



NISHNAWBE ASKI POLICE SERVICE

ANNUAL REPORT

2025


POLICE


J.MAYNARD


POLICE

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MISSION STATEMENT

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

OUR COMMITMENT

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

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

OUR VISION

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



OUR CORE VALUES

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

Community Minded:

We provide a service to our communities that are tailored to their cultural differences. We are aware and responsive to the community's needs through the leadership and guidance of the Police Service Board.

Respect:

We cherish diversity

Caring:

We are sensitive to the community and individual traditions. We strive to speak and act in a professional manner.

Integrity and Ethics:

We do what we say we will do. We act in an honest sincere manner, reflective of our employees' highest standard of quality.

Competence:

We develop our people to achieve, maintain or exceed the Provincial Standard of quality in Policing. Our people are dedicated and committed to the communities they consistently.

Communication:

We are committed to a two-way flow of communication with our membership and the community, fostering a sense of belonging and unity of the two entities.



DETACHMENTS




NESKANTAGA
NISHNAWBE ASKI
POLICE


POLICE
M. ORAKWELU
S. SLUSARENKO
C. CHAPMAN
NISHNAWBE ASKI
POLICE

MESSAGE FROM THE CHIEF

Boozhoo, Wachay,

The Nishnawbe Aski Police Service entered into the Community Safety and Policing Act (CSPA) on December 10, 2024. This 2025 Annual Report marks our first complete year operating as a legislated Police Service under the Act in the Province of Ontario.

Our first year, while rewarding, has also presented many challenges. The Act not only brought increased funding to NAPS but also introduced enhanced levels of accountability and oversight. Although these measures represent a positive step forward, the transition has, at times, been arduous. The demands placed on the police service continue to increase at a rate slightly faster than our actual growth.

As a police service, we are cognizant that we remain approximately 200 members short of our planned uniform complement, as well as approximately 70 civilian members short of the agreed upon civilian complement required to operate fully as a police service under the Act. Thankfully, through the continued hard work and dedication of NAPS employees, we continue to achieve significant milestones on our path toward becoming a fully resourced police service.



During 2025, we saw significant growth in the number of officers and civilian employees joining the police service. NAPS welcomed 73 new officers, 10 experienced officers, and 21 civilian employees into critical roles, including Special Constable positions. Our specialized units in Crime, Drug Enforcement, and Intelligence also continued to grow during this period.

From an infrastructure perspective, we opened new detachments in Neskantaga First Nation, and Marten Falls First Nation. New residences were established in Eabametoong First Nation, Fort Severn First Nation, Constance Lake First Nation, North Spirit Lake First Nation, Nibinamik First Nation, Webequie First Nation, and Muskrat Dam First Nation.

We also began new construction projects in Muskrat Dam First Nation, Taykwa Tagamou Nation, Brunswick House First Nation, Attawapiskat First Nation, and Mishkeegogamang First Nation, all of which are at various stages of progress. Extensive upgrades were completed or undertaken in several locations, including Deer Lake First Nation, Fort Albany First Nation, Kashechewan First Nation, Keewaywin First Nation, Kingfisher Lake First Nation, Fort Severn First Nation, and Nibinamik First Nation. As our overall officer complement grows toward the projected 520 members, additional infrastructure will continue to be required to support this increase.

We continue to advance in the areas of police training and technology. Virtual training capabilities were added to our training centre, along with other advanced training modalities. NAPS also acquired drones and trained pilots to support operational requirements.

We continued to advocate for the implementation of 9-1-1 services within all NAPS communities as an important public safety priority. Following the rollout of body-worn cameras to Non-Commissioned Officers (NCOs) in 2024, NAPS continued the rollout to frontline officers throughout 2025.

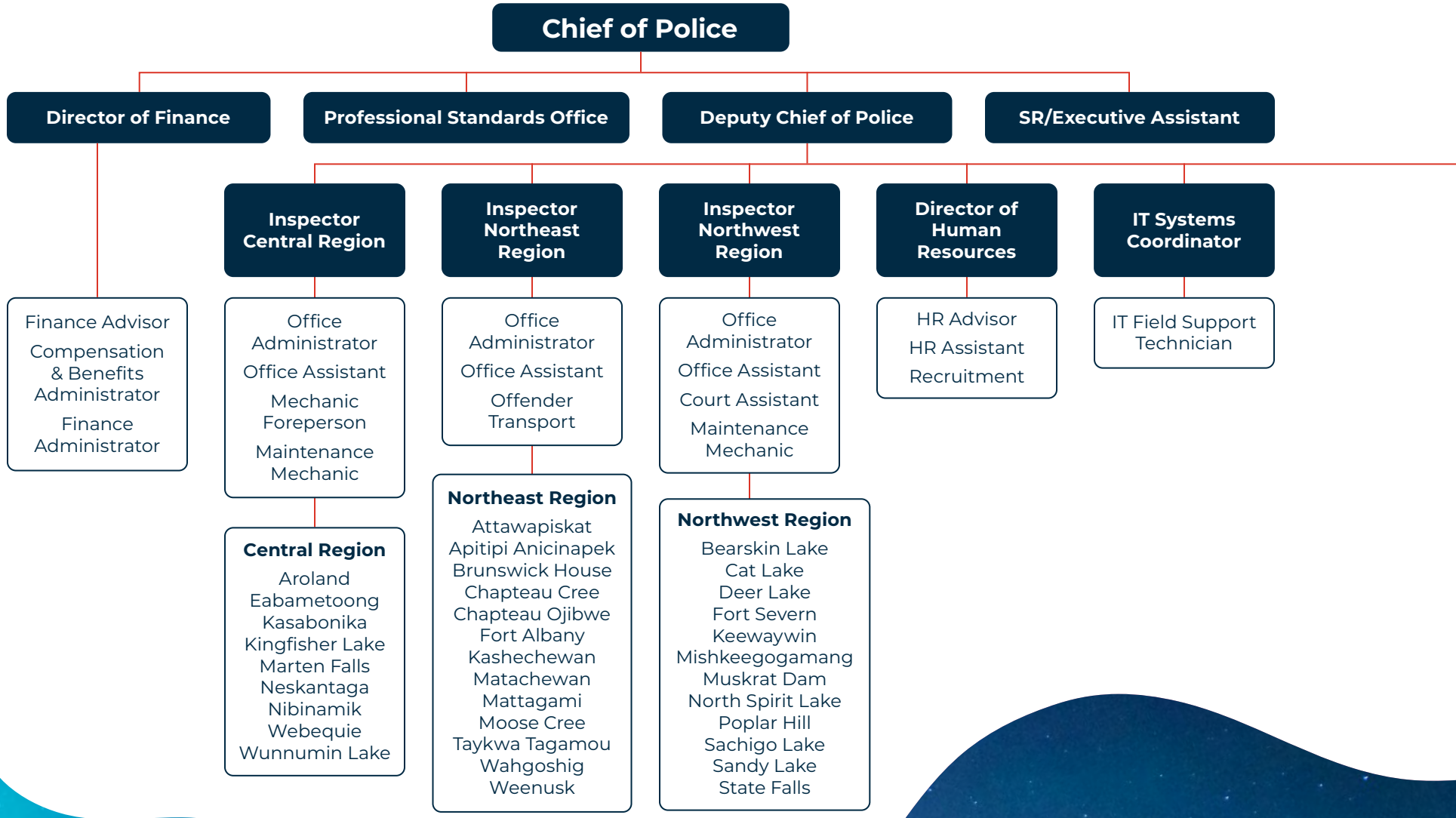
Significant upgrades were also made to CCTV security systems and interview room equipment throughout 2025.

The year 2025 marked another significant milestone for NAPS, as the number of uniform members within the police service grew to a level that established NAPS as the largest Indigenous police service in North America.

As Chief of Police, I am extremely proud of the professionalism, resilience, and dedication demonstrated throughout NAPS in 2025. While considerable work remains ahead, we continue to make meaningful progress in strengthening the police service, investing in our people, expanding our capabilities, and remaining focused on providing the highest level of policing services to the members and communities of Nishnawbe Aski Nation who have entrusted us with their safety.

Chief of Police
Terry Armstrong, O.O.M, CMMIII

ORGANIZATIONAL CHART





Maintenance Facility Supervisor

Records Management Analyst

Superintendent

Quarter Master / Stores

Supply Clerk

AXON

Specialty Operations
Detective Inspector

Intelligence Unit
Detective Staff Sergeant of Intelligence Unit
Intelligence Coordinator D/Sgt
D/Sgt Drug Enforcement
D/Cst Drug Enforcement NW
D/Cst Drug Enforcement Central
D/Cst Drug Enforcement NE
D/Cst Guns and Gangs Enforcement
D/Cst Intelligence Coordinator
Criminal Intelligence Analyst

ERT / ISTU / K9
ERT Sgt, ERT Cst, ISTU Sgt, ISTU Cst, K9 Cst

DEMS Coordinator & DEMS Administrator

Logistics Administrator

Court Services
Staff Sergeant

Court Units

Northwest
Courts Co-Ordinator
Court Assistant
CIPC Co-Ordinator
Special Constables

Northeast
Courts Co-Ordinator
Court Assistant
CIPC Co-Ordinators
Special Constables

Central
Courts Co-Ordinator
CIPC Co-Ordinator
Special Constables

Media Relations Coordinator

SASP Program Supervisor
IPV Coordinator
IPV Admin
Social Service Workers*
Court Liasion
Community Outreach Coordinator

*1 Additional Social Service Worker On Leave

Major Case Management Coordinator

Criminal Investigations
Superintendent
Detective Inspector
Detective Staff Sergeant

Crime Units

Northwest
D/Sgt, D/Cst's

Northeast
D/Sgt, 4 D/Cst's

Central
D/Sgt, 3 D/Cst's

*Both NE/NW Crime Units have 1 F/T Position On Leave

K9 UNIT

On December 6, 2025, the Nishnawbe Aski Police Service deployed K9 Unit Cst. Daniel Birch and his Police Service Dog (PSD) partner Becks.

The NAPS K9 Unit was originally formed in 2009. Canine member Pax had served for seven years before formally retiring in 2016, but since then NAPS was without its own in-house K9 Unit.

Cst. Birch became the successful candidate following an internal competition in 2025 to become a member of the NAPS K9 Unit. This was followed by a 21-week training program that eventually led to him being partnered with two-year-old PSD Becks. Both completed their training with the OPP-led General Service Dog course on Dec. 5 and were deployed on Dec. 6, which ended the nearly 10-year hiatus of the NAPS K9 Unit.

K9 Becks is a general service PSD and is trained to complete numerous specialty tasks including: Missing persons tracking, drug detection, firearm detection, evidence detection, criminal apprehension, and building searches. The re-introduction of a K9 Unit to NAPS will help provide a more robust range of services to the 34 Northern Communities it polices.




