



# ANNUAL REPORT 2017

ANISHINABEK  
POLICE SERVICE

Community...Today, Tomorrow, Together!

## TABLE OF CONTENTS

<b>Mission Statement</b>	<b>1</b>
<b>Organizational Charts</b>	<b>2</b>
<b>Map of APS Detachments</b>	<b>4</b>
<b>Chairperson Report</b>	<b>5</b>
<b>Chief of Police Report</b>	<b>6</b>
<b>Deputy Chief Report</b>	<b>7</b>
<b>Inspector Reports - North, Central, South</b>	<b>11</b>
<b>Recruitment</b>	<b>17</b>
<b>Professional Standards</b>	<b>18</b>
<b>Corporate Services</b>	<b>19</b>
<b>Financial</b>	<b>20</b>
<b>Financial Statements</b>	<b>21</b>
<b>Human Resource Issues</b>	<b>24</b>
<b>Statistics</b>	<b>25</b>
<b>IT Section</b>	<b>27</b>
<b>Training &amp; Equipment</b>	<b>28</b>

## MISSION STATEMENT

### MISSION STATEMENT

APS provides effective, efficient, proud, trustworthy and accountable service to ensure Anishinabek residents and visitors are safe and healthy while respecting traditional cultural values including the protection of inherent rights and freedoms on our traditional territory.

### VISION STATEMENT

Safe and healthy Anishinabek communities.

### GOALS

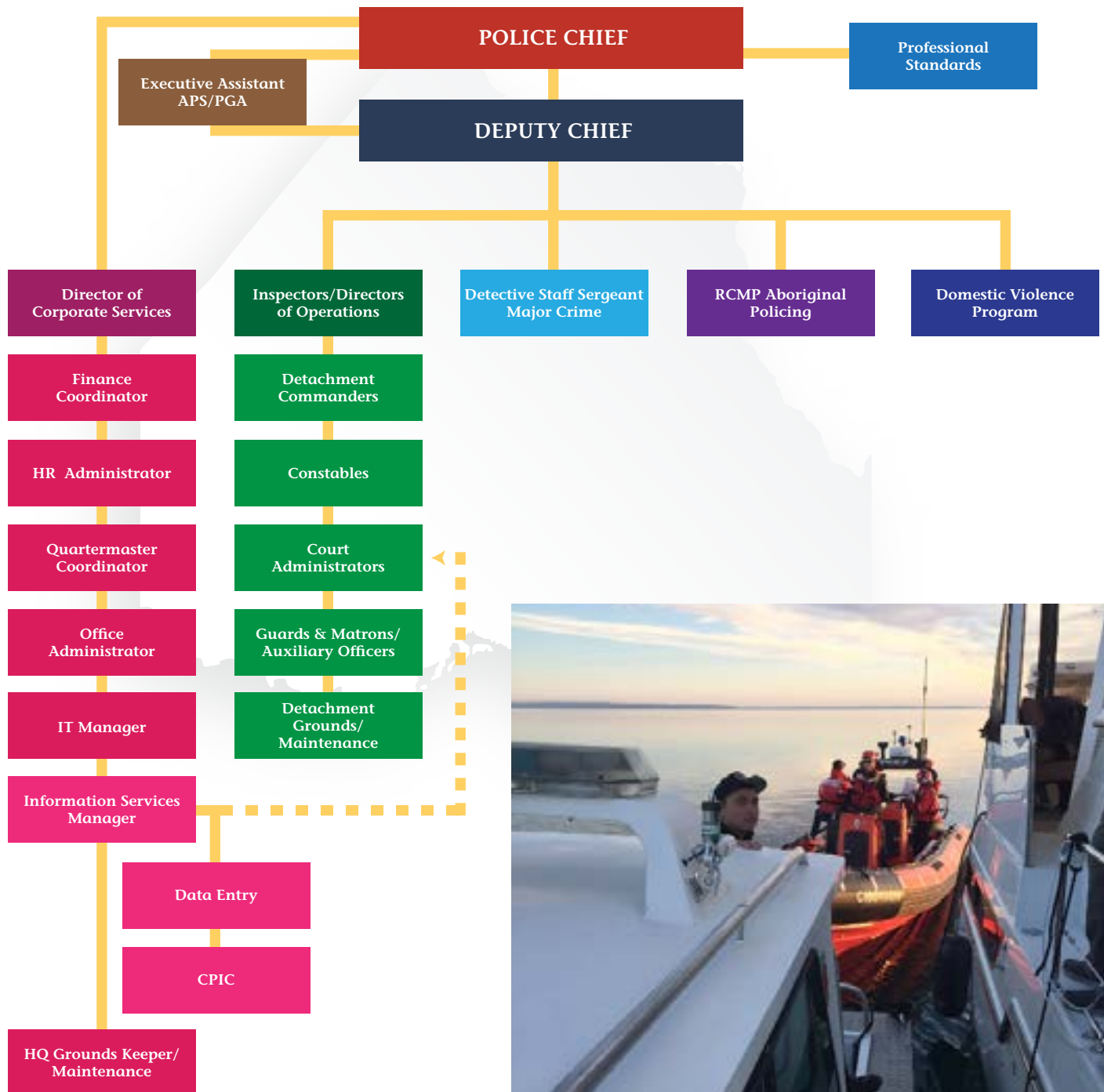
Foster healthy, safe and strong communities.  
Provide a strong, healthy, effective, efficient, proud and accountable organization.  
Clarify APS roles and responsibilities regarding First Nation jurisdiction for law enforcement.



## APS ORGANIZATIONAL STRUCTURE - BOARD STRUCTURE

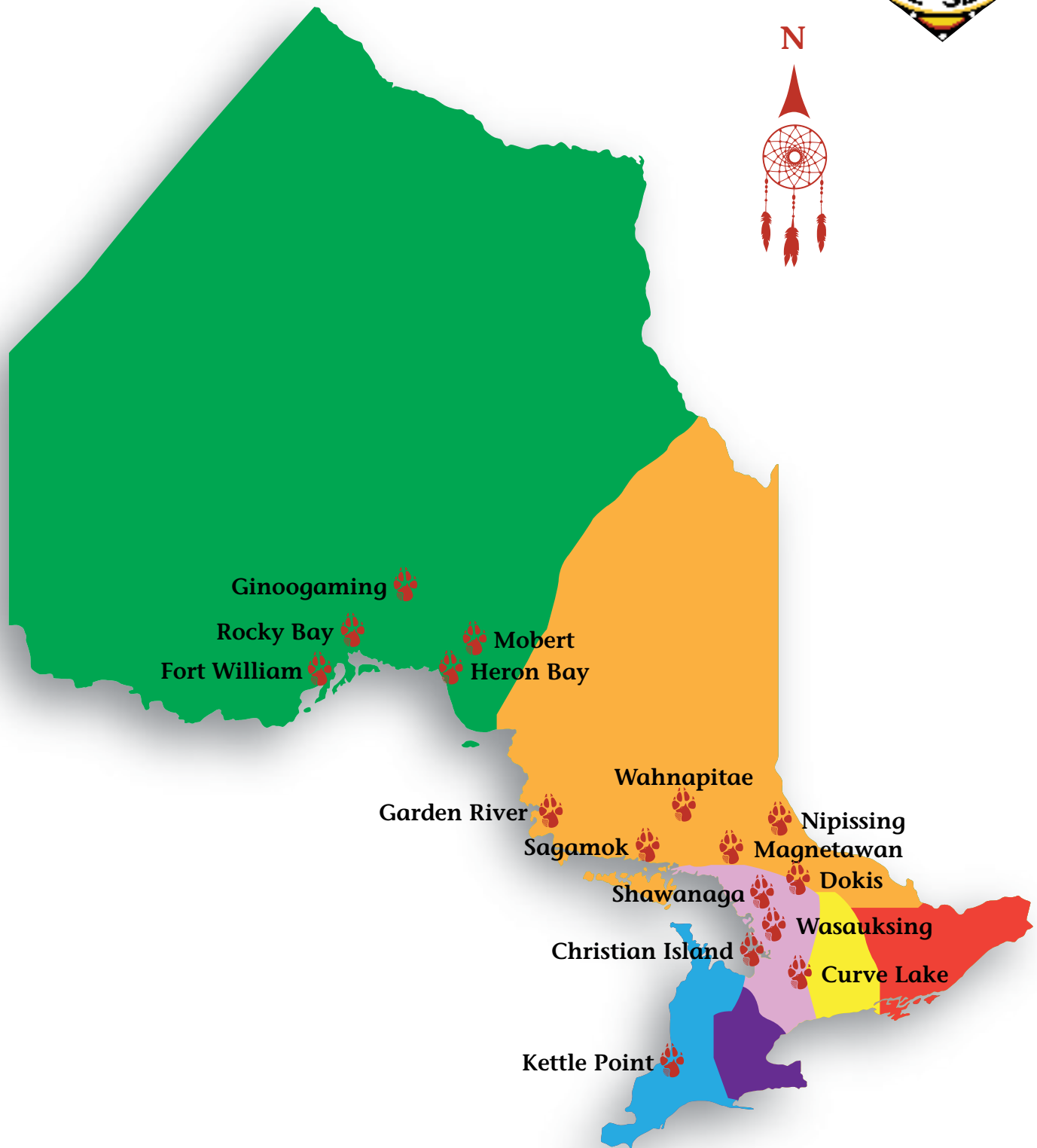


# APS ORGANIZATION STRUCTURE



Cst. Mitchell McNamara, Christian Island, 2017

## MAP OF APS DETACHMENTS





**Jeffrey Jacobs**

Police Governing Authority Chairperson

On behalf of the Police Governing Authority (PGA) I am pleased to present the 3rd Annual Report for the Anishinabek Police Service (APS) for year ending March 2017. Included in the pages to follow are notable governance activities and the many service highlights of APS.

