



2016 | ANNUAL REPORT

# ANISHINABEK POLICE SERVICE



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### MISSION STATEMENT

The Anishinabek Police Service provides for the safety and well-being of our communities and our citizens. We support victims of crime and are committed to the protection of inherent rights and freedoms.

We work cooperatively with our communities and our citizens to address their needs and priorities through community involvement, public education and unbiased enforcement strategies. We provide these services and supports with transparency and accountability.

### VISION STATEMENT

A professional Anishinabek Police Service that respects traditional cultural values and works cooperatively and effectively with the First Nation communities that we serve.

### GOALS

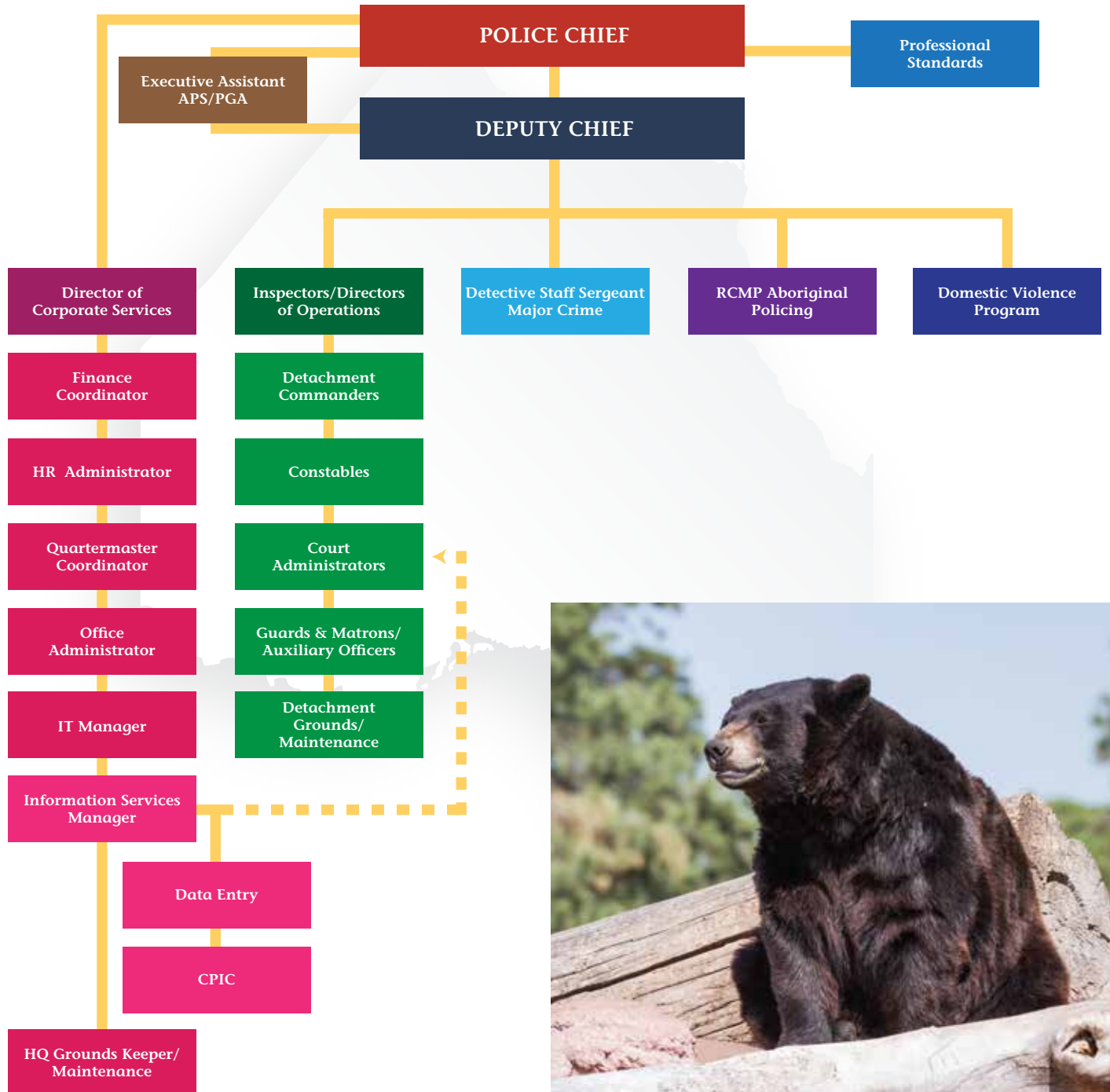
Foster healthy, safe and strong communities.  
Provide a strong, healthy, effective, efficient, proud and accountable organization.  
Clarify APS roles and responsibilities regarding First Nation jurisdiction for law enforcement.