POLICE
BECKS


POLICE
BECKS

EMERGENCY RESPONSE TEAM (ERT)

EMERGENCY RESPONSE TEAM COMPOSITION

- One Sergeant
- Five Constables (6 vacancies)
- One K9 Handler (2 vacancies)
- Strategically positioned throughout NAN communities
- Immediate deployment capability ERT member Training Requirements:
  - ✓ Weekly training
  - ✓ Three intensive training blocks annually
  - ✓ Five consecutive training days per block

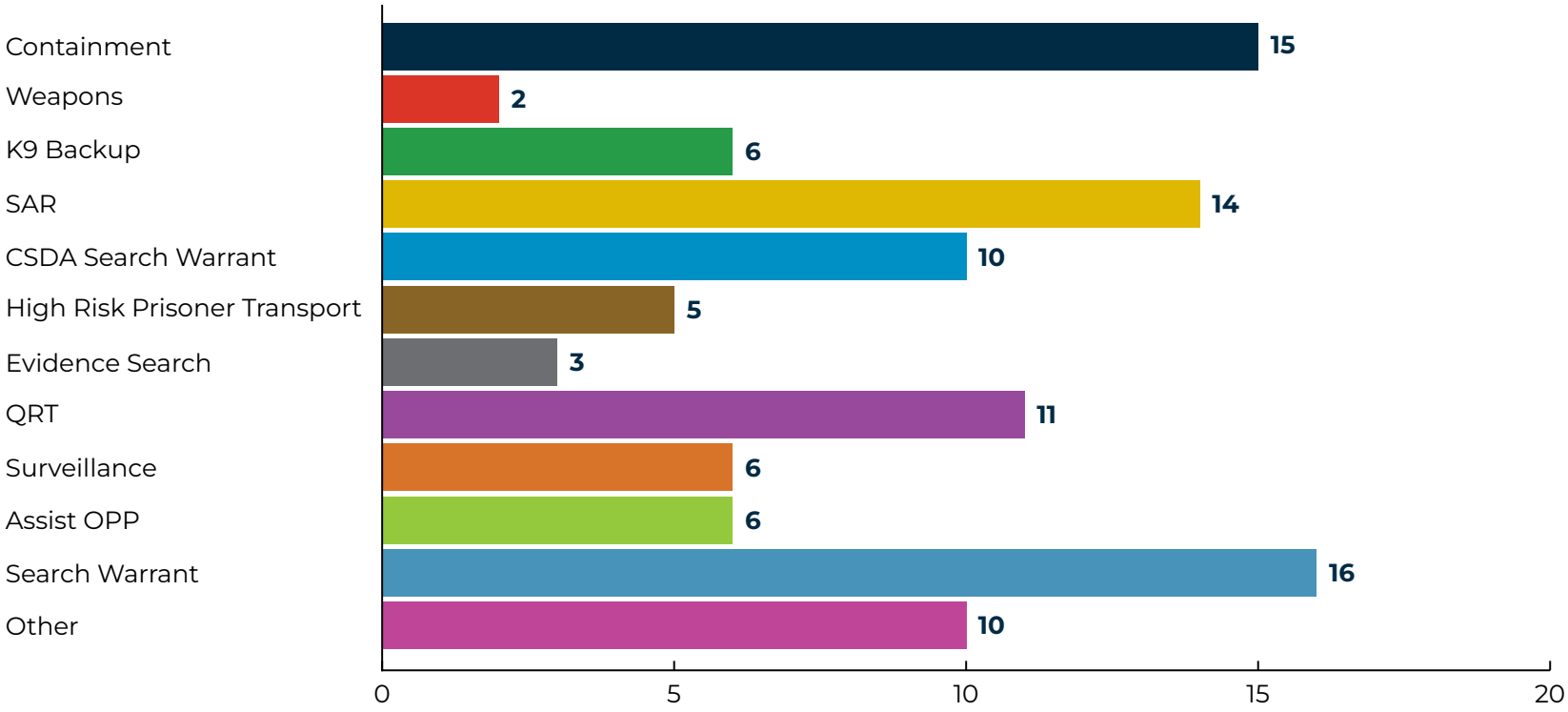
LEVEL 2 TACTICAL STATUS

All ERT members remain compliant with Level 2 standards and continue operating in conjunction with the Ontario Provincial Police as an integrated tactical unit when required.

OPERATIONAL OVERVIEW – ERT CALLS FOR SERVICE INCLUDED:

- Weapons Warrants
- Missing Persons/ Search & Rescue
- Mental Health Act Apprehensions
- Domestic Disputes
- Assault Investigations
- Drug Offences
- Dangerous Conditions
- Sudden Death Investigations
- Stolen Vehicles
- Motor Vehicle Collisions
- Homicide Investigations
- Assist Other Police Agencies
- Community Safety Escorts
- Suicide Intervention & Crisis Response
- Alarm Responses
- Escape Custody Incidents

EMERGENCY RESPONSE TEAM CALLS



SEARCH AND RESCUE CAPABILITY

Search and Rescue remain a primary function of the team. Resources include:

- Fixed-wing aircraft
- Helicopters
- Drones (UAVs)
- All-Terrain Vehicles (ATVs)
- Marine Units
- Motorized Snow Vehicles (MSVs)

Drone capacity continues to expand, with additional members certified under Transport Canada RPAS regulations. The 2025 training year focused on enhancing tactical readiness, crisis response, and operational resilience.

IN-SERVICE TRAINING UNIT (ISTU)

The Nishnawbe Aski Police Service In-Service Training Unit is comprised of:

- One Sergeant
- Three Constables
- Three Vacancies

The unit ensures compliance, operational readiness, and professional standards across the Organization providing the knowledge, skills and abilities to our membership, which will enhance service delivery to our respective communities. The 2025 Block Training began in February and consisted of 35 scheduled weeks of annual re-certifications and refresher training. Despite staffing shortages, ISTU continues to deliver mandatory re-certifications and specialized training.



ANNUAL CERTIFICATIONS COMPLETED

- First Aid / CPR/ AED
- Enhanced Firearms Training (Judgment-Based Shooting)
- Defensive Tactics Re-certification
- CEW (Taser) Re-certification
- Immediate Rapid Deployment (IRD)
- Crisis Intervention and De-escalation
- Mental Health Awareness
- Body-Worn Camera Training



CORE TRAINING RESPONSIBILITIES

- Annual Use-of-Force Qualifications
- Firearms Re-certification
- Defensive Tactics & Officer Safety
- CEW Re-certification
- De-escalation and Communication
- Legal Updates and Policy Compliance
- Scenario-Based Judgment Training

PARTNER AGENCIES

- Treaty Three Police Service
- Lac Seul Police Service
- Anishinabek Police Service
- Thunder Bay Police Service
- Ontario Provincial Police

2025 SENIOR ADMINISTERED & SPECIALIZED TRAINING SCHEDULE

Course	Duration	Date
Scenes of Crime	2 Weeks	Jan. 20-31
Provincial Liason Team Course	2 Weeks	Feb. 4-13
Special Constable Training	7 Weeks	Feb. 24-April 11
Warrant Service	1 Week	March 17-21
Sexual Assault Investigation	2 Weeks	May 5-15
Coaching Police Professionals	1 Week	May 12-16
Criminal Investigation Training	2 Weeks	May 19-30
Drone Operator Training	1 Week	June 23-27
Ontario Major Case Management	2 Weeks	July 21-Aug. 1
Immediate Rapid Deployment Instructor	1 Week	Aug. 25-29
Investigate Interviewing Techniques	1 Week	Sept. 8-12
Investigating Offences Against Children	2 Weeks	Sept. 29-Oct. 9
Leadership in Police Organizations	3 Weeks	Sept. 22-26, Oct. 20-24, Nov. 10-14



AXON

NEW COMING IN 2026, AXON VR - IMMERSIVE TRAINING TECHNOLOGY

NAPS has expanded their training platform to include virtual reality with Axon products, enhancing training delivery and proficiency of our officers.

Training Focus Areas

Affording Officers to:

- Deploy hundreds of virtual cartridges
- Train anytime, anywhere
- Build muscle memory
- Improve accuracy without live ammunition expenditure

Benefits

- Reduced ammunition costs
- Increased training frequency
- Improved knowledge retention
- Weather-independent access
- Enhanced operational readiness

The Nishnawbe Aski Police Service will utilize Axon Virtual Reality (VR) technology to deliver realistic, scenario-based training in 2026.

The Axon VR system will allow members to:

- Incorporate all use-of-force options, including the C-8 platform
- Conduct low-light qualifications
- Complete CEW (Taser) qualifications
- Perform dynamic range courses of fire
- Critical Decision-Making Under Stress
- Enhance officer Communication & De-escalation skills and abilities
- Crisis Response Confidence
- Tactical Proficiency

The platform also enables customized scenarios reflecting the unique operational realities within Nishnawbe Aski Nation communities. This hands-on training strengthens tactical response, communication, and de-escalation capabilities in high-risk situations.

Dynamic Scenario Area (DSA)

Members enhanced practical skills using:

- Simunition platforms
- Inert CEW devices
- Role-based crisis simulations



DIGITAL EVIDENCE MANAGEMENT SYSTEM (DEMS UNIT)

The Digital Evidence Management System (DEMS) Unit at NAPS is responsible for the management of all digital evidence, including redaction of body-worn camera footage, Police Communications Centre audio recordings, and any other photos or video when required.

The DEMS Unit is also responsible for the organization of digital evidence by ensuring all evidence is labelled appropriately, sorted into corresponding case files, and disclosed in a timely manner while ensuring efficient and secure handling of sensitive information. By disclosing evidence digitally, NAPS can quickly and securely share important files with the Crown when they are available and reviewed.

With the introduction of body-worn cameras in 2024, NAPS officers have been able to capture every encounter with community members. This ensures transparency, accountability, and safety for all parties involved. The DEMS Unit is responsible for reviewing every body-worn camera video where charges were laid to guarantee the privacy and dignity of anyone not directly involved in the offence.

The DEMS Unit is an important asset to the service as we embrace this evolution in policing as the demand for digital evidence disclosure continues to grow.



CULTURAL COMMITTEE

The Nishnawbe Aski Police Service's Cultural Committee was formed in 2024 by two civilian members – Jenn Kennard and Jocelynn Rancourt. What began as a small side passion for the two turned into a welcomed busier than expected project, which led the Cultural Committee to add more members.

New members include civilian member Amy Smith, Cst. Autumn Olsen, Cst. Bob Simon and Cst. Craig Nelson. These additional members allowed the project to evolve into a more structured committee.

The Cultural Committee has been actively restoring culture at NAPS. These efforts have led to more Indigenous artwork featured on the walls of the general headquarters in Thunder Bay, the hosting of learning and sharing circles with elders, and NAPS's first spring ceremony and feast in 2025. Members of the Cultural Committee have also provided NAPS representation at various community special events and walks.