**Our Service, Our Way:** The APS has always taken pride in knowing our true identity. The opportunities we've seized and the challenges we've overcome just reinforce how meaningful our purpose is. Our ancestors created the APS to provide for the safety of our First Nations and its citizens – our way. Grounded by the traditions and values of our People, our peacekeepers provide a blanket of safety that is both culturally respectful and professional. Moving forward, we'll remain committed to our uniqueness and confident in our identity.

**Strategic Direction and Metric Based Performance:**

Last year our Service refined the manner in which strategic direction was set. This year, we are pleased to announce a metric based performance measurement system for which strategic goals are met. This system is relatively new within the policing sector and surely the APS is one of the first Aboriginal policing services to begin implementing it. Once our measurement framework is defined, we will begin to identify key benchmarks and strive to balance and reduce criminal activity in specified areas.

**Wage Parity:** As a result of a provincial Human Rights challenge, the APS received correspondence from Ontario announcing they were offering a bi-lateral funding agreement to address long standing wage parity issues. Within it, two key parts include: retroactive pay

## CHAIR PERSON REPORT

to January 1st, 2014 and parity pay for the upcoming fiscal year. We are extremely excited and happy for our men and women who now are finally being recognized and fairly compensated for the work they do.

**Labour Relations:** Our human capital is our Service's greatest asset and most valued resource. As an employer, the APS strives to be an employer of choice and one that protects to rights of its employees. In March 2017 we began negotiating a new Collective Bargaining Agreement (CBA). As negotiations continue to unfold, we remain positive that together, with our uniform officers, agreement will be reached with the APS at the very core.

**Many Reforms on the Horizon:** The PGA anxiously awaits the announcement of final changes and improvements to the Police Services Act (PSA) and the First Nation Policing Program (FNPP). Reform and overhaul are long overdue for the 25 year old PSA and now out-of-date FNPP. We are hopeful that the changes to come are steps in the right direction toward adequately resourcing our Service and setting a standard of safety for our Communities and Citizens equal to all Ontarians and Canadians.

**Looking Forward:** In the coming year the Board looks forward to:

- Strengthening APS' link with member First Nations and Citizens;
- Blending our culture and tradition throughout the APS;
- Finalizing negotiations with uniform officers;
- Negotiating a new long term funding agreement;
- Working closely with the Anishinabek Police Council (APC);
- Remaining focused on true governance and strategic direction for the APS as well as verifying the effectiveness of the organization.

On behalf of the Board I would like to acknowledge the outstanding contributions of our uniform and civilian staff as well as our senior management for their demonstrated leadership. I would also like to thank past and current members of the Board and the Anishinabek Chiefs Council for their commitment towards providing strong governance and leadership. We look forward to the challenges ahead and continuing our work in making our Territories safer.

## CHIEF OF POLICE REPORT

In behalf of the Anishinabek Police Service I would like to thank the APS Member Chiefs Council and the APS Police Governing Authority for their support during the past year.

This is our third annual report which I am confident will provide you with the insights into the activities of the Police Service.

A number of milestones were reached in the previous year including the application of a retroactive salary increase for the uniform members of the police service. The original agreement that created the Anishinabek Police Service was tied to the 1991 Tripartite Agreement that spoke to, among other things, salary and benefits for the uniform members. The language in the clause indicated that benefits be no less than the OFNPA. A great deal of work was put into trying to have the Federal and Provincial governments live up to that article including a Human Rights complaint which was filed by a group of Supervisors from the OFNPA communities. That Human Rights complaint also resulted in Ontario providing a retention incentive. The Province of Ontario agreed to address the salary shortages retroactively and our officers will be receiving their increases over the summer of 2017. This decision will greatly assist in our recruitment and retention of officers.

Efforts are ongoing to have the APS become the primary police service at Stony Point (former Camp Ipperwash). The responsibility for the former Camp remains with the Department of National Defense who directly fund the OPP to provide police services. As the environmental cleanup continues there is a greater desire to have the APS assume policing responsibilities. Efforts are being made to re-allocate the DND monies to Public Safety who will in turn use those funds to pay the APS for the policing of the former camp.

During the spring of 2017 there was a Globe and Mail story about the number of unfounded sexual assault investigations across the country. We are presently conducting a review of our sexual assault investigations which were classified as unfounded. Any cases that are questionable will be reviewed and consideration given for additional follow-up or re-opening.

It is anticipated that the coming year will be one that will see a number of significant changes to the delivery of service and the expectations placed on the Police Service. The adoption of the Police Services Act will create a new environment where independent civilian oversight



**John W. Syrette**  
Chief of Police

will help guide the APS in their response to complaints from the communities we serve. The Police Services Act will also increase the reporting requirements of the Police Service and see an evolving role for the Police Governing Authority.

Grand Chief Madahbee of the Anishinabek Nation has made a statement to Ontario which strongly demands more opportunities for community engagement sessions prior to committing to one of the Police Services Act options provided by Ontario. As of the writing of this report there has been no indication to which option the Anishinabek Police Service will choose however the comments of the Grand Chief will be considered prior to the final decision being made.

The much anticipated Tulloch Report (a report on the Independent Police Oversight Review) was released in the spring of 2017. Justice Michael H. Tulloch headed up a review of the three police oversight bodies, the Special Investigations Unit (siu), Office of the Independent Police Review Director (oiprd), and Ontario Civilian Police Commission (ocpc). The Report specifically mentions the needs of First Nations Communities and provides recommendations to Ontario.

The Report recommendations are being reviewed and could potentially be included as part of the amended Police Act of Ontario which moves through the Ontario Legislature in the coming months.

I continue to represent the Anishinabek Police Service at the Canadian Association of Chiefs of Police (CACP) Victims of Crime Committee and recently commenced my participation in the Council of Canadian Academies Expert Panel on Policing in Indigenous Communities.

## DEPUTY CHIEF OF POLICE REPORT

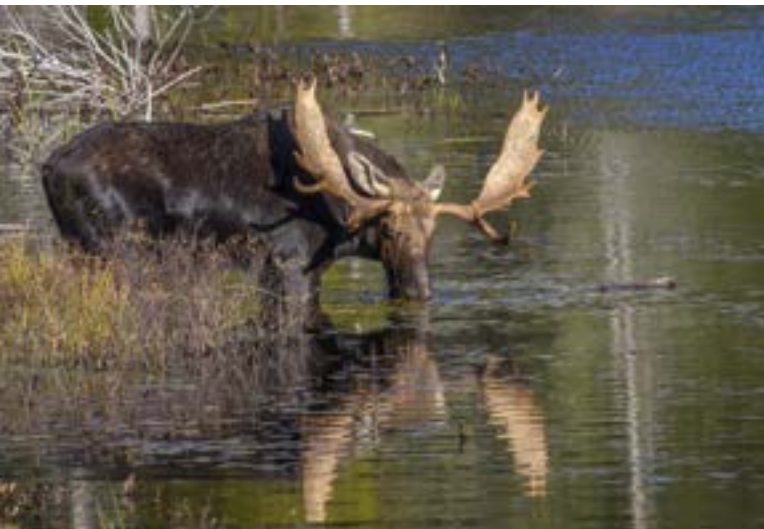


**Dave Whitlow**  
Deputy Chief of Police

My name is Dave Whitlow, I'm the Deputy Chief for APS and I've held the position for several years. I accepted the role to manage the operations and support Chief Syrette in the development of senior management staff to ensure the success of APS for the future. The regional commanders and crime manager report directly to me. I work alongside Leslie Zack-Caraballo, the Director of Corporate Services, to ensure effective and efficient policing in the communities we serve.

### **Major investigations and the work we do**

Over the last year we were involved in a multitude of investigations from basic criminal matters, community lockdowns, to road closures during protests.



We had one officer climb a structure to save a young suicidal female as well as others involved in entering burning structures.