## APS ORGANIZATIONAL STRUCTURE - BOARD STRUCTURE

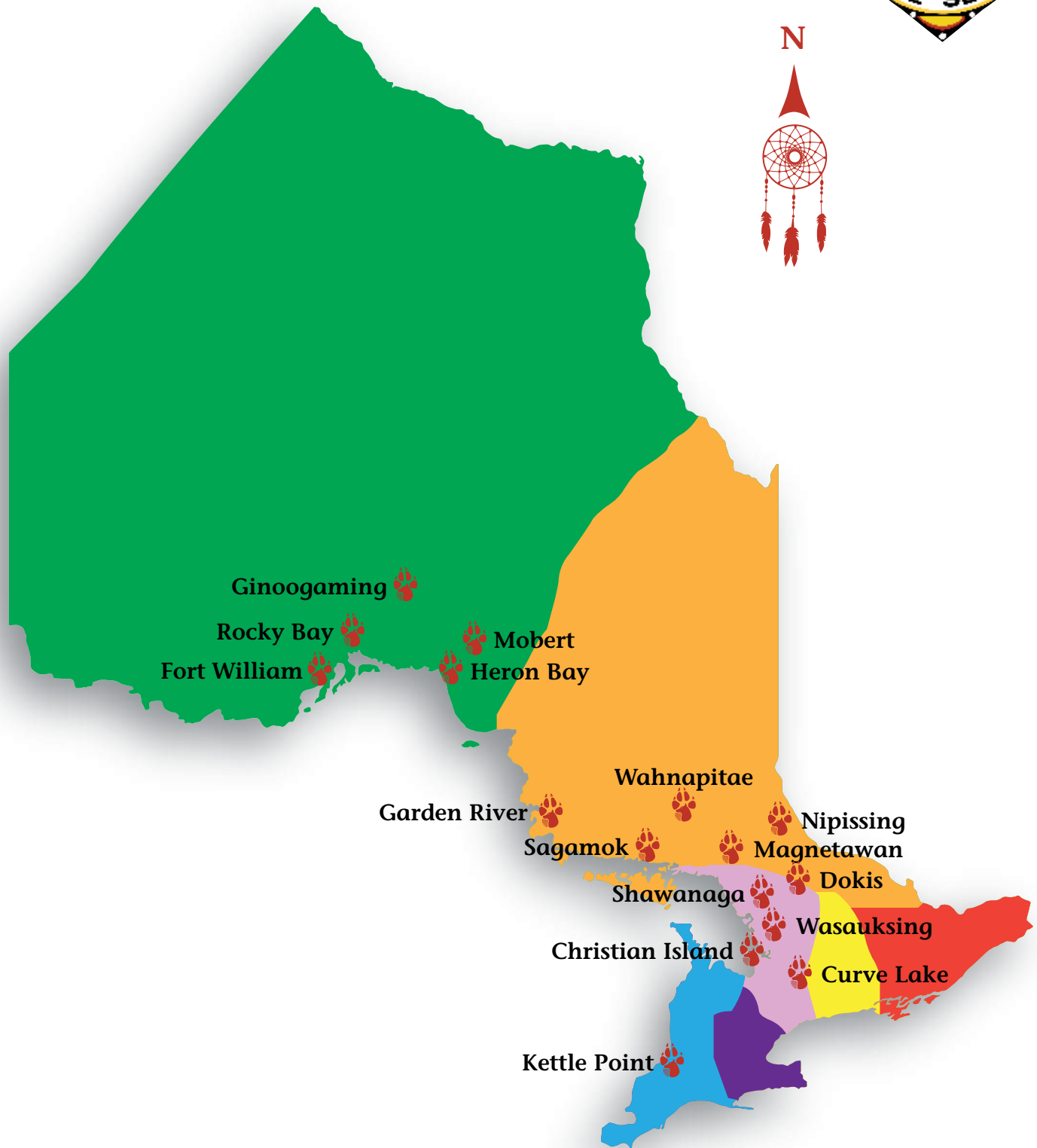


# APS ORGANIZATION STRUCTURE





## MAP OF APS DETACHMENTS





**Jeffrey Jacobs**

Police Governing Authority Chairperson

On behalf of the Police Governing Authority I am delighted to share with you the Anishinabek Police Service's annual report for 2015 – 2016. Contained in this document are notable Board activities and the many service highlights of APS.

**Role Realignment and Working Dynamic:** The Board's role within policing is governance and strategic direction while the Chief of Police is responsible for the operation of the Service. Over the past year, the Board and Senior Management through facilitated discussions and exercises have worked diligently to realign the working dynamic to a point that maximizes police services to our citizens.

**Established Strategic Direction for Service:** In the spirit of true police governance, the Board, along with the Chief of Police refined the way in which strategic direction is set. The Board is pleased to share with you the following new goals of APS, which are:

1. Reduce illicit drug use and abuse of prescription/legal substances by 50%;
2. Anyone missing is found, alive;
3. No road, off-road or waterway traffic fatalities or serious injuries;
4. Reduce assaults by 50%;
5. Reduce mental health crises resulting in serious injury or death;
6. Reduce thefts and break & enters by 50%.

**Tightening the Link between APS and First Nations:** Beginning January 2016, our quarterly PGA meetings with the exception of our AGM, will now take place within member First Nations. Fort William was

## CHAIR PERSON REPORT

our northern host followed by Stoney and Kettle Point in the south. By rotating the location of our quarterly meetings we bring a new connection and presence to local First Nations and detachments.

**Cultural and Traditional Competency:** While we recognize the need to provide culturally and traditionally appropriate police services, we also recognize the need to operate the service in a manner that is competent in culture and tradition. The past year has brought refreshing discussion and drafting of two pieces of policy: Traditional Resolution Guidelines and the Circle of Peers. Both are meant to bring about resolution to matters in a "good, open way that is guided by our Anishnaabe culture and traditions". We look forward to putting these policies into practice in the coming months.

**National Advocacy:** As a member of the Canadian Association of Police Governance (CAPG) our Board and Senior Management have shared the challenges that exist for First Nation Police Services in Ontario. As a result, the CAPG created a First Nation Police Committee made up of other Board members from across Canada. In doing so, we've been able to streamline a national advocacy message to the federal government requesting need for fundamental change as we work towards the 2018 agreement negotiation and renewal.

**Labour Relations:** The APS is committed to treating all of its members reasonably and fairly while they go about their duties respecting the communities they serve first. We value the input of all members and are working toward developing an agreement on working conditions that ensures the success of delivering services for years to come. This past year has brought about key decisions by the Supreme Court of Canada confirming provincial jurisdiction over labour relations. We will continue to strive for clarity defining the most effective labour relations association within our service to ensure that APS is and remains an employer of choice as well as protecting the rights of its employees.

Finally, 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 Chiefs Council for their commitment towards providing strong governance and leadership. We look forward to the challenges ahead and continuing our work to make our communities safer.

## CHIEF OF POLICE REPORT

On 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 second annual report which I am confident will provide you with the insights into the activities of the Police Service.

The creation of the Anishinabek Police Service was truly a leap of faith for our member communities as they agreed to leave the relative safety of the OPP administered OFNPA for a self-administered police service. Our Service has seen many changes since the inception and we continue to strive to build upon our improvements in our delivery of service to our member the communities.