While much of the Cultural Committee's efforts have taken place at the Thunder Bay headquarters, members are reaching out to staff and elders in the northwest and northeast regions to expand the committee to the Sioux Lookout and Cochrane offices.



SPECIAL CONSTABLES

In April 2025, the Nishnawbe Police Service had its largest ever single onboarding of Special Constables. The service brought in 14 new Special Constables and conducted intense training and testing at its General Headquarters in Thunder Bay. Some of those new members remained in Thunder Bay to staff the central region, while others have since been stationed in Sioux Lookout and Cochrane to help staff the Northeast and Northwest regions.

The increase in Special Constables is a response to the improved service NAPS is able to provide since joining Ontario's Community Safety and Policing Act.



RECRUITMENT UNIT & HR

RECRUITMENT

This year NAPS had 25 internal officer competitions, facilitated 21 civilian competitions and one non-union competition.

The Human Resources department has continued to provide regular guidance and support to management, frontline officers and civilians in labour relations among many other things. Additionally, HR facilitates the return-to-work process for short-term disability, long-term disability and WSIB claims.



NEW CONSTABLE RECRUITMENT

In 2025, New Constable Recruitment included: applications processed; candidates interviewed; recruits hired. A more detailed breakdown follows:

- 1,142 applications received
- 237 candidates interviewed
- 68 recruits hired
- 10 experienced officers hired
- 327 deferred applications



Through the civilian and sworn members of the NAPS Recruitment Unit, the service has participated in a variety of career fairs and other special events. Events participated in for 2025 include:

- College career fairs
- Highschool presentations and career fairs (Matawa, DFC/Wake the Giant, NAN Secondary School Orientation, Pelican Falls)
- General career fairs
  - Pikwakanagan
  - Ottawa Aboriginal Collation
  - Algonquin College
- King Fisher All Bands Volleyball tournament
- Little NHL
- NAN Choose Live
- NAN Extracurricular Extravaganza
- Mushkegowuk Cup
- Manitoba Outreach – University of Winnipeg, NWLaw Academy,
- First year inviting Confederation College Police Foundations Class to the NAPS general headquarters.

LABOUR RELATIONS

In 2025, following the implementation of the Community Safety and Policing Act (CSPA), the Nishnawbe Aski Police Service Senior Members Association was established to represent commissioned officers and civilian members designated to senior management roles. The establishment of the Association created a formal collective voice for senior members and represents an important development in the service's labour relations framework.

The civilian side of the NAPS First Nations Police Association agreed to a one-year Collective Bargaining Agreement extension in order to align negotiations with the officer side of the Association. Both CBA agreements expire in 2026.

INDIGENOUS RECRUITMENT ROADMAP – 2025 AND BEYOND

- Attend career fairs in communities we serve.
- Work with chief and council, and partner with community events to set up recruitment booths.
- Have information sessions in Northwestern Ontario cities, towns and First Nation communities accessible by road.
- Work with unions and employers of industries where layoffs have, or are expected, to occur.
- More social media presence announcing upcoming recruitment events NAPS is attending.
- Updating our application process to focus on more quality applications
- Continue with the new addition of the online interview portion of the application process.




POLICE
NIKE
POLICE





COMMUNITY RESOURCE TEAM

In August 2025, the Nishnawbe Aski Police Service strengthened the coordination of its community-focused programming through the establishment of a dedicated Community Service and Liaison Officer position.

The position assumed responsibility for overseeing the NAPS Community Resource Team (CRT) and coordinating requests for educational programming, presentations and community engagement initiatives in collaboration with regional CRT members. During the remainder of the year, numerous presentation resources were developed for CRT members and frontline officers to deliver within the communities they serve, improving access to consistent and relevant educational material.

The position also included responsibility for coordinating Police Liaison Team operations, bringing complementary community service and liaison functions under a single point of contact laying foundation for the continued development of both programs.




POLICE

CRIME UNIT

CRIMINAL INVESTIGATIONS UNIT OVERVIEW

In 2025, the Criminal Investigations Unit was involved in 985 major cases. The Crime Unit Support Program (CUSP), developed in 2024, continues to support the crime unit while providing frontline members the opportunity to broaden their skills and gain investigative experience.

Staffing shortages remain a concern, however key positions were being filled in 2025 and will continue to be added in 2026. Recognizing that both members and the service benefits from a positive work-life balance, the on-call system has transitioned to a one-week on call schedule. This allows remaining members some relief from the demanding call volume. Furthermore, we have transitioned to an 8-on-6-off rotational schedule allowing for improved rest and better work-life balance. This also allowed for a more dynamic recruiting approach to the unit.

The Criminal Investigations Unit is broken into three regional units. The Northwest Crime Unit consists of a detective and two detective constables. They are responsible for twelve communities to oversee major cases. The Central Crime Unit consists of a detective and three detective constables and is responsible for nine communities. The Northeast Crime Unit consists of a detective and four detective constables responsible for thirteen communities.

The newly established Police Liaison Team (PLT) has become an invaluable asset to the Crime Unit. By attending major incidents and maintaining consistent communication with families throughout the investigative and court processes, the team strengthens relationships during critical times. This program has played a key role in building community trust, enhancing investigative efficiency, and ensuring community leaders remain informed and engaged.



KEY PERFORMANCE HIGHLIGHTS

Growth, succession planning, and continuing education were key objectives in 2025. The Crime Unit continued to expand professional development opportunities for frontline members by offering additional training sessions and presentations. Subject matter experts were engaged to deliver virtual presentations, ensuring broad participation without the need for travel to headquarters.

Weekly investigative tips are distributed to all officers, building a practical and accessible reference base to support day-to-day operations. In addition, the Crime Unit continued to refine its case review process to improve efficiency, enhance oversight of major investigations, and reduce delays in completing the investigative process.

The Scenes of Crime Officer (SOCO) program was expanded in 2025. With the addition of a second in-house SOCO trainer and several SOCO trained members, most communities have a SOCO trained officer on duty at all time, thereby increasing investigative efficiencies.

The Northeast Region continues to be the busiest of all three regions. One incident to highlight is the successful investigation of a shooting, which was linked to major investigations in multiple other jurisdictions. Officers worked seamlessly with other law enforcement agencies to assist in bringing a positive resolution.

The Central region continued to assist the other regions due to staffing shortages. In 2025, the Central region investigated a sudden death event. The crime unit attended the community, working with frontline to obtain statements, video footage, forensic evidence and search warrants. Diligent investigating resulted in the prompt arrest of the accused.

The Northwest Region has continued to experience an increase in call volume. Despite continuing staffing shortages in the region, officers continued working arduously to successfully investigate sudden deaths, sexual assaults, arsons, attempt homicides, and aggravated assaults.

Members from all three regions and our Survivor Assistance Support Program (SASP) attended an attempted murder occurrence resulting in a positive outcome in the court process. This was a significant investigation for our service, particularly as it was one of our first larger-scale files completed while independently conducting Major Case Management (MCM) and without relying on OPP resources. The success of this case is a direct reflection of the professionalism, dedication, and collaborative effort demonstrated by everyone involved. Each member played an integral role in achieving this result and is a point of pride for the entire team.

STAFFING CHALLENGES

To relieve the staffing shortages, the Crime Unit has been allotted members to fill positions on an interim base. Accommodated officers were also utilized to assist in warrant writing, digital forensic reviews and other administrative tasks. A rotational schedule has been implemented and the vacant permanent positions are expected to be filled in 2026.

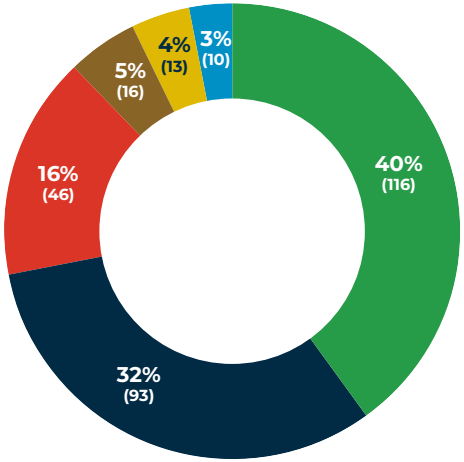
PLANNED PROJECTS AND INITIATIVES

As we continue to work on the existing cases, we have recently met with the RCMP's National Centre for Missing Persons and Unidentified Remains (NCMPUR) and OPP's Ontario Centre for Missing Persons and Unidentified Remains (ONCMPUR) and identified active missing person cases we plan to review and assign immediate resources to. Working jointly with NAN representatives and the Office of the Chief Coroner our objective will be to re-evaluate these investigations with the recent developments of technology and DNA improvements in terms of Investigative Genetic Genealogy (IGG).

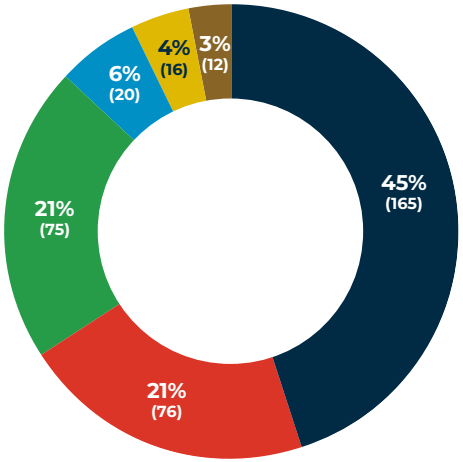


CRIME UNIT SUMMARY REPORT - BENCHMARK OCCURRENCES

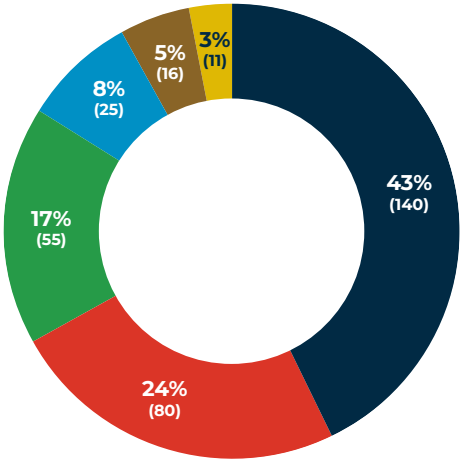
Central Region



Northeast Region



Northwest Region



Sexual Assault Assault Sudden Death
Arson Other Criminal Code Weapons Fire



SURVIVOR ASSISTANCE SUPPORT PROGRAM

ACHIEVEMENTS

The Survivor Assistance Support Program (SASP) identified expansion, professional development, and specialized training as key priorities for 2025. Over the past year, the program experienced meaningful growth, evolving from its original structure of one detective and three social navigators to now including an Intimate Partner Violence (IPV) Coordinator. This expansion reflected the program's ongoing commitment to strengthening services, improving investigative oversight, and enhancing outcomes for survivors. The IPV coordinator role was established to provide dedicated oversight and subject-matter expertise for all investigations involving elements of intimate partner violence. By centralizing review and coordination of these cases, the program has enhanced consistency, accountability, and thoroughness across investigations.