Our officers attend cultural events and ceremonies throughout the year and volunteer on a wide variety of committees. Annual powwows are normally our largest events that bring visitors to the community where APS staff take part in all aspects including dancing.

Under the direction of Staff Sergeant Byron Pilon we've initiated an organization-wide drug strategy and have successfully completed a few community-wide drug enforcement activities as well as education programs.

Inspector Derek Johnson has initiated the move towards "Community Mobilization" and we are expanding that across all APS jurisdictions. We have begun to arrange formal partnerships with our community and justice partners.

We also had a successful intervention with an elder's awareness program that was supported by officer training to ensure vulnerable people are not victims of crime.

We continue efforts in the area of intelligence gathering related to organized crime activities. The funding is provided through an RCMP-based program. Our efforts continue with our policing partners to communicate policing information in a timely manner that supports nation-wide enforcement.

The officers and administrative staff ensure frontline service delivery is adequate. Our road officers continue to strive to meet the policing demands in each community.

We have developed a monthly report that is provided to each specific community and our PGA representatives.

Missing persons continues to be an area of concern. We have put a system in place to ensure effective and timely supervision of the investigation so the chances of someone not being located is minimized.

### Partnerships

The continued support of the OPP allows us to concentrate on frontline service delivery as we can depend on them to fill in the gaps where funding falls short. Almost all of our detachments have formed great relationships with their local OPP.

Memberships for command staff in the First Nation, and Ontario, Associations of Chiefs of Police allow us to get the keep up with the pace of change in policing across the nation.

The government of Ontario continued its support of operations through programs and grants including; RIDE, community policing partnership, PAVIS, and Youth in Policing. We rely heavily on the First Nation Constable Fund to meet staffing demands that otherwise would fall back on the OPP.

### Building Capacity

We concentrated on the development in the area of major investigation. Byron Pilon was promoted to the rank of Detective Staff Sergeant in an effort to ensure our ability to manage most major criminal investigations meet the Ontario adequacy standards. He deploys several staff to make sure each region has the support required to manage major events or investigations. He has also coordinated a concentrated effort in the area of reducing illicit drug use.

Training and development of recruits continues to be a challenge with our smaller detachments due to lack of coach officers. Sault Ste Marie Police have assisted taking our recruits for a few months to get them exposure to a large variety of occurrences under direct supervision.

We now have three confirmed Inspectors in the role of Regional Commanders. All three have developed internally and are in the process of identifying their leadership roles/styles while setting standards for the detachment commanders that report to them.

Barry Petahtegoose returned to the position of Acting Inspector of Professional Standards with the promotion of Vince Kewaquado to Regional Commander. Barry's transition should be seamless as he already

had the responsibility and began development in 2014.

With the promotion of Byron Pilon to Detective Staff Sergeant the ability to mentor officers interested in major criminal investigation and drugs has started. Byron identified several interested staff members and he started short secondments into the crime unit.

Through an informal process, a number of staff self-identified an interest to work in supervisory roles. We moved several to acting detachment commander positions to allow an opportunity to see if they are interested in promotion. Wade Harrington, Byron Pilon, Kevin Redsky, Matti-Jane Primeau, and Wally Kaczynowski all took on acting supervisor roles. Success from the development opportunities is evident with the promotion of Byron Pilon and Kevin Redsky who have moved to permanent supervisor positions.

### Policy

We moved to using OPP Orders as our operational policy. The administrative policy has now been updated to be more user-friendly including a searchable electronic version available on all desktops.

### Fiscal responsibility

Our Inspectors and detachment commanders continue to progress in the area of managing budgets for personnel and monitoring expenses.

We have streamlined our fleet purchasing process tremendously with the support of the OPP Transport Branch. We struck an agreement with them to include the purchase of our vehicles and everything related to that process. This enhanced our ability to get better pricing and have a one-stop process instead of a multitude of phases from start to finish. We can also depend on them for the research with technology and end-user needs instead of dealing with issues as they arise.

Our uniform and equipment purchasing is now completed on a database that allows easy access and tracking from order to receipt of the submission. It is also tracked for each individual.

## Our people

At this year's annual conference we came up with a slogan that will serve as a beacon in our efforts to serve the community. "Community – Today, Tomorrow, Together" has all the elements we feel will help us in our direction while considering a long and healthy future for everyone. This slogan will be added to everything we do and incorporated on our vehicles and stationery.

We are still challenged by lower wages and pension. Our officers continue to commit to their profession and going beyond while being paid significantly less than their counterparts across Ontario. Retention becomes a challenge with only the truly dedicated staff staying behind hoping for a change. We have initiated a committee to look at strategies to be able to retire after 30 years of service the same as the OPP and municipal policing partners in Ontario. An increase in wages would also help to attract top candidates to fill our vacancies.

Employee wellness remains a priority. All supervisors have taken a couple training opportunities including: the "Road to Mental Readiness" and "Mindfulness in the workplace." For the upcoming year both programs will be rolled out to all staff.

Our annual civilian and officer of the year awards are nominated, and chosen, through a vote by all

members. This year's civilian of year was our HR manager Charla Souliere. Our officer of the year is Murray "Duke" Bressette from the Kettle Point Detachment. We celebrated those awards at our annual civilian and supervisor conference in June. Constable Kyle Custer-Jones from the Garden River detachment received the Sault Ste Marie and area, Officer of the Year award.

We now have dedicated orientation sessions at HQ for all new staff coming on. The employees get an opportunity to meet all the administrative staff and see the functions they provide. All supervisors also took an opportunity to attend a one-day session to meet HQ staff and see how it operates.

All job descriptions have been updated with performance evaluation tools available in each classification. We also created electronic forms to manage performance easier.

Three members are now trained in the Essential Competency Interviewing procedures for recruits. We have now started putting together a "pool" of candidates so we are in a better position to fill vacancies.

## Use of Technology

We are contracting a part-time position to support our IT manager in an effort to allow more time to implement newer technology.

We are now active on twitter and moving towards effective social media management.

We have also initiated steps to update our internet site. A committee is dealing with the implementation and policy required to keep it relevant and useful. We are inputting Sharepoint as a database tool to help with HR and equipment management.

We expanded our use of forms and technology on our internal servers to allow easy access through any work stations.

We contracted with "ARI Global Fleet Management" to ensure efficient control of our fleet services that tracks spending and coordinates repairs and maintenance.



With our transition to OPP fleet management providing our cruisers, we are going to try a mobile workstation to see if it's an option for our larger detachments.

### **Accountability**

Two of the Regional Commanders took training on quality assurance. We have started conducting audits in an effort to ensure the mission statement is upheld through a review of critical procedures and confirming adequate supervision in the detachments.

Our timelines for dealing with minor misconduct have decreased significantly. This improves the chances of correcting errant behaviour and ensuring the process is done fairly to meet everyone's interest. With the Supreme Court ruling in April, confirming policing is a provincial responsibility, we are hopeful a legislative framework will be in place in the very near future. Once we have a framework that has already been in force for many years we can merely concentrate on learning to orient our way through it instead of proving our procedures are fair and in accordance with labour law practices.

We are researching initiatives to add a stronger cultural approach using traditional resolutions to help resolve minor conduct issues across the organization. All supervisors attended employment law training provided by a local law firm. The training concentrated on fundamentals of progressive discipline.

### **Infrastructure**

We presently work out of 11 main offices with five sub-offices. Only five of 16 communities have stand-alone police facilities. Sub offices are required due to the distance from one community to another. We are looking into ensuring our communities provide buildings that meet base policing standards. Presently our main buildings are inadequate facilities partially altered from their original state. We are left sharing facilities in schools, community centers, band administration buildings and old residential houses.

Over the last year we had two buildings condemned. Biinjitiwaabik Zaaqing Anishinaabek (BZA) is now temporarily relocated using the Nipigon OPP detach-

ment and the Ginoogaming officers are using space in the community hall. Talks are underway trying to come up with suitable accommodations back in the community.

We contracted for a facility to house staff while working on Christian Island.

### **Future**

Implementing the PGA strategic plan is going to be a large undertaking for the upcoming year once it gets approved.

I'd like to thank everyone that supports my efforts trying to make APS communities safe and healthy.



Cst. Dave Hobson, Christian Island Detachment



**Inspector Derek Johnson**  
North Region Inspector

Boozhoo and hello, it is a tremendous honour to continue representing the APS North Region. It is also with great satisfaction and pride that I take this opportunity to provide an overview of the highlights of 2016.

### **Anishinabek Police Service – North Region Business Plan Highlights**

The Anishinabek Police Service North Region is comprised of 4 Detachments and 5 Communities. They are Fort William First Nation, Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay First Nation), Ginoogaming First Nation, Biigtigong Nishnaabeg (Pic River First Nation) & Pic Mobert First Nation. We are geographically located near the cities of Thunder Bay, Nipigon, Longlac and Marathon.