Among the pending changes we are anticipating is our finally being designated as an essential service. During the 2015 Federal Election Campaign, the then candidate, Justin Trudeau pledged to move the First Nations Policing Program (FNPP) from program status to essential service designation.

The FNPP has continued to prove to the Federal Government that they are receiving value for their dollar and that the services provided by the APS, and our fellow First Nations Police Services, are relevant and essential to our communities.

I was honored to represent the *First Nations Chiefs of Police Association* at the AFN's Indigenous Public Safety and Policing Forum. My presentation to the assembly highlighted the good work being done nationally and reiterated the need for the essential service designation. I am confident that the designation of essential service will be forthcoming.

In October 2015, we saw the decision by the High Court which brought closure to our labor relations/jurisdictional challenge. The Court decision confirmed that the most appropriate body for labor relations management is the Ontario Labor Relations Board. The decision is far reaching and can affect the labor relations process on all First Nations in the Province of Ontario.

The development of amendments to the **Police Services Act of Ontario** are ongoing and will impact many of



**John W. Syrette**  
Chief of Police

our policing functions including labor relations. The proposed changes will see First Nations Police Services in Ontario being included in all aspects of the PSA. Upon passing of the proposed amendments we can anticipate SIU investigations and the opportunity for our community members to access the OIPRD (Office of the Independent Police Review Director). It is anticipated that the discussions regarding the proposed amendments could be on the floor at Queen's Park as early as the fall of 2016.

In closing, I wish to acknowledge our dedicated front line officers and civilian employees continue to provide service to our member communities. There are many examples of APS employees going above and beyond in their dedication to serving our community needs. The unfortunate side effect of the ongoing stressors associated to police work have a negative impact on employee wellbeing and mental health. In an effort to build resiliency the APS launched our Road to Mental Readiness initiative. A number of employees attended train the trainer conferences and have been designated as the in-house trainers. The Sergeants and some civilian staffers were provided RTMR earlier this year. We anticipate that the entire Service will have received the training by spring 2017. The training will identify to employees strategies for dealing with mental health issues and create pathways to accessing care providers. I am confident that our training will greatly reduce the stigma often associated to mental health crisis.



## 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.



Santa and Cst. Matti Primeau, Dec 2015 - Dokis First Nation





**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 2015.

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

The Anishinabek Police 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, Pic River First Nation & Pic Mobert First Nation. We are geographically located near the cities of Thunder Bay, Nipigon, Longlac and Marathon.

The North Region serves approximately 5300 members, of which nearly 2200 members reside in our communi-



## **INSPECTOR REPORTS - NORTH**

ties not including those in / from surrounding towns, villages and cities. Officers utilize court systems and support services in each of the areas.

In 2015, the North Region responded to 2403 calls for service as well as, another 821 calls during the first half of 2016. The total number of calls for service compared to last year shows a decrease of 136 occurrences. This positive downward trend has continued in the first half of 2016 amounting to a further reduction of 280 occurrences compared to the first quarter of 2015.

I owe this trend due 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. In addition to our RMS recorded calls for service, the North Region staff also respond to numerous additional telephone calls, criminal record checks, inquiries and public contacts for advice and information that are not recorded in Niche RMS due to time constraints and operational needs.

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 2015 officers and civilian staff participated in Pow Wows, National Aboriginal Day festivities, Fall Harvest, Regalia making, Fish Derbies, Annual Moose Hunt, and Sacred Fire Ceremonies.

Staff were also intricately involved in: coaching community hockey teams, sporting events, fundraising, community BBQ's, winter carnivals, Pan Am Games Torch Run, Remembrance Day ceremonies, Christmas parties, Halloween parties, RFDA Food Drives, memorial golf tournaments to support local charities, Supermarket Sweeps and presentations related to the Off Road Vehicles Act, Snowmobile Safety, Bullying, Halloween Safety, and the Illicit and Prescription Drug Trade to name a few.

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. Some committees such as the Ginoogaming Social Team & the Fort William First Nation Healing Strategy are more active than others however, the APS wants to promote the operation of these police committees in each detachment area because the invaluable input gained from the community.

Quarterly Regional Detachment Commander meetings and local Detachment meetings are held on a monthly basis provide staff with the opportunity to review business plan goals, develop responses to community concerns and identify more effective & efficient ways to serve each community.

### **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.

All staff also completed mandatory Worker Health & Safety Awareness training, WHMIS, Fire Safety, Work Refusal, MSD training, Return to Work training, House-keeping and Workplace Violence and Harassment Training to ensure a healthy & respectful workplace. Members in a supervisory position also were required

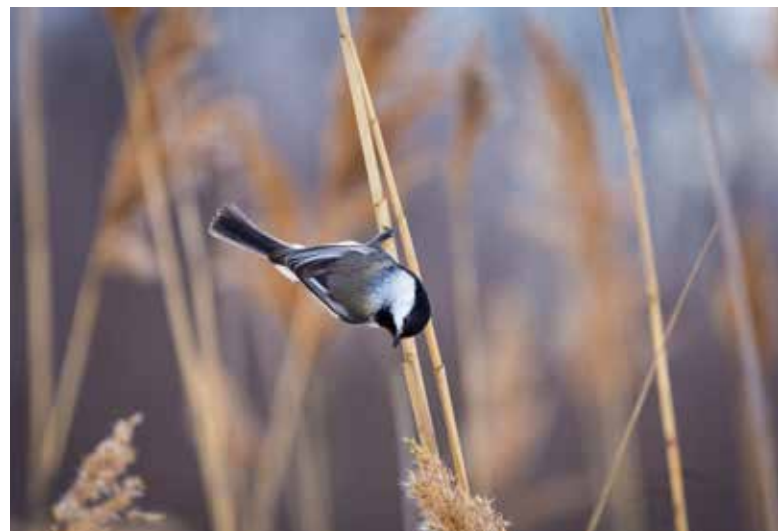
to complete Supervisor Competency Modules for Safety, Workplace Inspections & Workplace Accident Investigations.