A key priority of the program has been advancing education to better support survivors. The team continued its professional development through Wilfrid Laurier University, completing courses designed to strengthen frontline workers' ability to assist clients who have experienced trauma, adverse life events, and high-stress situations. Furthermore, considerable attention has been dedicated to enhancing education and outreach efforts related to child internet exploitation and other online criminal activities.

A major highlight of the program in 2025 was the holiday hamper initiative, successfully carried out in December. This meaningful effort brought the team together with a shared purpose to support families in need during the holiday season. Through careful planning and coordination, the team purchased, assembled, and delivered ninety holiday meal hampers to households across three regions. In total, 90 hampers were distributed across three regions of the north.

PLANNED PROJECTS & INITIATIVES

By the end of 2025, SASP was in the early stages of developing comprehensive educational content focused on healthy relationships and consent for youth across Northern communities. This initiative was being undertaken in collaboration with registered nurses from the Thunder Bay District Health Unit and the Nishnawbe Aski Nation Women's Initiatives, ensuring content is informed by public health expertise and Indigenous community perspectives.

The project aims to create accessible, culturally responsive, and age-appropriate educational materials that clearly define what healthy relationships look like, explore the meaning and importance of consent, and outline the legal framework surrounding these topics.

Additionally, SASP, in collaboration with the Crime Unit, has established a meaningful partnership with the Canadian Centre for Child Protection (C3P). This joint initiative reflects a shared commitment to raising awareness in northern and remote communities about the growing risks and realities of child exploitation, particularly in online environments.

Through this partnership, efforts were focused not only on increasing public understanding of the tactics used to target youth, but also on providing practical education and prevention strategies. By engaging directly with young people, parents, caregivers, and community members, SASP and its partners aimed to equip families with the knowledge and tools necessary to navigate the digital world safely.



FUTURE PLANS AND STRATEGIES

SASP has been engaging with the Ministry of the Attorney General's Victim/Witness Assistance Program (VWAP) to establish a partnership to strengthen support services for victims in the north. The shared goal is to enhance the coordination of services and ensure individuals impacted by crime receive comprehensive, timely, and culturally responsive assistance.

As part of this collaboration, VWAP will provide specialized court services and support training to the SASP team. This training will give the team with a stronger understanding of court procedures, victim rights, and the overall judicial process. By building this capacity, SASP is better positioned to guide and support clients through the court systems.

By the end of 2025, the program was in early development to create a dedicated SASP website, separate from the existing NAPS website. This new platform was being designed to enhance accessibility, visibility, and ease of use for survivors and community partners seeking information and support. The website will serve as a comprehensive educational portal, providing detailed information about the program's mission, services, and eligibility criteria. It will also feature up-to-date information for available resources.

By establishing a standalone online presence, the program creates a focused, user-friendly experience that empowers survivors, promotes transparency, and strengthens access to support services.

The program has focused on expanding and creating new and meaningful positions – a coordinator and an outreach worker. The coordinator position is responsible for organizing, assigning, and overseeing the unit's workflow to ensure timely responses to internal and inter-agency initiatives, standards, guidelines, and legislative changes. The role manages, leads, motivates, coaches, empowers, and supervises survivor service workers and other unit staff while overseeing the full performance management process. As part of the management team, the position contributes to the development of annual action plans and supports the ongoing review and continuous improvement of the unit.

The role works closely with senior leadership and the financial manager to ensure appropriate resource allocation, fiscal responsibility, procurement processes, and overall budget accountability. The position represents the organization on various inter-agency committees focused on reviewing and improving business policies and processes related to government, law enforcement, and matters connected to the implementation of the Missing and Murdered Indigenous Women and Girls recommendations.

The role also liaises with IPCO on matters related to MMIWG to strengthen partnerships and maintains close contact with communities throughout the NAN Territory.

In addition, the position provides officer training and field support in victim services, particularly in cases involving sexual assault investigations, domestic assault investigations, and human trafficking.

The outreach position fosters education and awareness within our northern communities. The outreach worker will be responsible for developing engaging, informative, and culturally sensitive educational content tailored to the unique needs of these communities. This includes conducting research on topics that directly impact the north.

These presentations will be delivered in person by the outreach worker, ensuring a direct and meaningful connection with community members. Additionally, materials will be user friendly and adaptable by design, allowing frontline officers to confidently deliver the presentations in local schools and other community settings. Through this role, the outreach worker will help bridge knowledge gaps, promote understanding, and support ongoing community engagement in a culturally respectful and impactful way.



INTELLIGENCE UNIT

In 2025, the Nishnawbe Aski Police Service (NAPS) Intelligence Unit demonstrated exceptional community engagement, partnership building, and teamwork in addressing drug activity across all three regions. By leveraging advanced investigative techniques and collaborative efforts, the unit effectively targeted organized crime groups responsible for drug distribution in vulnerable communities.

Strategic partnerships were a specific focus of the Intelligence Unit in 2025. These partnerships included regional crime units, frontline members, and external agencies such as the Criminal Intelligence Service Ontario (CISO) and the Ontario Provincial Police. These partnerships enabled the unit to disrupt drug trafficking networks and dismantle pipelines to remote communities.

The Intelligence Unit's commitment to community engagement, partnership building, and teamwork yielded impressive results. Open lines of communication with communities, and chief and councils have reduced demand, disrupted supply chains, and led to fewer drugs trafficked. A focus on public presentations and chief and council meetings raised awareness and helped educate communities about the risks of substance use. This contributed to reduced availability. Partnerships with community leaders are leading to increased collaboration and tips, helping to prevent drugs from entering communities



In 2025, the Intelligence Unit expanded its capabilities by filling two Drug Enforcement Unit positions in the Central Region and promoting a Detective Constable to the Detective rank. Plans are underway to hire additional members in all three regions in 2026.

The NAPS Intelligence Unit hosted the inaugural Northern Ontario and Manitoba Analytical Summit (NOMAS) in October. Through the three-day summit, NAPS was a proud host to 21 professionals presenting on an array of topics geared to an audience of 30 analysts. Financial support was provided by the Criminal Intelligence Service of Ontario (CISO). The OPP Provincial Operations Intelligence Bureau (POIB) Governance and Training team proved to be a valued resource.

Attendees and presenters from UCCM Anishnaabe Police, RCMP Manitoba, Winnipeg Police Service, Sault Ste Marie Police Service, OPP, Manitoba First Nations, Anishinabek Police Service, Thunder Bay Police Service, Toronto Police Service, Canadian Security Intelligence Service (CSIS), Probation and Parole and CISO all participated and contributed.



INTELLIGENCE UNIT STATS

185
ARRESTS

728
CHARGES

72
INVESTIGATIONS

89
WARRANTS
NAPS

50
WARRANTS
Assisting other agencies

INTELLIGENCE UNIT SEIZURES

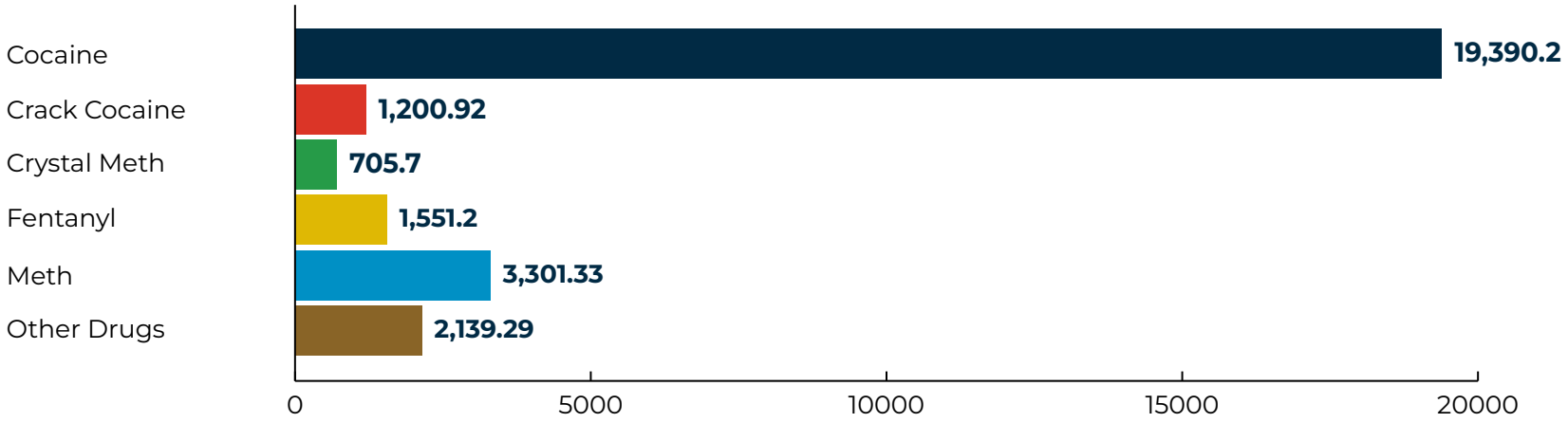
77
FIREARMS

13
WEAPONS

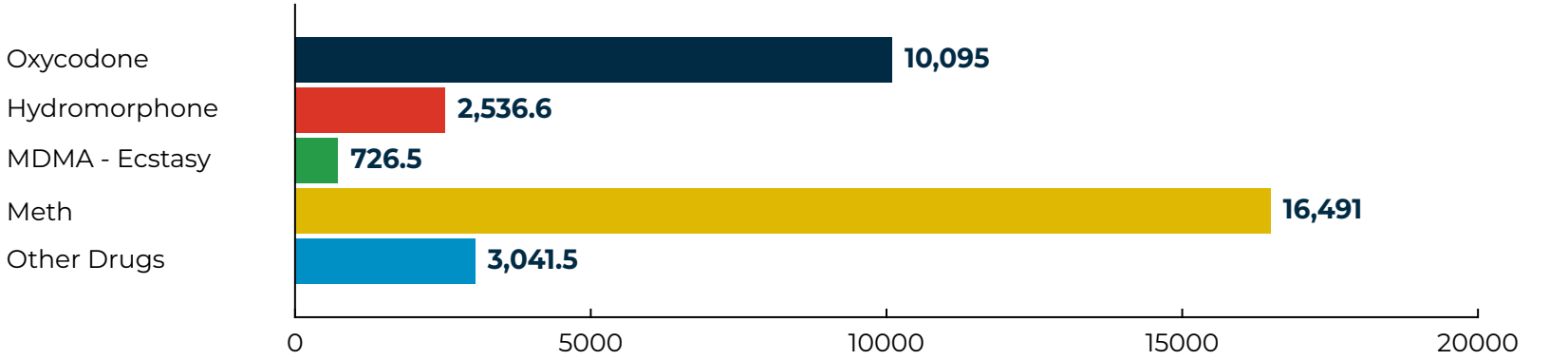
$843,381
CURRENCY - CAD

$1,895
CURRENCY - USD

Intelligence Unit Drug Seizures (grams)



Intelligence Unit Drug Seizures (pills)



In 2025, the decrease in seizures (Fentanyl and Cocaine) indicate a shift in focus towards more targeted, intelligence-led enforcement, prioritizing high-impact operations. Also demonstrates our public forums and education pieces with communities are vital.