## **INSPECTOR REPORTS - NORTH**

The North Region serves approximately 5300 members, of which nearly 2200 members reside in our communities not including those in / from surrounding towns and cities.

In 2016, the North Region responded to 3303 calls for service. The total number of calls for service compared to last year shows an increase of 900 occurrences. The increase in calls for service is partly due to the rise in Community Service and Proactive Enforcement initiatives within our communities.

On the 15th of December 2016, after a five week long Under Cover Drug Operation titled “Project Bridge” the Anishinabek Police Service (APS) assisted by the OPP Provincial Operations Intelligence Bureau (POIB), OPP Organized Crime and Enforcement Bureau (OCEB), OPP Emergency Response Team (ERT) and Nishnawbe-Aski Police Service (NAPS) executed a search warrant at a Fort William First Nation residence. The investigation resulted in the seizure of approximately 18 grams of Cocaine. Street value of all drugs is approximately \$1,440.00. Police also seized a digital scale and cocaine packaging materials. The APS charged five local residents 27 drug related offences.

The two primary objectives for the North Region were to:

1. Foster Healthy, Safe, and Strong Communities, and
2. Provide a Strong, Healthy, Effective, Efficient, Proud and Accountable Organization.

### **Foster Healthy, Safe, and Strong Communities**

#### ***Awareness, Prevention and Enforcement Strategies***

Understanding and valuing cultural diversity is key to the success of our police service. In 2016 officers and civilian staff participated in Pow Wows, National Aboriginal Day festivities, Fall Harvest, Fish Derbies, Annual Moose Hunt, Eagle Staff Ceremonies and Sacred Fire Ceremonies.

Staff were also intricately involved in: coaching community hockey teams, sporting events, community BBQ's, winter carnivals, Remembrance Day ceremonies, Christmas parties, Halloween parties, memorial golf tournaments to support local charities, Supermarket Sweeps and presentations related to Crime Prevention & Community Safety.

In addition to Awareness & Prevention initiatives, officers from the APS North Region have engaged in strategic initiatives for public safety on our highways and in our communities. Education and visible enforcement activities such as, RIDE and distracted driving & radar enforcement initiatives, compliance checks and the execution of criminal code warrants were completed regularly.

### ***Implement Effective Outreach and Communication Strategies***

In order to implement effective outreach and communications strategies each Detachment Commander in the North have participated on police committees made up of volunteer community members. It is this venue that allows the public to meet with police to discuss local issues and concerns. During this process, prevention & enforcement strategies are discussed and later implemented to remedy community concerns.

In some communities where the local police committee is not operational, Detachment Commanders have met regularly with First Nation Chiefs and PGA representatives to ensure community input is obtained.

Quarterly Regional Detachment Commander meetings and local detachment meetings are completed to provide staff with the opportunity to review business plan goals, statistics, community service initiatives, audit review and methods to improve service delivery.

### ***Provide a Strong, Healthy, Effective, Efficient, Proud and Accountable Organization***

#### ***Enhance Human Resources and Health & Safety Processes***

For police officers to be successful, they require quality equipment and annual mandatory training. Officers have completed all required training with the assistance of the OPP In-Service Training Unit (ISTU) to ensure standards are maintained in compliance with the Police Services Act.

The focus of our training continues to be professional development, succession planning and strategies to improve service to our communities.

Although 2016 posed resource challenges due to short & long term disability I am happy to report the hiring of Cst Will Farrell of the Pic River / Pic Mobert Cluster Detachment and Matthew Sheriff of the Rocky Bay Detachment. Both officers have progressed favourably and will continue to be an asset for the Anishinabek Police Service and especially the communities they serve.

In closing, I would like to reiterate that community safety & well-being is everyone's responsibility. Our RMS information continues to show that only a minimal percentage of demand for police assistance involves crime. The abundance of our efforts relate to those directly affiliated to social issues.

I anticipate that our continued involvement with the Thunder Bay Situation Table will allow us to bring together diverse front line service providers who collaboratively mobilize appropriate short term services and interventions to those who are at risk of offending, criminalization or victimization. The efforts of our community partners and our dedicated members will work collaboratively to enhance the quality of life, safety and security for all citizens.

Special thanks to the efforts of our sworn and civilian staff members who work diligently to meet our business plan goals and exceed our community's expectations.

Sincerely

Derek

Inspector Derek Johnson  
Anishinabek Police Service  
North Region





**Inspector Marc Lesage**  
Central Region Inspector

Aanii, my name is Marc LeSage and I am the Inspector for the Anishinabek Police Service Central Region. It is an honour to bring you the highlights from the year 2016.

The central region consists of 5 communities:

- Wahnapiatae
- Dokis
- Nipissing
- Sagamok
- Garden River.

All communities are located near the Hwy 17 corridor from Sault Ste Marie to North Bay. Garden River First Nation shares a border with the United States of America along the St. Mary's River.

The central region is committed to the safety and security of the members we serve. The Central Region detachments are located near the communities of Sault Ste Marie, Sudbury and North Bay. We have good working relationships with the municipal services as well as the Ontario Provincial Police. The Garden River Detachment works with agencies in the United States. The Garden River detachment also works with the Sault Ste Marie Royal Canadian Mounted Police office.

Officers in the region are challenged geographically. The court systems for criminal and provincial offenses act charges are located in nearby municipalities. Garden River would utilize the Sault Ste Marie Court system. Sagamok would travel to Espanola and/or Sudbury for court. Nipissing and Dokis use North Bay and Sturgeon

## INSPECTOR REPORTS - CENTRAL

Falls while Wahnapiatae is in Sudbury.

The Nipissing Dokis & Wahnapiatae Cluster has detachments on the Nipissing First Nation and Dokis First Nation. Officers have historically worked out of the Nipissing Detachment located in the Duchesnay Creek area which is next to the city of North Bay. Drive time for officers to Garden Village is a ½ hour. Travel time to Dokis and Wahnapiatae is over an hour.

Community Policing, Crime Prevention and Selective Enforcement are all goals of Central Region officers. It is not the goal to criminalize issues such as poverty and mental health. Enforcement activity is a priority but it is far from the most important activity.

Central region officers conduct proactive police patrols in all of their communities. Officers answered 3816 calls for service in 2016. Officer generated calls such as RIDE programs 493, Property Checks 264 and Community Service activities 141 also made up a big portion of their duties. Although traditional crimes such as assault & break enter and theft still continue it is with the hard work of the regions women and men that its communities are safe places to live and work.

### Community Service

Central Region officers are encouraged to participate in community activities. Small everyday duties such as visiting the daycare or stopping by an elder's residence are completed. Officers participated in activities such as:

- Police Week Barbeques
- National Aboriginal Day
- Remembrance Day

It is a goal for officers to be in the community in a positive light as often times we are only viewed as law enforcer's.

### Investigations

There were a number of major investigations completed in the region in 2016. On the 16th of February 2016 officers responded to the Sagamok First Nation after receiving a report of a person being shot with a firearm. Officers from across the region with assistance of the Ontario Provincial Police and APS crime unit were able to bring the incident to a successful conclusion. Two persons were arrested and charged and remain before the courts. The victim made a full recovery.

In the summer of 2016 officers with the Sagamok Detachment along with the APS crime unit ran an undercover project targeting the sale of illegal drugs on the Sagamok First Nation. Officers successfully made purchases of illegal drugs that resulted in the arrest of 12 persons.

Nipissing Dokis and Wahnapiatae officers were involved in assisting the Nipissing First Nation with its fishing moratorium. Officers conducted vessel patrols with members of the First Nation. The issue is a hot topic in the Lake Nipissing area with all persons having an opinion of the fish stocks. Officers conducted themselves in a professional manner with no major incidents or arrests.

Garden River officers had several arrests for impaired operation of a motor vehicle. Officers continue to proactively patrol Hwy. 17 and Hwy 17B for traffic infractions such as impaired driving and speeding.

### Conclusion

I am extremely proud of the women and men of the central region. Geography and staffing levels all present problems to effectively policing our communities. Central Region officers work long hours and extra hours to ensure its community members are safe and secure. In 2017 I would like to see officers laying less criminal and provincial offence act charges while increasing proactive calls for service. I would also like to see our participation increase in area community mobilization

hubs by partnering with other agencies. Priorities in 2017 will be domestic violence, mental health and impaired driving. The main goal of targeting these issues is providing for the safety and security of our members.