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

In closing, I would like to say that community safety & well-being is everyone's responsibility. Our RMS information confirms that less than 15 percent of demand for police assistance involves crime. Over 85 % of the calls for service we respond to annually relate to those directly related to social issues. While crime trends show a slight decrease, these calls appear to be on the rise. It is anticipated that our involvement with Community Mobilization and shift from a system of reaction and incarceration to one of prevention and rehabilitation will further enhance the safety of our communities. 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.

Sincerely

Inspector Derek Johnson  
Anishinabek Police Service  
North Region





## INSPECTOR REPORTS - CENTRAL

**Inspector Marc Lesage**  
Central Region Inspector

Hello, my name is Marc LeSage Inspector of the Anishinabek Police Service Central Region. It is with great pleasure that I bring highlights from the 2015 year in the region.

The central region is comprised of 5 communities:

- Wahnapiatae First Nation
- Dokis First Nation
- Nipissing First Nation
- Sagamok Anishnawbek
- Garden River First Nation

The communities are bordered by the cities of Sault Ste Marie, Sudbury and North Bay. Officers work with other police agencies such as the OPP & Municipal Police Services. The Garden River Detachment also works with agencies in the state of Michigan due to its proximity to the United States of America.

The central region is committed along with all APS detachments to the safety and security of its community members and all persons we serve. The region is very unique in geography, population, & calls for service. Our communities are progressive and growing. We still struggle with common problems such as drug and alcohol abuse, domestic violence, & trouble with youth.

Officers strive to be proactive in their approach to policing. We would rather prevent crime than have to respond to it. Community policing, crime prevention and selective enforcement activities are all goals of central region officers.

Current Staffing has remained stable throughout the year. Officers have been given opportunities to take acting positions that place a strain on detachment staffing. Sergeants have done a great job in making sure that all shifts are filled.

### **Wahnapiatae First Nation**

Wahnapiatae is located north of the city of Greater Sudbury. There are approximately 100 persons residing on reserve. This number increases during the summer months as there are a number of camping locations in the community. This community is clustered with Dokis and Nipissing. Geography is the main difficulty as officers have to drive over one hour to reach it for calls for service.

Officers answered 118 calls for service in Wahnapiatae in 2015.

### **Dokis First Nation**

Dokis First Nation is located on the shores of Lake Nipissing. The closest community would be Noelville, Ontario to the west. There are approximately 200 persons residing on reserve with the number increasing with tourism in the summer months.

There is a full detachment in Dokis and a part time court administrator. Officers answered 128 calls for service in 2015.

### **Nipissing First Nation**

Nipissing is located to the west of the city of North Bay on the shores of Lake Nipissing. It is home to 800 people and is spread out to the south of Hwy 17 between North Bay and Sturgeon Falls. The detachment is located in the Duchesnay area and is attached to the Nipissing Secondary School.

Geography is again a big factor in policing Nipissing. Officers have a large area to cover during shifts. Officers answered 957 calls for service.

At full strength the Nipissing/Dokis/Wahnapiatae cluster is staffed with 1 sergeant, 6 constables, 1 full time court administrator and 1 part time court administrator. Staff have multiple court jurisdictions in Sudbury, Sturgeon Falls & North Bay to work in.

### **Sagamok Anishnawbek**

The community of Sagamok is located to the south of Massey Ontario on the Northshore of Lake Huron.

There are approximately 1700 persons living on reserve making it the most populated community. There are also a large number of young persons under 25 in the community.

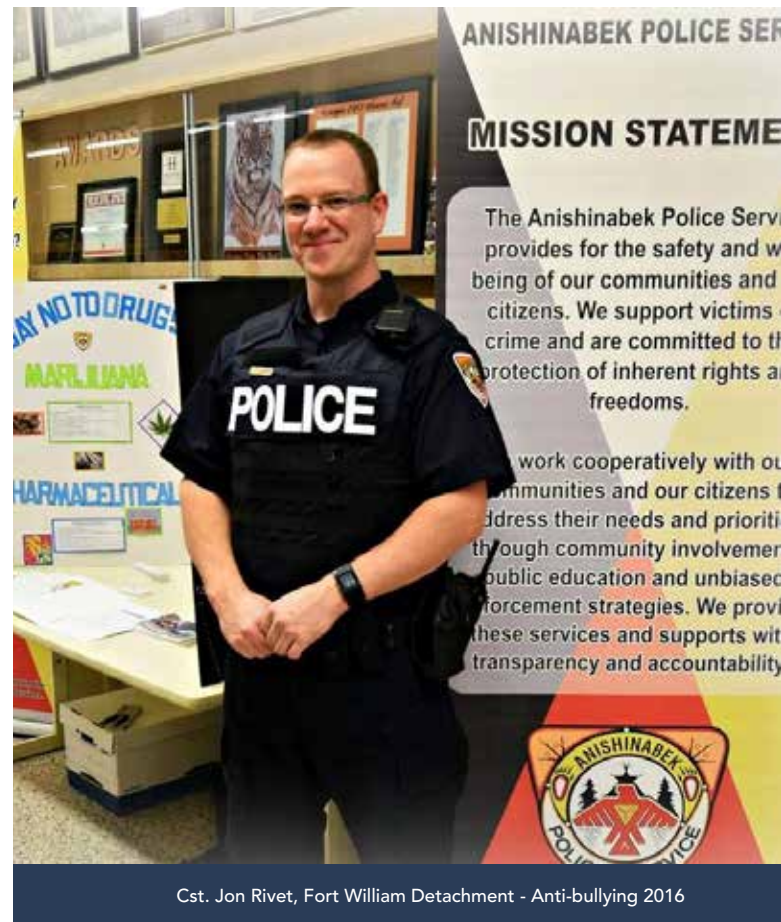
Officers answered 1151 calls for service in 2015. Sagamok has great community resources for officers dealing with charged persons, persons with addictions and/or mental illness. Calls for service and criminal charges have declined steadily in Sagamok pointing the hard work of the community and officers.