INTEL – PROJECT ALBION

In 2025, the Intelligence Unit initiated Project Albion. This project was an undercover based investigation focused on disrupting criminal activities of local and non-local dealers trafficking controlled substances, in particular Fentanyl and Methamphetamine, to remote communities in the James Bay Coastal region. This included Mushkegowuk Communities.



The City of Timmins and surrounding area were identified as source communities for the North. Members of the NAPS Intelligence Unit initiated and led the investigation in partnership with the Criminal Intelligence Service Ontario (CISO). The investigation was highly successful, leading to 37 arrests, 215 Criminal Code Charges, more than $1.2 million in controlled substances seized, and more than $300,000 in Canadian Currency. Project Albion led to the dismantling of a major drug network and its pipeline to our coastal communities.

PROJECT ALBION STATS

215
CHARGES

37
ACCUSED

20
WARRANTS

PROJECT ALBION SEIZURES

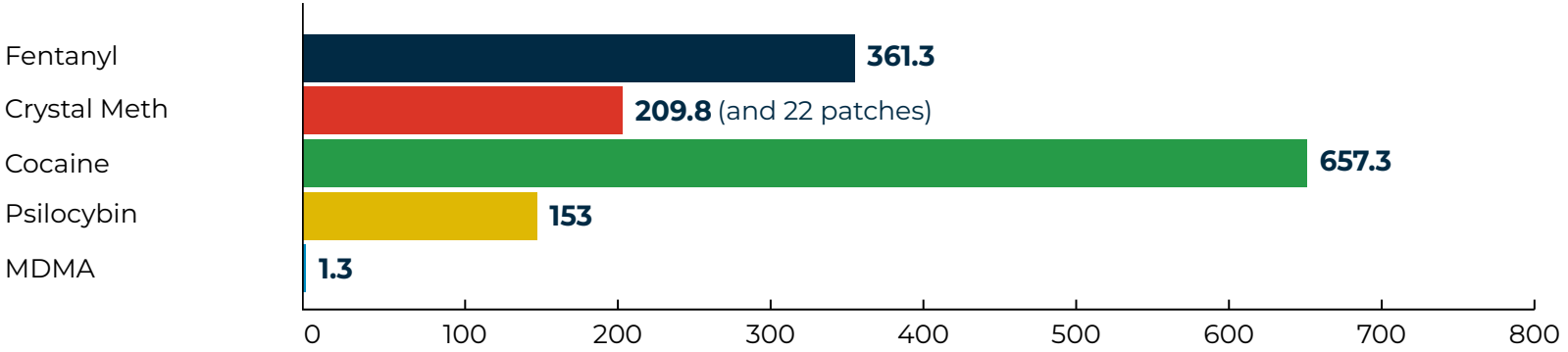
1 FIREARM

1 WEAPON

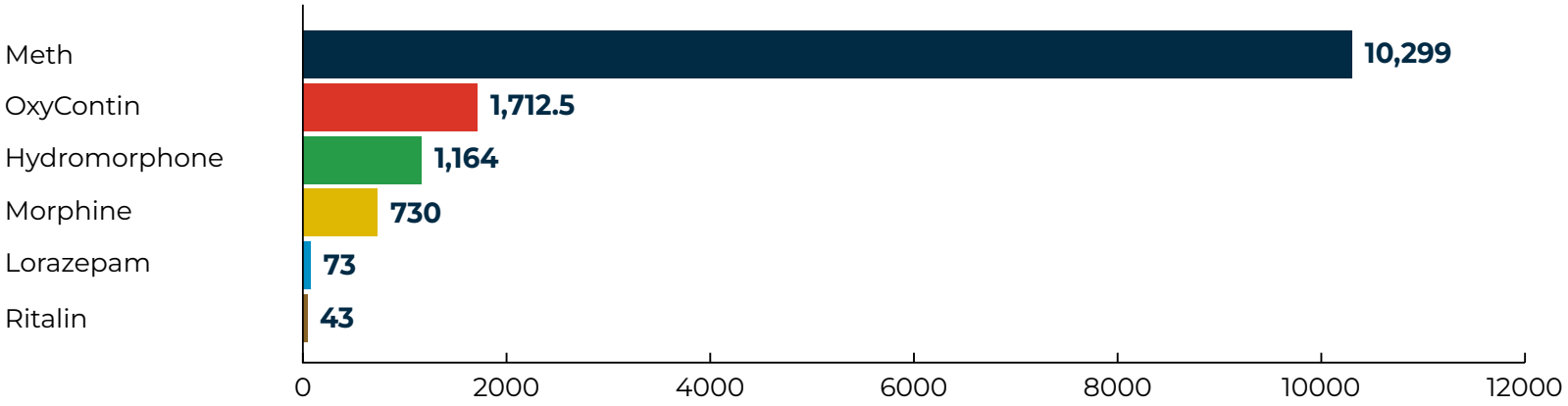
2 VEHICLES

$304,465
CURRENCY - CAD

Project Albion Drug Seizures (grams)



Project Albion Drug Seizures (pills)



CENTRAL REGION UPDATE

The Nishnawbe Aski Police Service's Central Region oversees six Matawa and three Shibogama communities. NAPS focus in 2025 remained on ensuring effective service delivery, operational excellence, and strong leadership across the region. Meaningful partnerships with chiefs and councils, local agencies, NAPS officers, and community residents were essential to achieving these goals.

NAPS's work continued to be guided by collaboration, transparency, and a shared responsibility to enhance community safety and well-being.





REGIONAL ISSUES

Frontline policing has experienced ongoing staffing adjustments in recent years, influenced by normal workforce transitions and periods of leave. To ensure consistent service across the Central Region in 2025, resources were managed proactively through flexible scheduling, temporary reassignments, and the use of additional staffing options when required. This helped maintain reliable coverage for each community.

Substance abuse remained one of the most pressing concerns facing communities throughout the Central Region. The impacts of alcohol-related incidents and drug activity continued to affect public safety, contribute to criminal offences, and place added strain on families and community relationships. NAPS remained dedicated to addressing these matters through ongoing collaboration with community partners and proactive information-sharing efforts to support investigations and hold individuals accountable.

The Central Region continued to observe high numbers of incidents involving individuals in emotional distress, including crisis situations requiring urgent intervention. NAPS members remained committed to partnering with community agencies and health-care providers to ensure vulnerable individuals received timely assistance, appropriate resources, and ongoing support.

CENTRAL BENCHMARK CRIME STATS – 2025

Arson	**13**
Assaults	**272**
Attempt Murder	**1**
Attempt or Threat of Suicide	**337**
Drug Offences	**47**
Fire	**47**
Fraud	**7**
Harassment	**29**
Indecent Acts	**5**
Missing Person	**4**
Non-Consensual Distribution of Intimate Images	**2**
Robbery	**3**
Sexual Assault	**40**
Sudden Death	**9**
Grand Total	**785**

KEY REGIONAL ACCOMPLISHMENTS

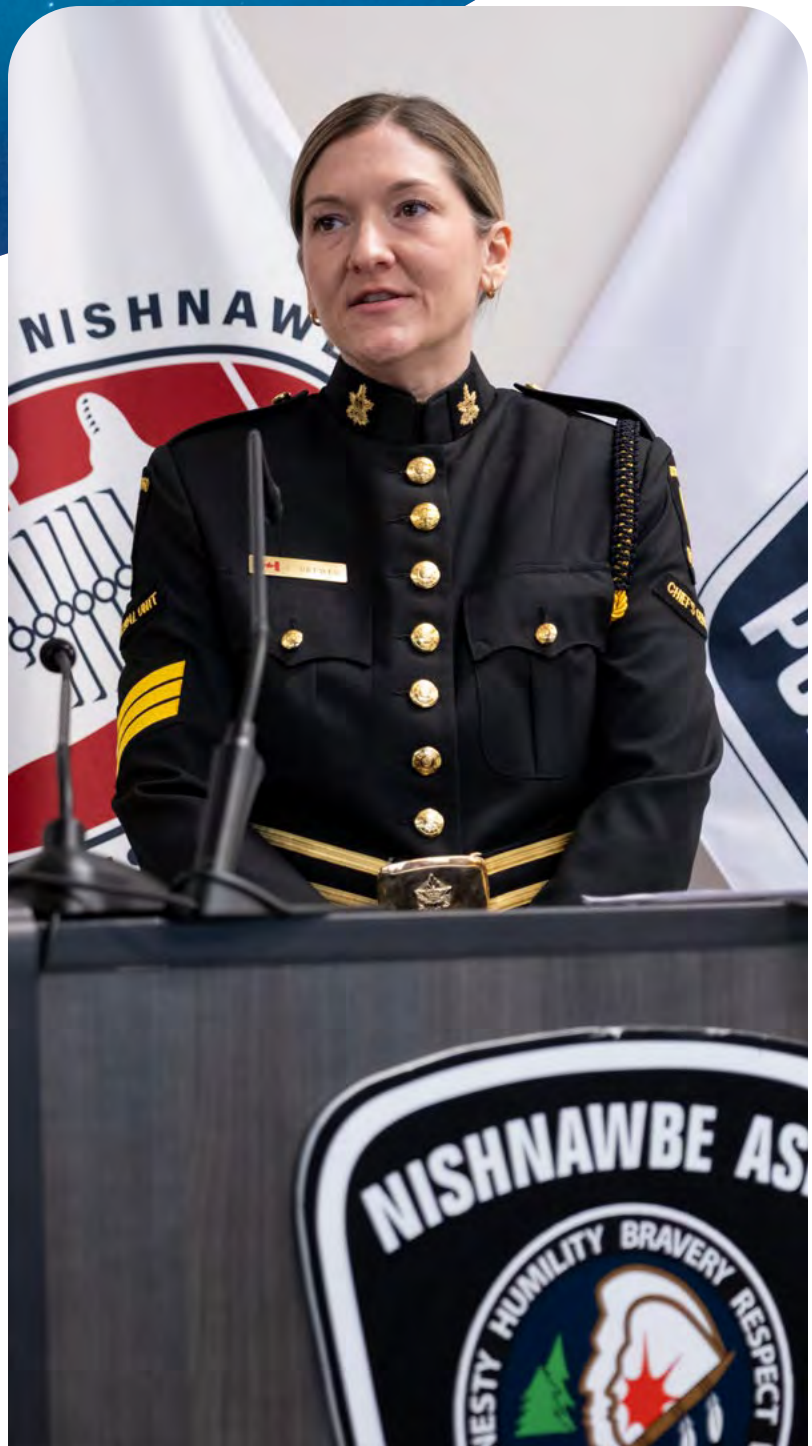
Over the past year, the Central Region made significant strides in strengthening its workforce. Focused recruitment efforts have resulted in the addition of 17 new officers, contributing to greater consistency and resilience across the region. This growth has strengthened our capacity to provide reliable policing services and respond effectively to community needs. NAPS reached approximately halfway toward its goal of 90 officers, but attrition continued to present challenges.