Miigwich

Marc LeSage  
Inspector Central Region



members of SSMare ERRT team, RCMP MSET Team, Garden River Detachment, OPP



Garden River Detachment - Open House, Aug 2015



**Inspector Byron Pilon**  
South Region Inspector

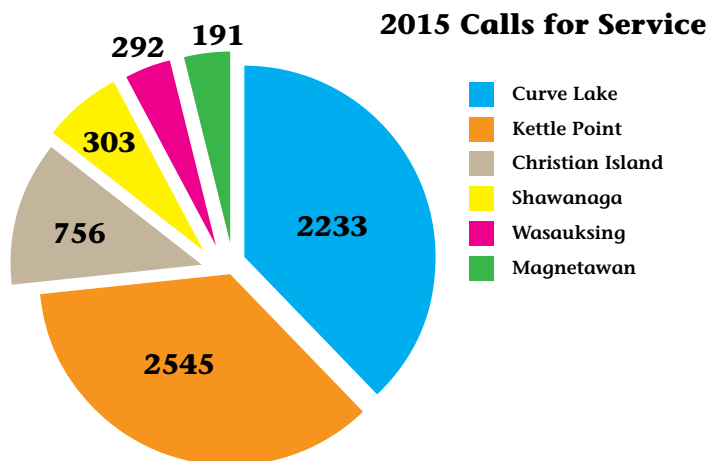
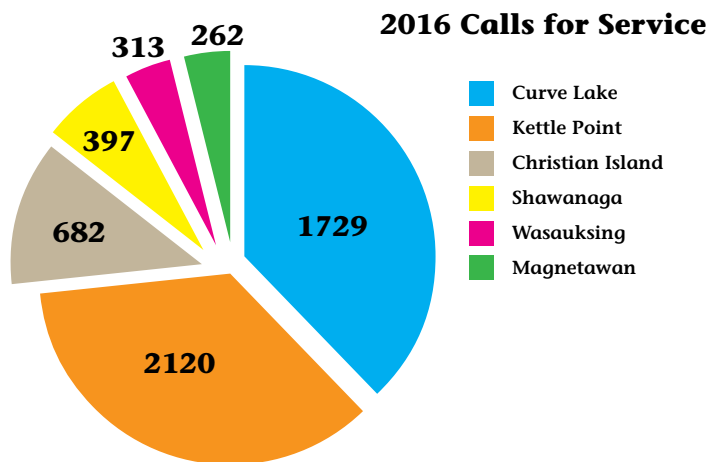
## INSPECTOR REPORTS - SOUTH

Boozhoo and hello, my name is Detective Staff Sergeant Byron Pilon and I am from Biigtigong Nishnaabeg. It an honour to represent the APS Southern Region and I would like to take this opportunity to provide an overview of the highlights for 2016. I share part of the Inspector responsibilities for South Region.

### Anishinabek Police Service – South Region Business Plan Highlights

The Anishinabek Police South Region is comprised of four Detachments and six Communities. They are Magnetawan First Nation (FN), Shawanaga FN, Wasauksing FN, Curve Lake FN, Beausoleil (Christian Island) FN and Kettle and Stoney Point FN. Geographically we are located near the cities of Parry Sound, Midland, Peterborough and Sarnia.

The South Region serves approximately 3,970 community members in our six First Nations year around. In the summer months we experience an increase in visitors and patronage to the seasonal cottages in our communities across the Province. In 2015, officers in my region responded to 5,500 calls for service. The total number of calls for service compared to last year's shows a decrease of 650 occurrences as demonstrated in the charts:



### Staffing

Staffing has been a challenge this year, with the resignation of an Inspector. Currently, the South Region is without a Regional Commander. Inspector Derek Johnson has assumed Curve Lake FN. Sergeant Duff Bressette has assumed Kettle & Stoney Point FN and with myself, Detective Staff Sergeant Byron Pilon assuming Beausoleil (Christian Island) FN, Shawanaga / Magnetawan / Wasauksing FN's.

A further shortage of a Sergeants at the Curve Lake and the Shawanaga / Magnetawan / Wasauksing Detachments created instability for leadership as three supervisor vacancies are hard to replace. On a positive note, the vacancies provided development opportunities for officers acting as detachment and regional commanders. Currently the South Region is short officers in Kettle / Stoney Point FN and Christian Island FN.

Kettle Point Detachment has the benefit of developing an extremely positive, strong and supportive relationship with members of Chief and Council. In the past, this relationship had been challenged by staffing shortages that resulted in reduced visibility in the community.

**Foster healthy, safe and strong communities. Awareness, Prevention and Enforcement Strategies.**

The two primary objectives for the South Region is to work closely with each member First Nation to create healthy, safe and strong communities and secondly, create a strong, healthy and proud organization.

In Curve Lake FN and Beausoleil (Christian Island) FN, APS along with Department heads are forming Community Mobilization Groups often referred to as a HUB. The main goal is to identify individuals and families who are at an *“Acutely Elevated Risk”* for harm. It will help connect them to supports and services within the communities before situation escalates or a tragedy occurs. Community Mobilization Groups were introduced into Canada in 2010 and the response from the participating communities has been overwhelmingly supportive. In Kettle Point / Stoney Point FN officers and staff are always exploring new and creative ways to interact on a meaningful level with the community. We have discovered that including our fellow service providers, the youth and the elders is essential to building a healthy community. We support the Kettle Point Ministry of Children and Youth Services by coaching a *“Youth in Policing Initiative”*. This initiative involves officers working daily with the student and inspires them to become ambassadors for Police and community, while providing them with valuable life skills and employment. The same program is also utilized at our Christian Island detachment.

In 2016, officers and civilian staff participated 675 community service events. Our Detachments fund raise locally to support our community events. Our best fund raiser is generated through the sale of “Indian Tacos” in Kettle Point. Officers also participate in various community service events such as “Lunch with a Cop”, Anti-bullying “Pink Shirt”, Bike Rodeos, Mother Earth “Water Walks”, Native Solidarity Day Celebrations, Fishing Derby’s, Native Solidarity Day Sun Rise Ceremonies,

Annual Pow Wows, Remembrance Day Wreath Laying, Annual Santa Claus Parades and the annual APS Senior’s Christmas Dinners are just a few of the initiatives. The Kettle Point Detachment specifically prepares for community service activities with a planning meeting in January where all staff bring ideas and fund raising concepts to the meeting.

The expected return of policing responsibilities of the former Camp Ipperwash will have an impact on policing in the Kettle and Stoney Point area. Negotiations have been underway over the past several years but the return of the property began in 2016.

The community has been negotiating with the Department of National Defence for three additional police officers which may allow for a ten year agreement. At the end of the agreement, it is anticipated the officers will become part of our Anishinabek Police Service under the tripartite agreement.



Cst. Matti Primeau

# RECRUITMENT



Cst. Duke Bressette, Kettle Point Detachment

We have implemented a number of standards to ensure that we obtain the best candidate possible when issuing a request for applications. We now use the OACP Constable Selection System in its entirety which incorporates a variety of requirements including extensive background investigation and psychological testing.

When applying for a uniform position with our service, please submit ALL of the following information. Failure to do so will result in exclusion of your application in the selection process.

## **MUST BE OVER 18 YEARS OF AGE.**

- MUST BE A CANADIAN CITIZEN OR PERMANENT RESIDENT (color copy of permanent resident card)
- Signed Consent & Release of Liability Form. No criminal record for which a pardon has not been received or an absolute/conditional discharge has not



been sealed. For detailed information click on the Parole Board website link: <http://pbc-clcc.gc.ca/prdons/servic-eng.shtml>

- Application Letter
- Resume (include most recent employment)
- Three references (may submit letters)
- Completed application form
- Copy of grade 12 graduation diploma or equivalency (minimum/submit additional diplomas or degrees)
- Color copy of class 'G' driver's licence with full driving privileges and no more than 6 demerit points
- Copy of OACP Certificate of Results. Can be obtained from Applicant Testing Services (weblink: <http://www.applicanttesting.com/>). ATS is licensed to issue the COR – part of the constable selection system requirements in Ontario. You can register and pay online. The COR include: the Police Analytical Thinking Inventory (PATI), Written Communication Test (WCT), Physical Readiness Evaluation for Police, Vision and Hearing and the Behavioural Personnel Assessment Device (BPAD) – be prepared to spend a good part of the day at the testing site.
- Copy of valid First Aid and valid CPR Level C
- MUST PASS A CREDIT CHECK (to progress in selection process)
- MUST PASS A BACKGROUND INVESTIGATION CHECK (to progress in selection process)
- Medical (Verification you are fit to perform the duties of an APS officer)
- Vision and Hearing Tests
- Experienced Officers submit copy of Basic Constable Training Certificates Level I & II
- McNeil Disclosure or Self Disclosure

\*Be prepared to provide the original document for verification.

\*Applicant must also pass Psychological Testing, Ontario Police College Basic Constable Training and probation period. Final selection is based on overall results/suitability.

