legal legitimacy and are enforceable today. You can, if it's worded carefully, pass a BCR in which you can exercise that authority in a legal way, a way that NAPS could support it.

Chief Charles Fox: We have all come a long way and achieved a lot in our policing. I have to say that I really appreciate our policing here in my community.

Chief June Black: I think coming together like this, as leaders, really helps the technical advisors and the technicians. And we need to, whenever we can, get on these Zoom meetings, we should all make it a point to be there. It's extremely important. And policing is so important in our community right now, in all our communities. So with that, I just want to congratulate everyone thus far for a job well done.

**Meeting adjourned.**





LOVE  
HONESTY  
HUMILITY  
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RESPECT  
WISDOM  
TRUTH

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