The Central Region reorganized into three detachment clusters, enhancing oversight and support for officers. This restructuring led to the addition of a fifth full-time sergeant and an acting sergeant, strengthening the region's supervisory capacity and improving operational leadership.

The regional fleet continued to perform at a high standard, supported by regular preventative maintenance and the diligent efforts of skilled mechanics. Through consistent inspections, timely repairs, and careful upkeep, vehicles remained reliable and operationally ready. Seasonal patrols along the winter road system were carried out as part of routine policing responsibilities across the Central Region.

Two new modular officer residences were successfully delivered to Webequie and Nibinamik First Nations via the winter road. These residences are designed to provide safe and comfortable housing for officers, and both communities are actively working on installation.

New detachments have been opened in Neskantaga and Marten Falls First Nations, providing upgraded facilities for officers and enhanced operational capacity. The improved infrastructure will allow more resources to be assigned to these communities, strengthening local policing and support services. A new prefabricated residence has been secured for Eabametoong First Nation and will be delivered in the winter of 2026. Plans for two additional detachments have been secured, with specific locations to be finalized in the near future.



COMMUNITY OUTREACH

Community visits were conducted as often as possible. During these visits, the staff sergeant and/or inspector spent valuable time connecting with on-duty officers and, when possible, met with local chief and council.

Throughout 2025, region officers engaged with 1,147 motorists as part of the Central Region Festive RIDE campaign. The initiative concluded with no violations identified, and drivers were found to be operating their vehicles responsibly throughout the campaign period. Throughout 2025, Central Region officers also conducted many community service occurrences, actively participating in community events such as sporting events and celebrations.

Officers carried out 2,234 targeted patrols throughout the region. These proactive patrols focused on maintaining a strong and consistent presence in key areas, particularly around critical infrastructure, businesses, and community facilities. During these patrols, officers conducted property checks, monitored for suspicious activity, and engaged with community members to deter crime and enhance public safety.

Also in 2025, Central Region headquarters relocated to 973 Balmoral Street, which is the same location as the NAPS general headquarters in Thunder Bay.

DETACHMENT COMPLEMENT

Central Region is comprised of nine communities within the Matawa and Shibogama Tribal Council areas. The NAPS Central Region featured a complement of 46 uniformed constables, and six uniformed sergeants who are stationed throughout the nine Central Region communities. These positions are allocated in the following manner:

Community Clusters	**Constables**	**Sergeants**
Aroland, Marten Falls, and Webequie First Nations	**15**	**2**
Eabametoong, Nibinamik, and Neskantaga First Nations	**14**	**2**
Kasabonika Lake, Kingfisher Lake, and Wunnumin Lake First Nations	**14**	**2**
Community		
Aroland First Nation	**4**	**2**
Marten Falls First Nation	**5**	
Webequie First Nation	**4**	
Eabametoong First Nation	**6**	**2**
Nibinamik First Nation	**4**	
Neskantaga First Nation	**4**	
Kasabonika Lake First Nation	**6**	**2**
Kingfisher Lake First Nation	**4**	
Wunnumin Lake First Nation	**4**	


K. KIDO
POLICE







NORTHEAST REGION UPDATE

OPERATIONS OVERVIEW

The Northeast Region is comprised of 13 communities, five of which are remote – Weenusk First Nation, Attawapiskat First Nation, Kashechewan First Nation, Fort Albany First Nation, and Moose Factory First Nation. Additionally there are eight road-accessible communities – Contance Lake First Nation, Mattagam First Nation, Brunswick House First Nation, Chapleau Cree First Nation, Chapleau Ojibway First Nation, Apitipi Anicinapek Nation, Matachewan First Nation, and Taykwa Tagamou Nation.

In 2025, contractors' broke ground in Brunswick House First Nation for construction of a new detachment. NAPS is striving to build additional detachments in both Attawapiskat First Nation and Taykwa Tagamou Nation in 2026.

In the fall of 2025, the Northeast Region increased its administrative compliment, acquiring an additional sergeant to aid in the added workload the region has encountered with the influx of officers, and legislated requirements under the Community Safety and Policing Act. NAPS's trajectory and developments are primarily due to collaboration, accountability, and a shared commitment to safety and well-being of all our community members across the region.

CURRENT ISSUES

The Northeast Region continued to work with internal and external partner agencies to battle several plaguing issues within our respective communities. In 2025, NAPS sat on a working group comprised of stakeholders aimed at developing prosecutable by-laws specific to our NAN territory. The goal was to enact additional abilities to the organization providing support in the fight against drugs and intoxicants from entering communities.

Drugs and alcohol remained a major factor in the health and wellbeing of our First Nations. This fueled most major occurrences, as well as property crime. Our officers were committed to maintaining and sourcing information to our Intelligence unit as well as investigating jointly any information related to drugs.

Specialty units, such as the Emergency Response Team (ERT) and Crime and Intelligence Units, worked alongside local officers collaboratively to combat individuals involved in drug trafficking and distribution. The Intelligence Unit posted and filled a Drug Enforcement officer position in the Northeast Region, bringing the compliment up to four.

Additionally, the region has taken a proactive approach against drug trafficking and awareness, in creating the Community Resource Team (CRT) which consists of six Drug Abuse Resistance Education (DARE) program officers regionally who have the ability to administer the DARE program and deliver presentations across the region, which can be tailored to meet the specific needs of each community.

RIDE programs and focused patrols were a continued initiative employed throughout the year to discourage impaired operation of motor vehicles as well as trafficking of drugs and alcohol coming into remote locations. Officers incessantly engaged in keeping the peace, while band councillors and security personnel, searched people coming into the community by charters or scheduled flights and winter roads.

Staffing levels in the Northeast continued to improve throughout 2025. The focus of the NAPS was to strengthen recruitment and retention strategies with a goal of hiring 60-80 officers annually.

NORTHEAST BENCHMARK CRIME STATS – 2025

Arson	**16**
Assaults	**439**
Attempt or Threat of Suicide	**137**
Child Pornography	**1**
Drug Offences	**92**
Fire	**30**
Fraud	**13**
Harassment	**44**
Indecent Acts	**9**
Missing Person	**10**
Non-Consensual Distribution of Intimate Images	**2**
Robbery	**2**
Sexual Assault	**45**
Sudden Death	**20**
Grand Total	**860**

DETACHMENT COMPLEMENT

The Northeast Region is comprised of 13 communities. The NAPS Northeast Region has a complement of approximately 84 uniformed constables, and 14 uniformed sergeants. These positions are allocated in the following manner:

Community	Constables	Sergeants
Apitipu Anicinapek & Taykwa Tagamou Nations	4	2
Attawapiskat First Nation	12	2
Brunswick House, Chapleau Cree and Chapleau Ojibwe First Nations	6	2
Constance Lake First Nation	8	2
Fort Albany First Nation	6	3
Kashechewan First Nation	8	2
Matachewan First Nation	2	
Mattagami First Nation	5	
Moose Factory	13	
Weenusk First Nation	6	

NORTHEAST REGIONAL HEADQUARTER COMPLEMENT

- A/D/Inspector - Chris Eisenbach
- A/Staff Sergeant – Eldon Cheechoo
- Sergeant - Stan Sutherland
- Office Administrator – Alysa Major-Brunette
- Office Assistant - Ashley Collette

CONCLUSION

The objectives of the Nishnawbe Aski Police Service in 2025, and in particular its Northeast Region, was to provide effective, efficient and culturally appropriate service to all the people within our communities. Public safety remained our number one priority. To achieve our mission, all entities, both internal and external partnerships, needed to effectively communicate, break down previous barriers, and work together to accomplish our short and long-term goals.





NORTHWEST REGION UPDATE

INTRODUCTION

The Northwest Senior Command oversees the administration and daily operations for 12 communities spanning four Tribal Councils. Northwest region command staff have had the privilege of visiting the communities we serve. These visits allowed us to continue building on our relationships, participating in community events, and working alongside our officers to better understand the important work being carried out across the region.

Over the years we have grown to become a leader in First Nation Policing throughout Canada. This is a testament to the efforts and dedication of our sworn and civilian staff who work hard to meet our mission statement and the communities' expectations.



REGIONAL ISSUES

Although there have been significant positive changes, we still face challenges within the service and communities. We have all been working hard at tackling these issues daily and continue to learn and grow as we progress.

The number of officer resignations in the Northwest region has decreased significantly. At the beginning of 2025, it was not uncommon for some officers to be working alone in their communities. As the year progressed, officers working alone became increasingly rare as staffing levels and retention improved.

In 2025, the Northwest region has seen six officer resignations, four officer transfers to specialty units or other regions, and one much deserved retirement from Cst. Scott Silver. Meanwhile, NAPS welcomed 22 new officers to postings throughout the Northwest region.

Despite the great work of NAPS specialty units in 2025, drugs and alcohol continued to enter the communities. Our Drug, Intelligence, Guns and Gangs Units, and Emergency Response Team successfully executed several search warrants resulting in numerous charges in the Northwest region.