## PROFESSIONAL STANDARDS

Aanii, I am Acting Inspector Barry Petahtegoose for the position of APS Professional Standards and Quality Assurance. My policing career began in January 1993 in my home community of Atikameksheng Anishinabek (formerly Whitefish Lake First Nation). In February 2006 I was the successful candidate for the position of Detachment Commander for Sagamok and I have worked for APS and the community of Sagamok Anishinabek for over 10 years. In July 2014 I was one of two Sergeants selected to undertake an acting role for Professional Standards investigator which allowed for career development and experience. I completed the acting role in February 2015 and then moved back to my role as the Detachment Commander. In January 2016 I began my role as the Acting Inspector for PSB and will continue until the end of August 2017, at which time I will be on a 6 month secondment with the Greater Sudbury Police Service to enhance my skills as an Inspector.

The Professional Standards investigator has a vital role to play in the administration of the APS. The Professional Standards investigator oversees and provides direct investigative support to the individual Police Detachments. The Professional Standards Officer ensures that public complaint investigations are consistent with Anishinabek Police Service (APS) Code of Conduct and Professionalism and that accountability is provided to not only the Police Chief but all staff members of the APS and the member First Nations maintaining the intent of the APS Mission Statement. The position oversees quality assurance measures (audits) on behalf of the Police Chief and is responsible to identify areas of risk that jeopardize effective and efficient policing by identifying areas of policy that require amendments to ensure effective and efficient policing.

When I began my role as the investigator I committed to ensure all investigations are completed in a timely manner and all investigations are investigated thoroughly. I trust that APS Officers will know that thorough and fair investigations will be undertaken by myself. My job is to ensure APS continues with developing high quality, professional police officers to serve our member communities.

During my development with Professional Standards I attended training for Adjudicator and Prosecution with Morris Elbers Inc. and successfully completed training for Professional Standards Prosecutors/Police Association Representatives through Georgian College.

For the period of July 2014 and July 2017 during my development with PSB I had investigated 40 PSB case files.



**Barry Petahtegoose**  
Acting Inspector

APS will not be impacted by the proposed changes identified in the March 31, 2017 release of Justice Tulloch's Ontario Police Oversight Review on how discipline is handled under the Police Service Act until the decision of adopting the Act is finalized. Proposed changes on how discipline of officers is investigated will be a short learning curve for all APS sworn officers as our current Code of Conduct is similar in some ways.

An enhancement of two dedicated investigators along with a supervisor to the Professional Standards and Quality Assurance Unit would be a benefit to the overall organization.

### PROFESSIONAL STANDARD'S OFFICE STATISTICS 2016 - 2017

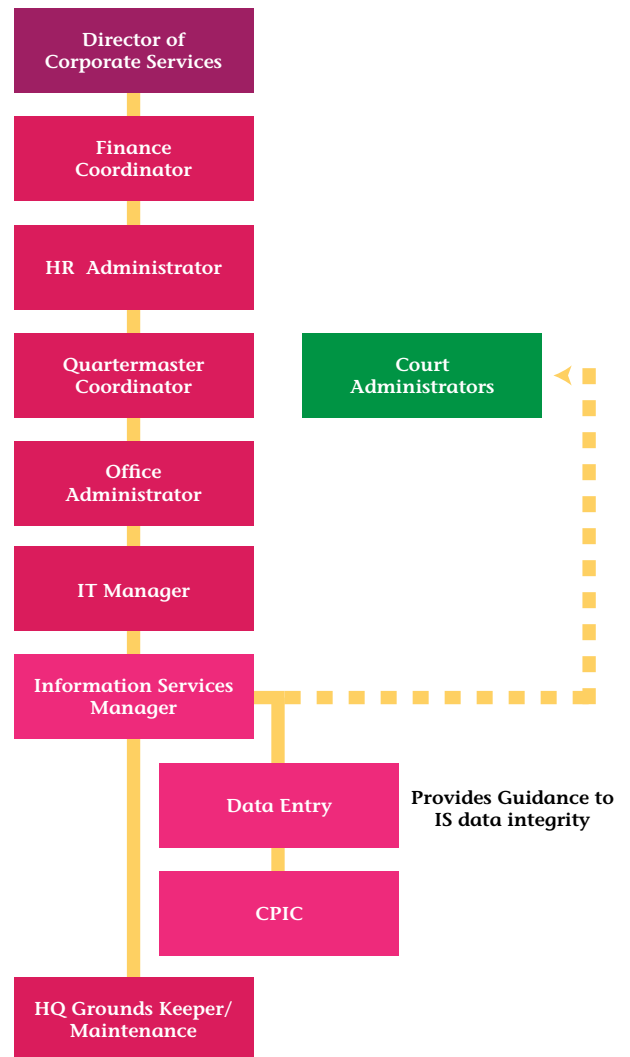
<b>TOTAL COMPLAINTS</b>	<b>17</b>
<b>Complaint Types</b>	
Officer Conduct	15
Civilian	2
Service	0
<b>Origin of Complaint</b>	
Public	2
Internal	15
Cases in the APS Code of Conduct Hearing stage	4

## CORPORATE SERVICES



**Leslie Zack-Caraballo**  
Director of Corporate Services

I am very pleased to provide you with an overview of my department for the 2016-2017 operating year. The Corporate Services department is located at the APS headquarters and consists of a variety of staff that are responsible for many tasks and functions. I want to formally acknowledge the professionalism and support of employees in my department which serves as the administrative platform for all employees' service wide. Below is the department structure:



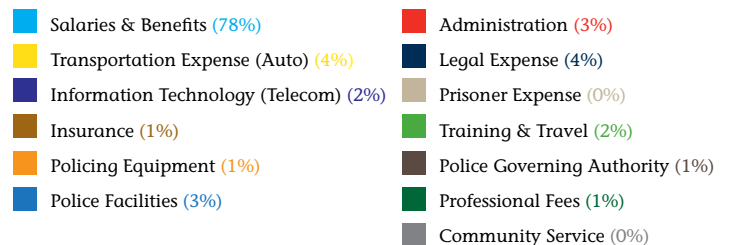
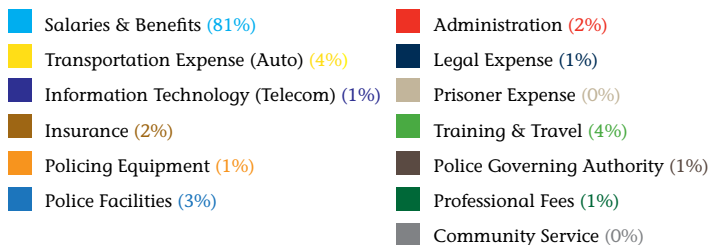
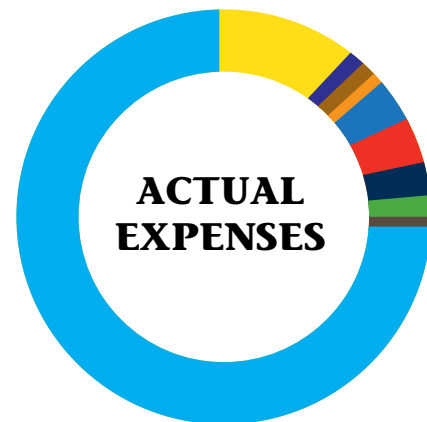
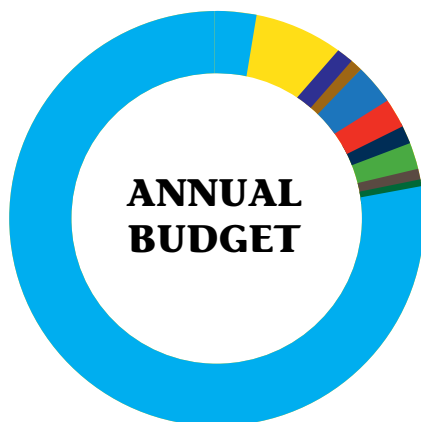
## FINANCIAL

During the fiscal period 2016-2017, our operational expenses were fairly comparable to the prior year. This year, we had a minor surplus that can be attributed to our other income. We continue to meet the deliverable requirements under our tripartite agreement by providing our funders with the following:

- Quarterly cashflow statements;
- Quarterly general ledger;
- Consolidated comparison to budget and;
- Budget reallocation submissions when necessary

We believe that the imposition of the new requirements, demonstrate that our service abides by financial policy which further reinforces our transparency and accountability.

The charts below demonstrate budget and actual annual expenditures. In categories that are listed at 0% - the value of the line is less than a half a percent of the total budget. More detail can be found in the audited financial statements.



## FINANCIAL STATEMENTS

We are pleased to provide you with a copy of our audit which was approved by our Police Governing Authority during the first week of August 2017.

In summary, our overall financial position for 2016-2017 is as follows:

Revenue	
Government of Canada	\$ 5,788,367
Province of Ontario	5,343,108
Other	293,153
<b>Total Revenue</b>	<b>\$11,424,628</b>
Expenses	
Field Operations	\$10,825,003
Governing Authority	100,535
Insurance	177,522
<b>Total Expense</b>	<b>\$11,103,060</b>
<b>Excess Revenue</b>	<b>\$ 321,568</b>

We have submitted our request to both levels of government as per the requirements under the tripartite agreement for retention of funding to be used to replace a portion of our fleet.