At full strength there is 1 Sergeant, 4 constables and 1 court administrator in Sagamok.

### **Garden River**

The Garden River First Nation is located to the east of Sault Ste Marie on the shores of the St. Mary's River. Garden River shares a border with the United States of America & state of Michigan. There are 2 provincial highways that go through Garden River. Traffic safety is a main priority of detachment members.

Officers answered 1569 calls for service in 2015. There is 1 sergeant, 4 constables and one court administrator assigned there. There is also one constable under the First Nations Constable Fund.







**Inspector Vince Kewaquado**  
South Region Inspector

Hello, my name is Vincent Kewaquado and I am the newest Inspector of the Anishinabek Police Service. Below you will find an update from the South Region for 2015.

The central region is comprised of 6 communities:

- Christian Island (Beausoleil) First Nation
- Curve Lake First Nation
- Kettle and Stoney Point First Nation
- Magnetawan First Nation
- Shawanaga First Nation
- Wasauksing First Nation

The south region is committed along with all APS detachments to the safety and security of its community members and all persons we serve. The region is spread out across Central and Southern Ontario and faces many common issues and concerns as those detachments in the north, with the additional issue of a large transient population in the summer time from cottagers and tourists. The vast majority of calls in the south are related to drugs and alcohol which remains an issue across the service.

While officers continue to respond to calls for service in a timely fashion, an effort has been made across the south to conduct proactive measures as well. Community service events and property checks have been made a priority with hopes that positive contacts with community members will help to continue the positive relationships between detachment members and their communities.

Staffing has been a challenge in the year, but on the same hand, a shortage of full time Detachment Commanders has also provided an opportunity for the development of officers looking to enhance their skill and abilities while serving in acting roles. Officers have worked hard over the past year serving at different detachments to fill in for shortages. The South Region is also fortunate to have a dedicated group of civilians who serve as the Court Administrators for the detachments. This group is often the face of the service from Monday to Friday and should be commended for all their hard work.

### **Christian Island (Beausoleil) First Nation**

Beausoleil First Nation is comprised of three islands, (Christian, Beckwith and Hope Islands) and a parcel of land at Cedar Point, all situated on southern Georgian Bay. There are approximately 750 full time residents on reserve. There are a number of cottages on leased land in three areas of the island, which adds significantly to the population between the May long weekend and Thanksgiving. The geographic isolation of Christian Island is the main issue affecting the detachment and community as officers and community members have to take a 25 minute ferry ride across the channel from the mainland.

Officers answered 688 calls for service in Christian Island in 2015.

### **Curve Lake First Nation**

Curve Lake First Nation is located on a peninsula of land between Chemong and Buckhorn Lakes in the north end of Peterborough County. The community is comprised of approximately 800 on reserve and 1400 off reserve members. Curve Lake is also home to a number of lease lots on both lakes and welcomes another 600 non-members year round. Many of the cottages are seasonal residences and the members of the detachment work diligently to prevent break and enters in the area.

With a large influx of tourists and non-members attracted by the community and two large gas stations, traffic and safety on the roads remains a priority for the detachment. Strict enforcement of traffic laws and regular RIDE check points will continue throughout 2016 and into the coming year.

Officers answered 2103 calls for service in 2015.

### **Kettle and Stoney Point First Nation**

Kettle Point First Nation is located on the shores of Lake Huron, east of Sarnia. It is home to approximately 1300 people. The Detachment was one of the first purpose built police buildings in the Service and it remains a point of positive contact in the community serving not only as the hub of the policing in the community, but also home to many community service events, including regular "Nish Taco" days and "Freezie Fridays."

The Kettle Point Detachment has been, and remains, a stable point of community policing for the Police Service. Officers continue to be responsive to calls for service and the needs of the detachment and they strive to build relationships within the community.

In 2015 officers answered 2541 calls for service.

At full strength the Kettle Point Detachment is staffed with 1 sergeant, 6 constables, 1 full time court administrator.

### **Magnetawan First Nation**

Magnetawan First Nation is located 60 kilometres north of the Town of Parry Sound at the far north end of the District. Though just a small community of approximately 120 residents, challenges abound for officers in the community and a priority to develop community based policing strategies has to be made from the next detachment commander. Magnetawan is collectively served by members of the Detachment operated out of Shawanaga First Nation.

In 2015 officers answered 209 calls for service.

### **Shawanaga First Nation**

Shawanaga First Nation has a local population of about 250 community members and is located half an hour north of the Town of Parry Sound. The community is home to the detachment that serves Magnetawan and Wasauksing First Nations as well. This cluster detachment hosts 1 sergeant, 4 constables and one part-time court administrator.

The TransCanada highway traverses the northeastern side of the community and plans are well underway to extend the four-laning of highway 400 through the community in the near future. Traffic safety is a priority of detachment members.

Officers answered 277 calls for service in 2015.

### **Wasauksing First Nation**

Wasauksing First Nation is located on an island on Georgian Bay with a fixed link to the mainland. The community of approximately 750 members has been served by the police service since 1997 and continues to be the largest community served by the cluster detachment. A small sub office is located at the Wasauksing First Nation complex. The illicit use of narcotics in the community is a large concern for the detachment and will continue to be a priority area in the coming year. This community, like the others in the south, is home to a number of seasonal cottage residences on leased lots. The community limits the use of the cottages to the period between the May long weekend and Thanksgiving, with the cottage area being mostly closed to traffic in the winter months.

Officers answered 316 calls for service in 2015.



Pink shirt day 2015 - Sgt. Warren John - Shawanaga Detachment



# RECRUITMENT



Cst. D'Arcy Enosse, Shawanaga Detachment 2016 Career Fair

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 (formally 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 in a different field of policing. I completed the acting role in February 2015 and then moved back to my role as the Detachment Commander. The short stint from July 2014 to February 2015 allowed me to gain valuable experience in the role of Professional Standards investigator.