NORTHWEST BENCHMARK CRIME STATS – 2025

Abduction	**1**
Arson	**29**
Assault	**454**
Attempt or Threat of Suicide	**299**
Drug Offences	**99**
Fire	**62**
Fraud	**9**
Harassment	**31**
Indecent Acts	**2**
Missing Person	**11**
Non-Consensual Distribution of Intimate Images	**5**
Robbery	**3**
Sexual Assault	**73**
Sudden Death	**25**
Grand Total	**1,103**

KEY ACCOMPLISHMENTS

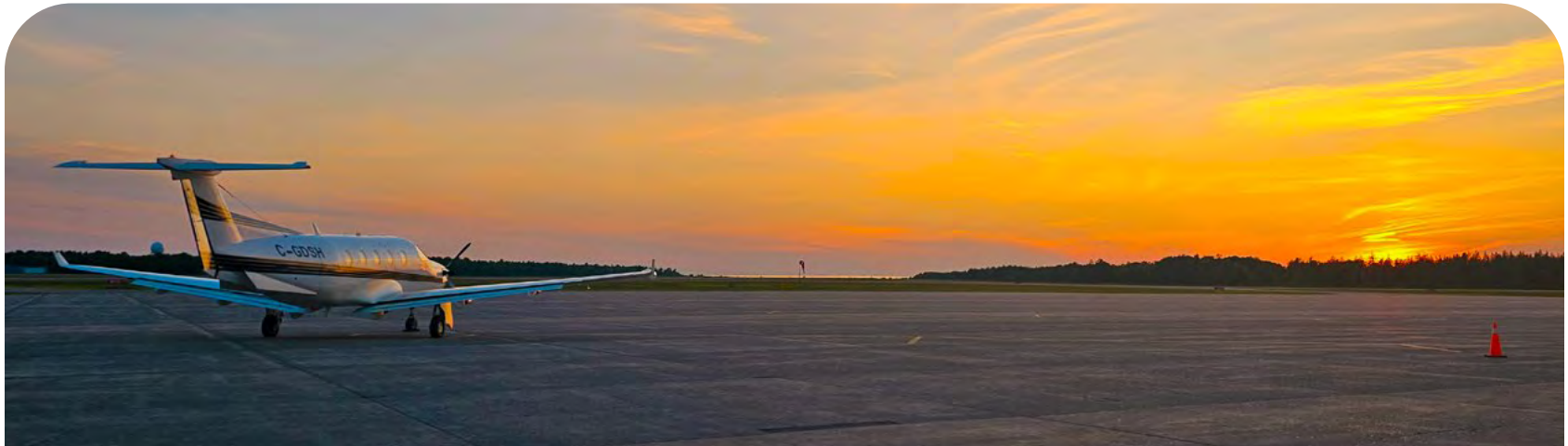
The Northwest region moved forward with construction of a new headquarters in Sioux Lookout. The new facility will be approximately 16,000-square feet and provide growth, advancement, and most importantly, ways to better serve the communities and NAN members.

NAPS remains committed to improving police detachments and officer accommodations across the Region. In 2025, Mishkeegogamang First Nation broke ground on a new police detachment, while Muskrat Dam entered the early stages of planning and development of a new detachment.

Recognizing the housing challenges faced by many communities, NAPS remained committed to providing housing for its officers. Throughout 2025, new officer residences were delivered to Fort Severn, Muskrat Dam, and North Spirit Lake First Nations. Providing housing allowed NAPS to increase officer complement to strengthen its service delivery.

Officers in Sandy Lake First Nation conducted their innovative patrol initiative again in 2025, which became another success. Officers were able to patrol on snow machines to Keewaywin, North Spirit Lake, and Sandy Lake First Nations by travelling the trails connecting these communities. This initiative is an effective and proactive approach to patrolling, enhancing NAPS's ability to maintain visibility, cover more land and ensure the safety of community members throughout the winter.

In 2025, Cst. Scott Silver retired from the Nishnawbe Aski Police Service. Ret. Cst. Silver began his policing career in November of 1991 for OPP First Nation Police Service based in Round Lake. He later went on to work for Lac Seul Police Service, Dryden Police Service, and ultimately joined NAPS to serve the community members of NAN.



DETACHMENT COMPLEMENT

The Northwest Regional office has a total of 17 staff in various roles and responsibilities. The employees at this office often work behind the scenes to ensure our front-line officers have all the tools and information necessary to complete their duties.

Community	Constables	Sergeants
Bearskin Lake First Nation	3	2
Cat Lake First Nation	5	2
Deer Lake First Nation	4	
Fort Severn First Nation	4	
Keewaywin First Nation	4	1
Mishkeegogamang First Nation	11	2
Muskrat Dam First Nation	4	
North Spirit Lake First Nation	4	
Poplar Hill First Nation	7	1
Sandy Lake First Nation	13	2
Sachigo Lake First Nation	4	
Slate Falls First Nation	4	
Total	67	10

REGIONAL OUTREACH

The Northwest Region continued to encourage officers to take part in community events. Officers strive daily to be a part of the communities they serve, encouraging and uplifting youth, connecting with elders and building lasting and meaningful relationships.

In March, NAPS Northwest region members teamed up with the OPP, for the 37th Annual All Bands Hockey Tournament that took place in Dryden. The tournament hosted 42 teams from our NAN Communities, which was a huge success. NAPS set up an information booth, had presence throughout the tournament and assisted OPP with front-line policing during the week.

Due to forest fires in the summer months, many communities found themselves evacuated on short notice. Officers remained behind to help protect the community and as part of their daily duties, they quickly took on an unexpected but important responsibility—making regular rounds to feed and care for the dogs left behind, ensuring they were safe and looked after until their owners could return. We also had the opportunity to assist in and delivering donations for the communities upon their return home.

Officers throughout the Region are humbled to be invited to many events, schools and community gatherings throughout the year. Notably, officers have taken part in providing anti-drug, bullying and cybercrime presentations, attending youth gatherings and festivals, cooking for school pancake breakfasts, educational events, community career and information booths, and fall harvest gatherings.



PUBLIC COMPLAINTS

The Law Enforcement Complaints Agency (LECA) receives, manages, and oversees public complaints regarding police officer misconduct. The Inspectorate of Policing (IOP) handles service-related policy and procedure complaints, while the NAPS Professional Standards Bureau (PSB) manages complaints involving Special Constables. LECA and the IOP can either choose to retain the complaints they receive or refer them back to NAPS PSB for investigation.

From January 1 to December 31, 2025, the Nishnawbe Aski Police Service completed its first full year operating under the Community Safety and Policing Act. Throughout this period, NAPS PSB has continued to work closely with oversight agencies to ensure accountability, transparency, and public trust across the 34 First Nation Communities.

Summary of Public Complaints	**2025**
Screened Out by LECA (not referred for investigation)	6
– Not in Public Interest to Investigate	5
– Pre-CSPA Opt in	1
Screened In by LECA (referred to NAPS PSB for Investigation)	1
Local Response (complaints managed at NAPS)	2
Total Public Complaints Received	**9**
Screened in Public Complaints - Investigative Findings	
Informal Resolution	1
Withdrawn	0
Unsubstantiated	0
Substantiated	0

Public Complaints Against Special Constables	**2025**
Total	0

Inspectorate of Policing – Public Serice Complaints (Policy/Procedure)	**2025**
Total	0

NAPS Initiated LECA Notifications	**2025**
Public Complaints	**3**
– LECA Retained	0
– NAPS PSB to Investigate	1
– Not in Public Interest to Investigate	2
Internal Complaints	**10**
– LECA Retained	1
– NAPS PSB to Investigate	9



FACILITIES

As NAPS continued to consult and collaborate on five new detachment builds—Attawapiskat, Brunswick House, Mishkeegogamang, Muskrat Dam First Nations and Taykwa Tagamou Nation — the service developed a standardized set of drawings that will serve as the mandatory template for all future builds. This approach ensures consistency and efficiency across the entire infrastructure portfolio.

To stay on track with the objective of completing three new builds every two years, NAPS must identify the next three detachment locations in 2026. Given it typically takes 12-to-24 months to finalize agreements for new sites, timely selection is crucial to avoid project delays. The shortlist of recommended sites as of the end of 2025 included:

Kingfisher Lake, Keewaywin, Constance Lake, Deer Lake, Poplar Hill, North Spirit Lake, Nibinamik, and Slate Falls First Nations.

All capital repair projects reached substantial completion, with only minor exterior lot grading remaining, which will be finalized in 2026. Importantly, all work has been completed on schedule and within budget.

In the summer, new residential units were being installed in Webequie, Summer Beaver, Fort Severn, North Spirit Lake, and Muskrat Dam First Nations. In addition, nine prefabricated houses were scheduled for construction throughout spring and fall of 2025. Of these, two units were scheduled to be ready for transport via winter road during the 2025/2026 season.

RECOMMENDED SITES FOR NEW HOUSING INCLUDED:

Sandy Lake, Aroland, Moose Factory, Eabametoong First Nations, and any detachment locations not selected for the upcoming build cycle. Electrical and furnace upgrades have been carried out across multiple locations during the summer of 2025 and continue well through the winter of 2025 and into 2026.

The Northwest Regional Headquarters project in Sioux Lookout was on track for completion in fall 2026. This project included significant upgrades to the existing hangar and the construction of a new 16,000 sq. ft. office complex. Planning for the potential Northeast Regional Headquarters was completed, and the project is ready to advance pending approval.

SUMMARY OF DETACHMENT AND INFRASTRUCTURE PROJECTS

Upcoming Detachments: To meet the objective of completing three new builds every two years, three new locations need to be selected by this fall. Shortlisted sites include:

- Kingfisher Lake First Nation
- Keewaywin First Nation
- Constance Lake First Nation
- Deer Lake First Nation
- Poplar Hill First Nation
- North Spirit Lake First Nation
- Nibinamik First Nation
- Slate Falls First Nation

Capital Repairs:

All capital repair projects were substantially complete. All were completed on schedule and within budget.

Housing Projects:

Residential units were being installed summer of 2025 in Webequie, Summer Beaver, Fort Severn, North Spirit Lake, and Muskrat Dam First Nations. Most locations were completed except for Summer Beaver and North Spirit Lake First Nations due to a narrow bridge and location issues respectively.

Upgrades:

Electrical and furnace upgrades will be carried out across multiple sites in 2025/2026.





IT DEPARTMENT

MAJOR PROJECTS

Microsoft 365

The organization completed a hybrid transition to Microsoft 365, establishing a secure cloud-based platform. The move allows for improved internal communication and enhanced inter-agency coordination, enabling faster and more efficient joint work on shared initiatives. The new platform reduces infrastructure maintenance and system downtime.

Video Surveillance Upgrades

A major refresh of the organization's video surveillance infrastructure began in 2025. While substantial progress was achieved in 2025, the project is scheduled to continue into 2026 to complete remaining deployments.

With improved and modern interfaces and streamlined device controls, video footage is now easier for operators to manage. Enhanced search and indexing features enabled significantly faster recovery of recorded footage, and improved investigation turnaround times.

Body Worn Cameras

The deployment of body-worn cameras was successfully completed, strengthening transparency, accountability, and documentation across field operations.