## FINANCIAL STATEMENTS

**ANISHINABEK POLICE SERVICE**

## Consolidated Statement of Financial Position

March 31, 2017, with comparative information for 2016

	2017	2016
<b>Assets</b>		
Current assets:		
Cash	\$ 590,908	\$ 858,767
Accounts receivable (note 2)	3,643,886	106,241
	4,234,794	965,008
Capital assets (note 3)	2,067,967	2,062,978
	<u>\$ 6,302,761</u>	<u>\$ 3,027,986</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 4,421,472	\$ 1,146,901
Payable to the Government of Canada	100,750	4,630
Deferred revenue	19,535	117,056
	4,541,757	1,268,587
Net assets:		
Invested in capital assets	2,067,967	2,062,978
Unrestricted deficit	(306,963)	(303,579)
	1,761,004	1,759,399
Commitments (note 6)		
Contingencies (note 10)		
	<u>\$ 6,302,761</u>	<u>\$ 3,027,986</u>

See accompanying notes to consolidated financial statements.

On behalf of the Board:



Director

Director

## FINANCIAL STATEMENTS

### ANISHINABEK POLICE SERVICE

#### Consolidated Statement of Operations

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Revenue:		
Government of Canada	\$ 5,788,367	\$ 5,639,129
Province of Ontario	5,343,108	5,205,350
Other	293,153	270,602
	<u>11,424,628</u>	<u>11,115,081</u>
Expenses:		
Field operations (schedule 1)	10,825,003	10,537,830
Governing authority (schedule 2)	100,535	94,615
Insurance	177,522	157,684
	<u>11,103,060</u>	<u>10,790,129</u>
Excess of revenue over expenses for funding purposes	321,568	324,952
Other revenue (expenses):		
Other subsidized programs (schedule 3)	(324,952)	-
Capital assets expensed above	407,679	234,169
Amortization of capital assets	(402,690)	(420,525)
	<u>(319,963)</u>	<u>(186,356)</u>
Excess of revenue over expenses	\$ 1,605	\$ 138,596

See accompanying notes to consolidated financial statements.

## HUMAN RESOURCE ISSUES

### Officer Statistics & Retention Report for 2016-2017

Our service has a strength of sixty-one (61) police officers. Close to our year end, Ontario provided an announcement that would allow for bilateral funding relating to the implementation of OPPA salaries for our officers. As we will now be in a position to offer comparable wages, we can expect that retention issues will no longer be an issue.

As a young service, we realize that capacity building in our organization is extremely important and therefore we allow for acting assignments in various positions while also utilizing experienced officers under contract to backfill temporary vacancies.

We continue to provide and facilitate an orientation for all new members joining our service which is best practice that has proven beneficial especially in a deployed service environment.

Our claims experience has been fairly consistent with other years, please note the following information:



Note:

\*The values paid by our insurer, SSQ Financial totalled \$57,859.00 for short term and \$36,090 for long term disability claims with one pending for costs.

### WSIB

Our employees continue to access our Health & Safety on line training program. They are able to access mandatory training and complete modules required based on their position. I am pleased to advise that during the last operating year, there was a total of 5 claims with no loss time.

### Employee Assistance Program

As part of our commitment to support a healthy work environment, our employees are able to access a dedicated line for assistance with regards to work and life issues through our Employee Assistance Program offered through Shepell. During the last fiscal year, there were a total of seventeen (17) accesses for services which represents an annual utilization rate of 20.73%.

### Resignations

During the last fiscal operating year, we had SIX (6) resignations from uniformed members. The reason for a majority of employees leaving was for actual retirement reasons.

### Summary

Currently, we have fifty-seven (59) officers and vacancies (2) vacancies. Based on the current members, the years of services are broken down as follows:

- 11 officers with less than 5 years' experience
- 8 officers with 5 years but less than 10 years' experience
- 5 officers with more than 10 years but less than 15 years' experience
- 16 officers with more than 15 years but less than 20 years' experience
- 13 officers with more than 20 years but less than 25
- 6 officers with 25 years' experience but less than 30

### INFORMATION SERVICES

The Information Services Manager is responsible for supervising the CPIC Administrator, UCR and Data Entry Clerks. In addition, the position also oversees the **Disclosure of Information** and responds to requests for information under **Freedom of Information**.

Our staff provide Police Records Checks, including Police Criminal Records, Police Information and Police Vulnerable Sector.

### Civilian Data Entry

We continue to use Fusion voice is used as a tool for officer dictation of occurrences. Civilian data entry staff transcribe the reports into NICHE. This results in less officer time in front of a computer and more time on the road—thereby addressing officer visibility. The use of civilian data entry is a best practice that has resulted in assisting the organization to achieve effective and efficient use of resources.

According to a recent review by the Ontario Provincial Police, **"statistics indicate that for every hour of dictation, six hours of frontline member time is spared."** The end result also demonstrates that the use of civilian members has resulted in an overall increase in data quality.

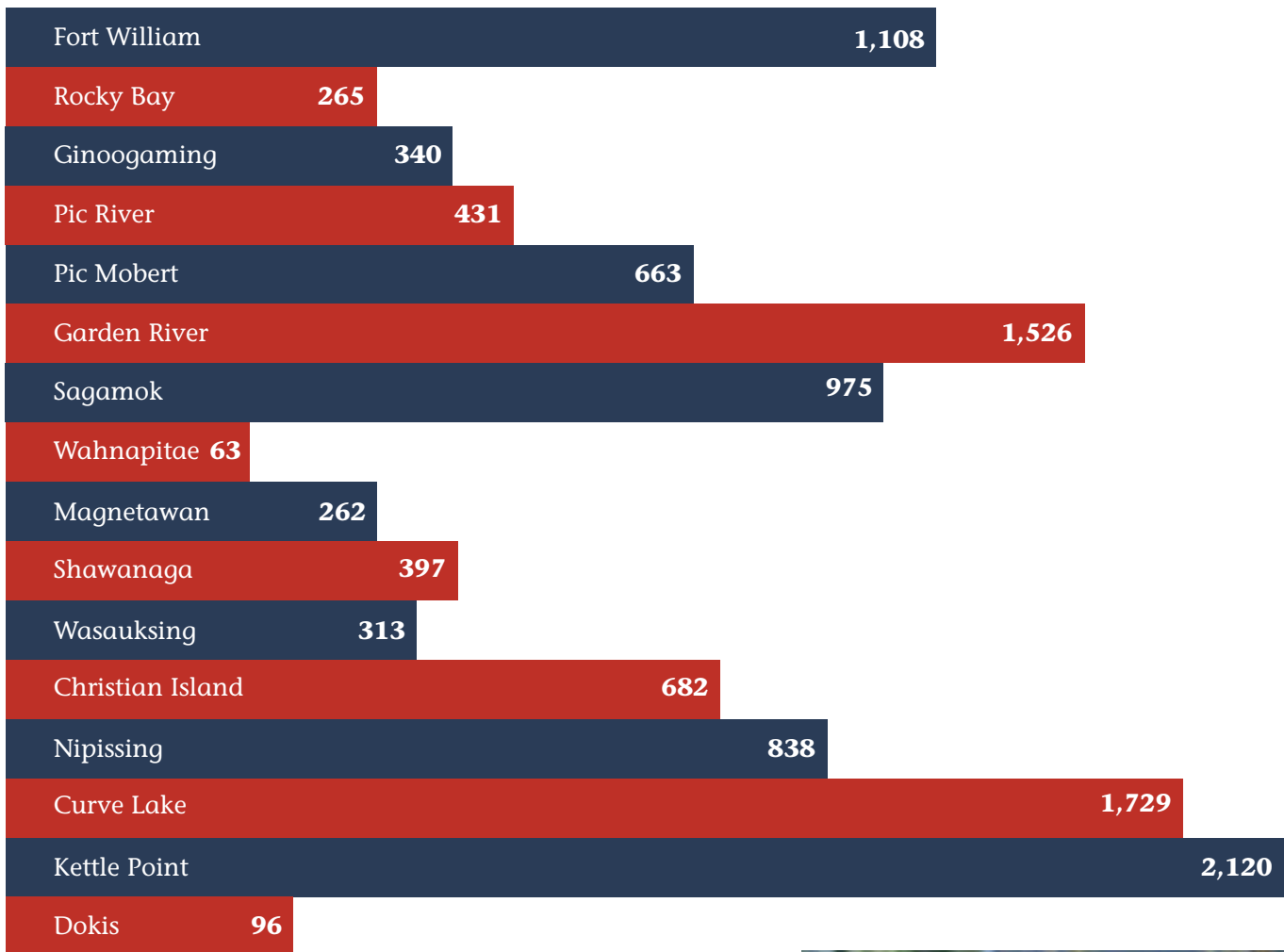
During the 2016-2017 period, our civilian data entry staff transcribed 582.5 hours, We processed 924 criminal records checks and 183 ROI requests!