In January 2016 the Acting Inspector position became vacant and the job was offered to me to which I accepted. I will continue as the Professional Standards investigator until January 2017.

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. My commitment is to complete investigations with 120 days from the time of receiving the complaint. 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.



**Barry Petahtegoose**  
Acting Inspector

### PROFESSIONAL STANDARD'S OFFICE STATISTICS 2015 - 2016

<b>TOTAL COMPLAINTS</b>	<b>18</b>
<b>Complaint Types</b>	
Conduct	18
Service	0
<b>Origin of Complaint</b>	
Public	7
Internal	11

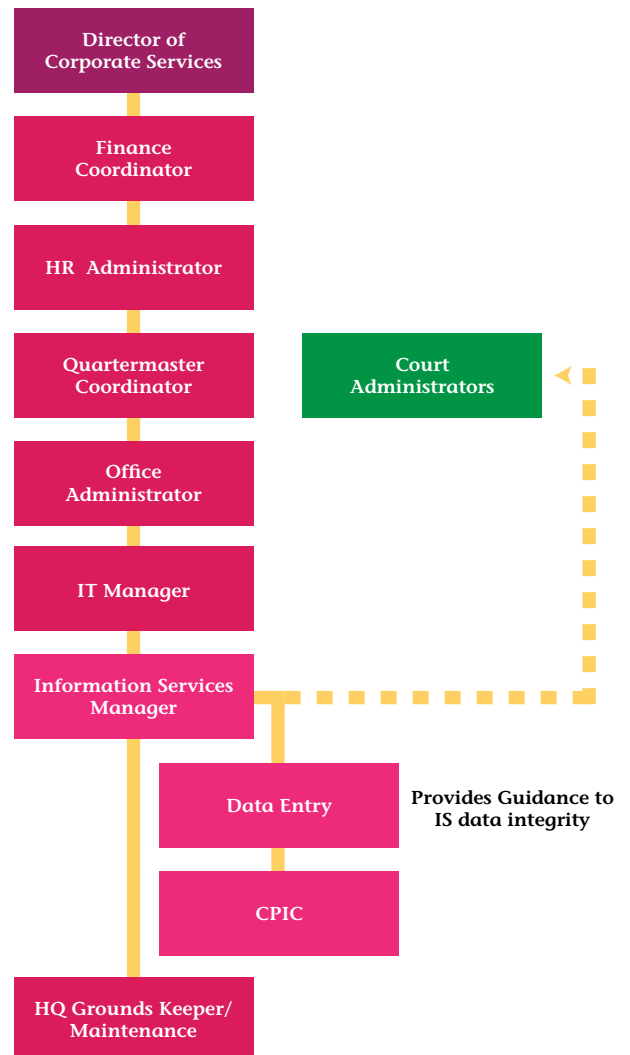


## CORPORATE SERVICES



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

I am very pleased to provide you with an overview of my department for the 2015-2016 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

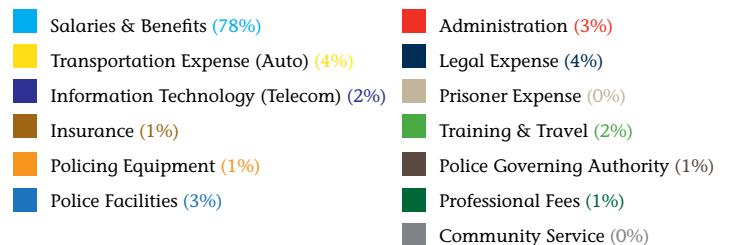
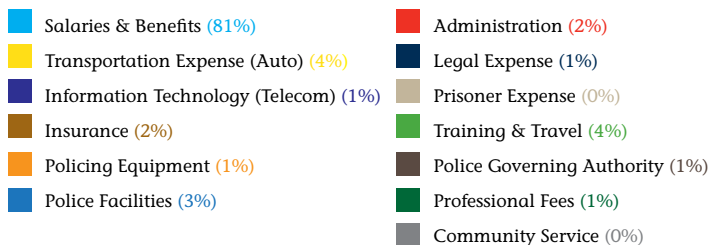
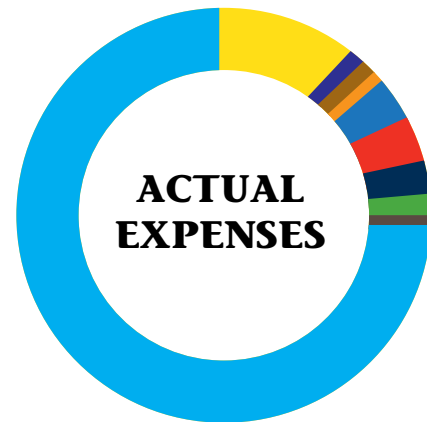
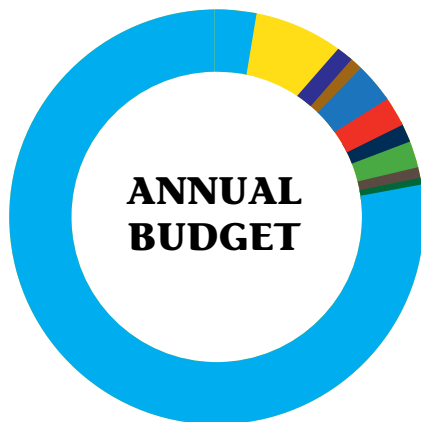
During the fiscal period 2015-2016, our operational expenses were fairly comparable to the prior year. This year, we had a minor surplus that can be attributed to other sources of revenue. We have been approved to retain the surplus to purchase front line police vehicles.

We continue to meet the deliverable requirements under our 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.