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CRIME & LOCAL STATISTICS

Nishnawbe-Aski Police Service

01 January 2025 - 31 December 2025
All Violations, as Reported

	Northeast Region	Northwest Region	Central Region	Totals
Murder/Attempt Murder	0	0	1	1
Sexual Offences	86	68	40	194
Assaults	731	535	337	1,603
Utter Threats	59	51	35	145
Robberies	3	3	3	9
Arson	14	25	12	51
Break & Enters	128	39	45	212
Thefts - MV's	24	9	2	2,168
Theft & Possession	210	52	31	293
Frauds	11	8	6	25
Mischief	449	255	123	827
Offensive Weapons	31	13	11	55
Bail Violations/Breach Probation/Fail to Appear	378	137	102	617
Disturb the Peace	253	143	43	439
Liquor Acts	185	543	113	841
Dangerous Operation	19	10	3	32
Impaired Operation	24	41	21	86
Police Assistance	1,213	3,181	1,298	5,692
Escorts – Prisoner	436	296	189	921
Suspicious Person/Vehicle	136	21	16	173
Sudden Death	18	19	10	47
Mental Health Act	487	407	563	1,457
Attempt Suicide	168	300	337	805

	Northeast Region	Northwest Region	Central Region	Totals
Criminal Record Checks Employment/Volunteer	433	94	42	569
Patrol/Property Checks/Person Well-Being Check	1,152	665	4,574	6,391
Animal Complaint	324	197	142	663
Community Service	527	512	1,457	2,496
Alarm/Fire Alarm	124	66	34	224
Property –Lost/Found/Damaged	28	13	12	53
Missing Person	52	48	17	117
Family Dispute	493	191	77	761
Unwanted Persons	1,091	721	241	2053
Keep the Peace	83	55	26	164
R.I.D.E.	169	155	266	590
Traffic Related	284	188	250	722
Motor Vehicle Collision	82	55	32	169
Noise Complaint	70	24	21	115
Person Check-In/ Compliance Checks	124	57	86	267
911 Call/911 Hang Up	35	0	9	44
Intimate Partner Violence (IPV)	222	313	68	267
All Other Local Stats	3,150	1,139	1,117	5,406
Regional Totals	**15,639**	**10,649**	**11,812**	
Service-wide Total				**38,100**

***NOTE** - Total violations count is the methodology that was used in extracting the crime statistics. This methodology differs from Statistics Canada's standard Most Serious Violation (MSV) count. MSV counts only the first of up to four (4) offences/violations per incident in order of seriousness and out of the four (4) violations only the MSV is published. For violations against the person, Statistics Canada counts are based upon the number of victims in an incident.

CRIME SEVERITY INDEX

According to data collected and published by Statistics Canada, communities policed by the Nishnawbe Aski Police Service saw an overall decrease to its total Crime Severity Index (CSI) of 8.6 per cent in 2025 when compared to 2024. When broken down between violent crime and non-violent crime, the decrease is represented as 12.3 per cent and 3.6 per cent decrease respectively.,

Caution should be exercised when interpreting these CSI figures. Because NAPS serves small, distributed populations, standard per-capita calculations can cause extreme statistical volatility as minor fluctuations in raw number of incidents produces disproportionately large shift in the final index value.

Crime severity index data for the Nishnawbe Aski Police Service, Ontario, and Canada, is broken down year-by-year from 2022 to 2025 in the table below:

	Nishnawbe Aski Police Service				Ontario[1]				Canada			
	2022	**2023**	**2024**	**2025**	**2022**	**2023**	**2024**	**2025**	**2022**	**2023**	**2024**	**2025**
Crime Severity Index	293.4	330.5	324.2	296.4	58.8	61.5	60.7	57.2	78.7	81.2	77.8	75.0
Violent Crime Severity Index	572.7	634.0	658.2	577.6	78.6	79.8	81.9	74.9	99.0	100.9	99.8	97.2
Non-Violent Crime Severity Index	184.3	211.9	193.5	186.5	51.4	54.8	52.9	50.6	71.3	74.0	59.7	66.8

1. Source: Stats Canda – Crime severity index and weighted clearance rates, police services in Ontario: https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510018801&pickMembers%5B0%5D=1.1&cubeTimeFrame.startYear=2021&cubeTimeFrame.ndYear=2024&referencePeriods=20210101%2C20240101


NISHNAWBE AS
HUMILITY BRAVERY RESPECT
WISDOM TRUTH LOVE
HONESTY
POLICE
JOINNAPS.
JOINNAPS.
JOINNAPS.
WINDY?
Avoid
WHY NAPS?





MNP

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Nishnawbe-Aski Police Service:

Qualified Opinion

We have audited the financial statements of Nishnawbe-Aski Police Service (the "Organization"), which comprise the statement of financial position as at March 31, 2026, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2026, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

The Organization records vacation pay on the cash basis. Under Canadian accounting standards for not-for-profit organizations, a liability should be recorded as the vacation pay is earned. As at March 31, 2026 and 2025, had this amount been recorded on the statement of financial position, accounts payable and accruals would have increased and unrestricted net assets would have decreased by $4,043,382 (2025 - $4,200,526) and excess of revenue over expenses for the year would have increased by $157,144 (2025 - decreased by $892,453).

The audit opinion as at and for the year ended March 31, 2025 was qualified in respect of the matter noted above.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organizatton in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Thunder Bay, Ontario
August 19, 2026

MNP LLP

Chartered Professional Accountants
Licensed Public Accountants

Nishnawbe Aski Police Service

STATEMENT OF FINANCIAL POSITION

As at March 31, 2026

	2026	2025
Assets		
Current		
Cash	**182,135,258**	85,755,661
Accounts receivable	**53,641,840**	6,624,100
Prepaid expenses	**294,158**	915,776
	236,071,256	93,295,537
Capital assets	**31,484,004**	21,108,152
Restricted cash	**73,679**	73,679
	267,628,939	114,477,368
Liabilities		
Current		
Accounts payable and accruals	**238,737,438**	105,906,377
Deferred contributions related to capital assets	**3,303,947**	4,155,077
Funds held in trust	**73,679**	73,679
	242,115,064	110,135,133
Contingent liabilities		
Net Assets		
Unrestricted	**(2,666,182)**	(12,610,840)
Investment in tangible capital assets	**28,180,057**	16,953,075
	25,513,875	4,342,235
	267,628,939	114,477,368

Approved on behalf of the Board

Director

Director

Nishnawbe Aski Police Service

STATEMENT OF OPERATIONS

For the year ended March 31, 2026

	2026	*2025*
Revenue		
Operations (Schedule A)	**121,386,709**	85,630,357
Police Board (Schedule C)	**2,229,863**	1,251,639
Other projects (Schedule D)	**1,004,546**	7,483,378
One-time funding (Schedule E)	**851,130**	1,130,284
	125,472,248	95,495,658
Expenses		
Operations (Schedule A)	**101,049,973**	84,341,219
Police Board (Schedule C)	**1,235,998**	1,375,664
Other projects (Schedule D)	**1,163,507**	7,524,027
One-time funding (Schedule E)	**851,130**	1,130,284
	104,300,608	94,371,194
Excess of revenue over expenses for the year	**21,171,640**	1,124,464

Nishnawbe Aski Police Service

STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31, 2026

	Unrestricted	*Investment in tangible capital assets*	**2026**	*2025*
Net assets, beginning of year	**(12,610,840)**	**16,953,075**	**4,342,235**	3,217,771
Excess of revenue over expenses for the year (Note 11)	**9,944,658**	**11,226,982**	**21,171,640**	1,124,464
Net assets, end of year	**(2,666,182)**	**28,180,057**	**25,513,875**	4,342,235

Nishnawbe Aski Police Service

STATEMENT OF CASH FLOWS

For the year ended March 31, 2026

	2026	*2025*
Cash provided by (used for) the following activities		
Operating		
Cash received from customers and funding agencies	**74,301,232**	91,264,931
Interest received	**3,302,146**	657,980
Cash paid to suppliers	**98,409,904**	53,744,703
Cash paid to employees	**(63,555,529)**	(51,845,686)
	112,457,753	93,821,928
Financing		
Decrease in funds held in trust	**-**	(7,500)
Investing		
Purchase of tangible capital assets	**(16,078,156)**	(11,068,608)
Restricted cash used in the year	**-**	7,500
	(16,078,156)	(11,061,108)
Increase in cash resources	**96,379,597**	82,753,320
Cash resources, beginning of year	**85,755,661**	3,002,341
Cash resources, end of year	**182,135,258**	85,755,661

AWARDS AND SERVICE RECOGNITION PROGRAM

The Nishnawbe Aski Police Service continued its commitment in 2025 to recognizing excellence, professionalism, dedication, and community leadership through the NAPS Awards and Service Recognition Program. The program highlights the exceptional work of both sworn and civilian members across all regions while reinforcing the organizational values of accountability, courage, healthy relationships, cultural respect, and service to community. The event recognized internal award recipients, years of service milestones, and national-level First Nations Chiefs of Police Association (FNCPA) award recipients.



2025 FNCPA AWARD RECIPIENTS

Distinguished Service – Community Policing Award:

- Constable Nickolson Farray
- Constable Shannon Jacob

Lifesaving Award:

- Constable Galen Cushway
- Constable Natish Kalra
- Constable James Anderson
- Constable Logan Isjford

President's Commendation:

- Michelle Dorschner, Court Administrator
- Ernest Tait, Band Constable





2025 NAPS INTERNAL AWARD RECIPIENTS

- Civilian of the Year – Shelly Kroker
- Officer of the Year – Constable Tyler Gall
- Lifesaving Award – Constable Daniel Spehar
- Community Service (Alex Missewace Award) – Constable Nickolson Farray
- Community Based Officer – Constable Shannon Jacob
- NCO Sergeant of the Year – A/Staff Sergeant Jim Andrew
- Chief's Citation for Bravery – Constable Chris Kowbuz
- Indigenous Outstanding Member – Constable Shannon Jacob
- NFNPA Appreciation Award (Officer) – Sergeant Robert MacPhail



YEARS OF SERVICE RECOGNITION

NAPS recognized members for milestone years of service ranging from five to 40 years. Members with 10 years and beyond were formally recognized during the ceremony in accordance with the Internal Awards Policy. This recognition continues to honour dedication, professionalism, and long-term service to Nishnawbe Aski Nation communities.

ORGANIZATIONAL IMPACT

The Awards and Service Recognition Program continues to strengthen organizational culture by reinforcing professionalism, accountability, leadership, mentorship, and community-based policing principles. The program also highlights Indigenous identity and cultural leadership while supporting employee morale, retention, and teamwork across the organization.

COMMITMENT MOVING FORWARD

Nishnawbe Aski Police Service remains committed to maintaining a meaningful and transparent recognition program that honours the outstanding work of its members. Future efforts will continue to support recognition opportunities, regional participation, cultural inclusion, community engagement, and member wellness throughout the organization.



IN MEMORIAM

IN 2025 NAPS LOST A MEMBER OF OUR FAMILY. WE WILL ALWAYS REMEMBER CST. RANDY SUGANAQUEB.

Sadly missed along life's way ....

Quietly remembered every day ....

No longer in our life to share ....

But in our hearts, you are always there.

Our heartfelt condolences remain with the family.





973 BALMORAL ST

THUNDER BAY, ON P7B 0E2