## STATISTICS

Offence and Non-Offences for the time period April 1, 2016 to March 31, 2017

	Fort William	Rocky Bay	Ginoogaming	Pic River	Pic Mobert	Garden River	Sagamok	Wahnapitae	Magnetawan	Shawanaga	Wasauksing	Christian Island	Nipissing	Curve Lake	Kettle Point	Dokis	Totals
<b>OFFENCES</b>																	
Murder	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sexual Assault	1	0	0	1	2	0	2	1	0	1	0	0	1	0	1	0	10
Assault	24	5	10	13	33	19	37	3	4	5	7	11	17	6	21	4	219
Criminal Harassment	5	2	1	2	3	10	5	0	0	3	1	4	4	2	3	2	47
Break & Enter	15	6	0	0	6	13	9	8	2	1	3	30	15	2	30	1	141
Theft	24	7	4	1	7	26	16	3	1	4	3	15	19	12	41	2	185
Fraud	2	0	1	3	6	3	2	0	0	1	0	2	6	4	3	1	34
Mischief	28	3	3	7	12	7	17	0	1	3	5	8	7	5	20	0	126
Breach/Bail Violations	15	3	4	2	16	15	19	0	3	0	4	9	11	6	25	1	133
Drugs - Possession	2	0	0	0	0	1	3	0	0	0	0	2	3	1	4	0	16
Drugs - Trafficking	2	0	0	0	4	1	0	0	0	0	0	0	1	1	1	0	10
Impaired	3	0	0	1	1	13	8	0	0	1	2	3	1	9	2	0	44
<b>NON-OFFENCES</b>																	
Animal	13	1	11	35	13	53	30	6	2	3	17	8	30	13	62	4	301
Alarm	45	11	7	1	8	48	38	1	1	8	3	37	39	18	49	5	319
Community Service	74	33	63	116	112	68	35	5	11	17	13	88	33	167	112	28	975
Domestic Disturbance	12	0	3	6	12	17	23	0	3	4	5	22	9	13	25	0	154
Mental Health Act	16	2	4	5	9	18	21	1	5	2	7	10	21	22	26	2	171
Trouble with Youth	33	0	6	3	17	17	9	0	1	3	1	12	10	4	21	1	138
Keep the Peace	9	2	15	6	19	31	23	4	4	8	4	8	19	18	22	1	193
Assist	110	16	38	22	61	177	162	13	21	43	28	58	108	147	260	3	1267
RIDE	26	24	46	41	59	193	234	19	23	40	29	26	75	162	130	16	1143
Family Dispute	40	2	11	6	23	37	16	1	7	4	3	8	35	5	43	1	242
Highway Traffic Act	177	10	5	24	22	147	58	3	8	32	16	35	67	347	600	5	1556
Property Checks	10	32	15	25	40	357	69	4	24	28	39	111	23	929	411	14	2131

## Calls for Service for the time period April 1, 2016 to March 31, 2017



<b>Total Calls for Service</b>	<b>11,808</b>
<b>Comparison Last</b>	<b>13,249</b>
<b>Decrease in Calls for</b>	<b>1,441</b>



Cst. Mitchell McNamara and Tiffany King, 2017



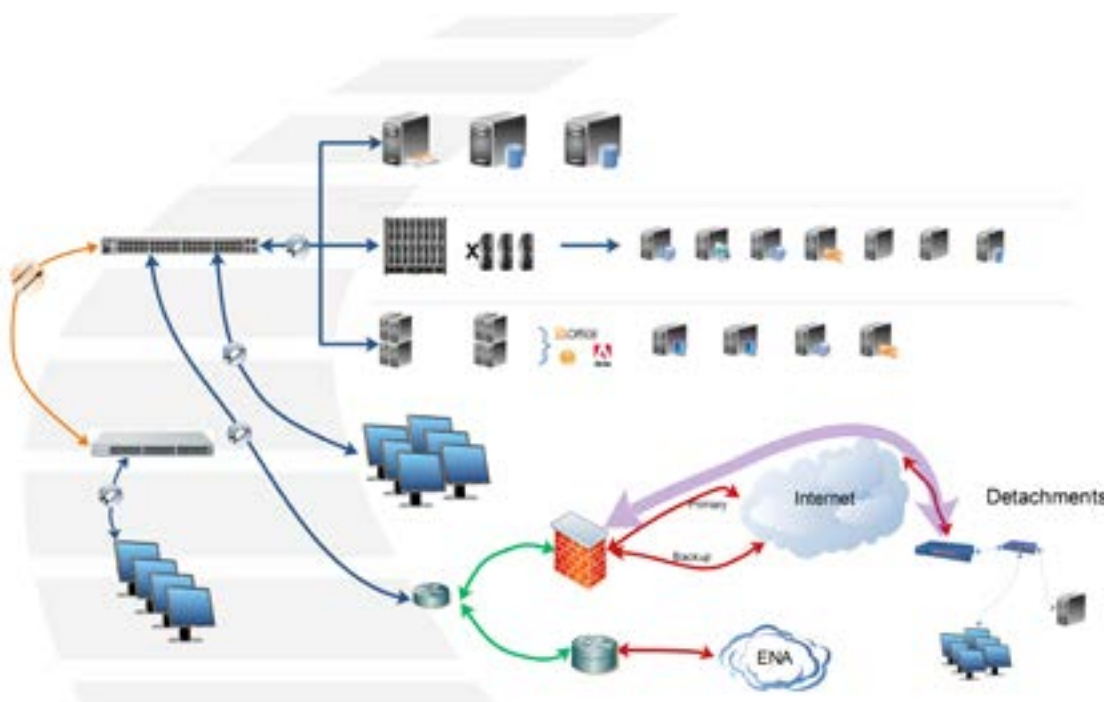
The mandate of the IT department is to ensure effective technology resource management in order to efficiently support and facilitate the needs of the Police Service and the communities we serve. Our Manager of IT is dedicated to ensure that the infrastructure that we use is current and secure and that we continually work to maintain and improve the service's network security and functionality.

We currently host a network operations centre (NOC) located at Headquarters in Garden River and each detachment is connected using a secure data network that allows us to reach out to all of our detachments as well as connect to our OPP and RCMP partners to allow for timely information exchange across the province. The APS is also a member of the Ontario Police Technology Information Co-Operative (OPTIC) which allows us to share information with 48 other Police services in Ontario.

During the last year, we also worked on updating our website which allows for better ease of access of information for all users.

### ELECTRONIC FINGERPRINT – CARDSCAN

We continue to submit the electronic submission of the C-216 fingerprint forms directly to the RCMP for processing via CardScan. This has significantly reduced wait times from months to days. During the 2016-2017 fiscal period, we processed 507 fingerprints.



## TRAINING & EQUIPMENT

### TRAINING & EQUIPMENT

Our officers continue to actively engage in annual requalification requirements. During this same time-frame, the following number of training initiatives were completed:

#### April 1, 2016 - March 31, 2017

##### April - 2016

OPC	
Sexual Assault Investigation	1
OPPGHQ	
Health & Safety Training Level III	1

##### May - 2016

OPC	
Basic Constable Training	1
Sexual Assault Investigation	1
CPIC Records & Advanced	1

##### June - 2016

OACP	
Constable Selection System	2

##### July - 2016

OACP	
Leadership in Policing - Week 1	1

##### August - 2016

OACP	
Leadership in Policing - Week 2	1

##### September - 2016

OPC	
Basic Constable Training	2
Fraud Investigation	1
OACP	
Leadership in Policing - Week 3	1

##### October - 2016

OPC	
Frontline Supervisor	1
CISO - Under Cover	1
Media Relations	1
Search Warrant	1
Leadership in a Police Organization - Week 1	1

##### November - 2016

OPC	
Investigative Interviewing	1
Influential Police Leadership	1
Interviewing & Interrogation	3
Fentanyl Symposium	1



##### November - 2016

OPP	
DNA Databank, Warrant & Consent Sampler	2
OACP	
Leadership in a Police Organization - Week 2	1
Professional Standards Committee Meeting	1

##### February - 2017

OPC	
Sexual Violence & Harrassment	1
Coaching Police Professionals	1
Team Building	1
Emotional Intelligence	1

We continue to provide access for e-Learning opportunities provided under the Fred Pryor website. The number of training initiatives accessed by civilian, Sergeants and management total 986 since inception. In addition, we also offer opportunity for a Respect in the Workplace certification which is mandatory for all staff. This is an enhancement to the requirements under our Health & Safety program.

I want to acknowledge the Corporate Services staff at our headquarters as their good work supports our collective efforts in ensuring that we provide the best service possible to our uniform members and ultimately to our communities.



*Cst. Chantal Larocuque*

Anishinabek Police Service Headquarters  
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