**ANISHINABEK POLICE SERVICE**


## Consolidated Statement of Financial Position

March 31, 2016, with comparative information for 2015

	2016	2015
<b>Assets</b>		
Current assets:		
Cash	\$ 858,767	\$ 718,914
Accounts receivable	106,241	150,690
	965,008	869,604
Capital assets (note 2)	2,062,978	2,249,334
	<b>\$ 3,027,986</b>	<b>\$ 3,118,938</b>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 3)	\$ 1,146,901	\$ 1,382,981
Payable to the Government of Canada	4,630	4,630
Deferred revenue	117,056	110,524
	1,268,587	1,498,135
Net assets:		
Invested in capital assets	2,062,978	2,249,334
Unrestricted deficit	(303,579)	(628,531)
	1,759,399	1,620,803
Commitments (note 5)		
Contingencies (note 9)		
	<b>\$ 3,027,986</b>	<b>\$ 3,118,938</b>

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, 2016, with comparative information for 2015

	2016	2015
Revenue:		
Government of Canada	\$ 5,639,129	\$ 5,568,227
Province of Ontario	5,205,350	5,139,902
Other	270,602	112,411
	11,115,081	10,820,540
Expenses:		
Field operations (schedule 1)	10,537,830	10,533,774
Governing authority (schedule 2)	94,615	127,513
Insurance	157,684	129,589
	10,790,129	10,790,876
Excess of revenue over expenses for funding purposes	324,952	29,664
Other revenue (expenses):		
Other subsidized programs (schedule 3)	-	4,081
Capital assets expensed above	234,169	612,171
Amortization of capital assets	(420,525)	(415,999)
	(186,356)	200,253
Excess of revenue over expenses	\$ 138,596	\$ 229,917

See accompanying notes to consolidated financial statements.

## FINANCIAL STATEMENTS

### ANISHINABEK POLICE SERVICE

#### Consolidated Statement of Changes in Net Assets

Year ended March 31, 2016, with comparative information for 2015

	Invested in capital assets	Unrestricted	2016 Total
Balance, beginning of year	\$ 2,249,334	(628,531)	1,620,803
Excess of revenue over expenses	-	138,596	138,596
Amortization of capital assets	(420,525)	420,525	-
Purchase of capital assets	234,169	(234,169)	-
Balance, end of year	\$ 2,062,978	(303,579)	1,759,399

	Invested in capital assets	Unrestricted	2015 Total
Balance, beginning of year	\$ 2,053,162	(662,276)	1,390,886
Excess of revenue over expenses	-	229,917	229,917
Amortization of capital assets	(415,999)	415,999	-
Purchase of capital assets	612,171	(612,171)	-
Balance, end of year	\$ 2,249,334	(628,531)	1,620,803

## HUMAN RESOURCE ISSUES

### Officer Statistics & Retention Report for 2015-2016

Our service has a strength of sixty-one (61) police officers. Our issues regarding, the retention of officers continues to be a concern. To address this, we have engaged in capacity building by allowing for acting assignments in various positions while also utilizing experienced officers under contract to backfill temporary vacancies. In addition, my staff also facilitates and deliver an orientation for all new members joining our service. This is best practise that has proven beneficial especially in a deployed service environment.

In terms of the overall impact that this has had on our service when claims are considered, please note the following information:



Note:

\*The values paid by our insurer, SSQ Financial totalled \$102,586.47 for short term and \$280,536.16 for long term disability claims.

### WSIB

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. During the last operating year, there was a total of 15 claims with only two (2) resulting in any loss time. The combined value of loss time on those claims totalled 22 days.

### 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. There were a total of ten (10) accesses for services which represents an annual utilization rate of 12.2%.

### Resignations

During the last fiscal operating year, we had FOUR (4) resignations from uniformed members. The reason for a majority of employees leaving was to work for other police services.

### Summary

Currently, we have fifty-seven (57) officers and four (4) vacancies. Based on the current members, the years of services are broken down as follows:

- 8 officers with less than 5 years' experience
- 10 officers with 5 years but less than 10 years' experience
- 9 officers with more than 10 years but less than 15 years' experience
- 13 officers with more than 15 years but less than 20 years' experience
- 11 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, Disclosure of Information has been added to the position including responding to requests for information under Freedom of Information. The position is also responsible for providing Police Records Checks, including Police Criminal Records Checks, Police Information Checks and Police Vulnerable Sector Checks.

Fusion voice is used as a tool for officer dictation of occurrences. Data entry staff then 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.

Below are the annual statistics for the 2015-2016 fiscal period:

During the 2015-2016 period, we processed 764 criminal records checks!

During 2015-2016, we processed 134 ROI requests

## STATISTICS

Offence and Non-Offences for the time period April 1, 2015 to March 31, 2016

	Fort William	Rocky Bay	Ginoogaming	Pic River	Pic Mobert	Garden River	Sagamok	Wahnapiatae	Magnetawan	Shawanaga	Wasauksing	Christian Island	Nipissing	Curve Lake	Kettle Point	Dokis	Totals
OFFENCES																	
Murder	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sexual Assault	2	0	0	1	2	0	2	1	0	1	0	0	1	2	1	0	13
Assault	9	5	10	13	33	19	37	3	4	5	7	11	17	9	21	4	207
Robbery	1	0	0	0	0	1	0	0	0	0	1	0	0	0	1	0	4
Criminal Harassment	5	2	1	2	3	10	5	0	0	3	1	4	4	2	3	2	47
Break & Enter	8	6	0	0	6	13	9	8	2	1	3	30	15	2	30	1	134
Theft	47	7	4	1	7	26	16	3	1	4	3	15	19	12	41	2	208
Fraud	3	0	1	3	6	3	2	0	0	1	0	2	6	4	3	1	35
Mischief	25	3	3	7	12	7	17	0	1	3	5	8	7	5	20	0	123
Breach/Bail Violations	19	3	4	2	16	15	19	0	3	0	4	9	11	6	25	1	137
Drugs - Possession	2	0	0	0	0	1	3	0	0	0	0	2	3	1	4	0	16
Drugs - Trafficking	0	0	0	0	4	1	0	0	0	0	0	0	1	1	1	0	8
NON-OFFENCES																	
Animal	16	1	11	35	13	53	30	6	2	3	17	8	30	13	62	4	304
Alarm	53	11	7	1	8	48	38	1	1	8	3	37	39	18	49	5	327
Community Service	28	33	63	116	112	68	35	5	11	17	13	88	33	167	112	28	929
Domestic Disturbance	15	0	3	6	12	17	23	0	3	4	5	22	9	13	25	0	157
Mental Health Act	24	2	4	5	9	18	21	1	5	2	7	10	21	22	26	2	179
Trouble with Youth	27	0	6	3	17	17	9	0	1	3	1	12	10	4	21	1	132
Keep the Peace	18	2	15	6	19	31	23	4	4	8	4	8	19	18	22	1	202
Assist	124	16	38	22	61	177	162	13	21	43	28	58	108	147	260	3	1281
RIDE	49	24	46	41	59	193	234	19	23	40	29	26	75	162	130	16	1166
Family Dispute	33	2	11	6	23	37	16	1	7	4	3	8	35	5	43	1	235
Highway Traffic Act	51	10	5	24	22	147	58	3	8	32	16	35	67	347	600	5	1430
Impaired Operation	6	0	0	1	1	13	8	0	0	1	2	3	1	9	2	0	47

## Calls for Service for the time period April 1, 2015 to March 31, 2016

Fort William	1,072
Rocky Bay	224
Ginoogaming	397
Pic River	426
Pic Mobert	680
Garden River	1,765
Sagamok	1,209
Wahnapitae	108
Magnetawan	191
Shawanaga	303
Wasauksing	292
Christian Island	756
Nipissing	920
Curve Lake	2,233
Kettle Point	2,545
Dokis	128
<b>Total</b>	<b>13,249</b>



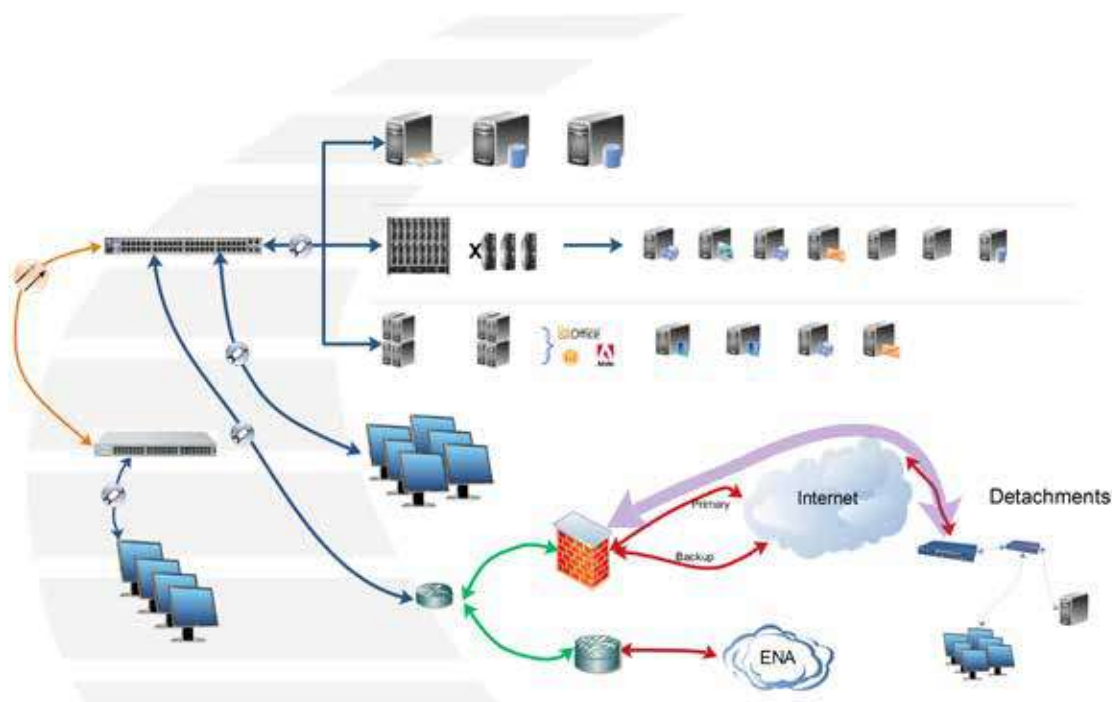


The mandate of the IT department is to ensure effective technology resource management in order to efficiently support and facilitate the needs of the Police Service and the communities we serve. Our Manager of IT is dedicated to ensure that the infrastructure that we use is current and secure and that 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.

### 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 2015-2016 fiscal period, we processed 580 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, 2015 - March 31, 2016

##### Apr -15

Scenes of Crime	3
Road to Mental Readiness	2
Media Relations	2
Traffic Seminar	2
Background Investigations	2

##### May - 15

Basic Constable Training	3
Frontline Supervisor	2
Professional Standards	1
Auditing in a Law Enforcement Organization	2
ATV Instructor Course	1

##### Jun - 15

Road to Mental Readiness	1
Gang Investigators Course	1
Mental Health Disabilities & Addictions	2
Taking it Local - Mental Health	2

##### Aug - 15

0

##### Sep - 15

General Investigation Techniques	1
Integrated Approaches to Interpersonal Violence & Abuse	1

##### Oct - 15

Homicide Investigation	1
Frontline Supervisor Course	1
Advanced CPIC Query Course	1
DNA Coordinators Meeting	1

##### Nov - 15

Constable Selection System	2
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##### Dec - 15

0

##### Jan - 16

Basic Constable Training	1
General Investigation Techniques	1

##### Feb - 16

Drug Course	1
Senior Police Administration	1



ASgt Wallace Kaczanowski Curve Lake Detachment March 2016

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 596. 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.



Kettle & Stony Point Elders Cake, January 2016



Anishinabek Police Service Headquarters  
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Garden River, Ontario P6A 6Z1



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