



Wikwemikong Tribal Police Service Community Update

Summer Newsletter 2026

A Message from the Chief of Police

Dear Members of Wiikwemkoong Unceded Territory,

As we enter the summer months, I am proud to share this update with you as a reflection of the progress, hard work, and partnerships that continue to strengthen public safety across the Territory.

The past year has been one of significant growth for the Wikwemikong Tribal Police Service. Our officers and staff have worked through complex challenges, responded to increasing demands, and continued building the programs, relationships, and systems needed to better serve our people. This work is not always easy, but it is guided by a clear purpose: to reduce victimization, support those in need, hold offenders accountable, and help make Wiikwemkoong a safer place to live, work, visit, and raise families.

What makes this progress meaningful is that it has not happened through policing alone. It has happened through the support of our citizens, the leadership of Ogimaa Tim Ominika and Band Council, the guidance of the Police Services Board, the work of Band Administration, and the commitment of many partner agencies, schools, service providers, Elders, families, and youth. Community safety is strongest when we work together, and this past year has shown what can be accomplished when that shared commitment is put into action.

In the coming days, I will be sharing our 2025 Annual Report. This summer update provides a brief look at some of the achievements outlined in the annual report, including new programs, stronger partnerships, modern tools for officers, expanded youth engagement, and continued investments in culturally informed policing. These initiatives are helping WTPS respond more effectively today while preparing the police service for the needs of tomorrow.

As we enjoy the summer season, I also encourage everyone to continue making safety a priority. Whether on the water, on trails, operating ATVs, travelling the roads, or gathering with family and friends, the choices we make matter. Looking out for one another is one of the strongest ways we protect our community.

On behalf of all WTPS officers and staff, Chi-Miigwech for your trust, cooperation, and continued support. We remain committed to serving with professionalism, respect, accountability, and care.

Sincerely

Chief Ron Gignac

Wikwemikong Tribal Police Service



Wiwikwemikong Tribal Police Service Community Update

Summer Newsletter 2026

Annual Report Highlights & Summer Safety Reminders

Programs Strengthening Community Safety

Offender Management and Apprehension Program (OMAP)

WTPS launched OMAP to monitor and enforce court-ordered release conditions for repeat and high-risk offenders. Through regular compliance checks, officers are helping reduce breaches, improve accountability, and prevent further harm in the community.

Provincial Bail Compliance Dashboard

The WTPS continues to use the Provincial Bail Compliance Dashboard to access real-time information on high-risk offenders released across Ontario for serious offences. This supports timely enforcement and helps officers better protect the community.

Community Situation Table

The Situation Table brings together police, health, education, social services, justice partners, and community agencies to support individuals and families facing elevated risk. This collaborative model helps connect people with support earlier and reduces the likelihood of crisis.

Body Camera Pilot Program

WTPS is advancing its body-worn camera program as part of a broader modernization effort. This technology will support transparency, accountability, officer safety, evidence collection, and public trust.

Cultural Orientation Program

The new Cultural Orientation Program will provide officers and staff with important learning about Wiikwemkoong's history, culture, governance, traditions, and community expectations. This program supports respectful policing and stronger relationships between WTPS and the people it serves.

School Liaison and Youth Engagement

WTPS officers continue to work closely with students, educators, and families across Wiikwemkoong's schools. Through school visits, presentations, youth activities, and safety education, officers are building trust and helping youth make safe, informed choices.



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Working Together to Solve Crime and Enhance Public Safety

WTPS officers continue to work alongside citizens, leadership, schools, partner agencies, and neighbouring police services to respond to crime, support victims, and improve safety across the Territory.

Community members play an important role by reporting suspicious activity, sharing information, using the online reporting system, and contacting

Crime Stoppers when appropriate. This partnership helps WTPS respond more effectively and strengthens safety for everyone.

Together, WTPS and the community are making progress – through prevention, enforcement, education, technology, cultural learning, and shared responsibility.

Interested in learning more? Please see the 2025 WTPS Annual Report for highlights from the past year on our website at wtps.ca.



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Summer Safety Reminders

As warmer weather returns, WTPS encourages everyone to keep safety in mind while enjoying the land, water, and trails.

Boating Safety

- ✓ Wear a life jacket every time you are on the water.
- ✓ Check the weather before heading out.
- ✓ Tell someone your route and expected return time.
- ✓ Carry a phone or radio, lights, whistle, and safety gear.
- ✓ Never operate a boat while impaired by alcohol or drugs.

ATV and Trail Safety

- ✓ Always wear a helmet and protective gear.
- ✓ Ride at safe speeds and watch for changing trail conditions.
- ✓ Stay on permitted trails and respect private property.
- ✓ Supervise youth riders and ensure the ATV is appropriate for their age and size.
- ✓ Never operate an ATV while impaired.

Impaired Driving Prevention

- ✓ Plan a safe ride before drinking or using substances.
- ✓ Do not drive a vehicle, boat, or ATV while impaired.
- ✓ If you see suspected impaired driving, call 911 immediately.



Stay Connected

 <https://wtps.ca/>  **Crime Stoppers 1-800-222-8477**  recruitment@wtps.ca



Access our online reporting tool by scanning the QR code, or contact Crime Stoppers



Wikwemikong Tribal Police Service

Annual Report

2025-2026

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Message from the Chief of Police



Dear Wiikwemkoong Unceded Territory Community,

I am delighted to report that tremendous progress has been made over the past year, and there are grand endeavours occurring into 2026/2027. We have achieved all of our strategic and annual goals in the past 12 months, and I thank the Governance, the Citizens, and the Police Services' women and men of the Wiikwemkoong Unceded Territory for the dynamic work that has been accomplished in enriching the lives of others.

Together, we have made great strides in reducing victimization within our families and our community. We are a unique and special Territory. In working together over the past year, we have created a safer place to live, work, and grow up.

In April of 2025, we launched the Offender Management and Apprehension Program, the Community Situation Table, Phase Two of our speaker's series tours, and the school liaison and youth engagement program. These formal programs have garnered exceptional results upon evaluation and will continue into 2026/2027 with full community support. For example, the community situation table brings together 27 partner organizations that assist our citizens experiencing hardships in many forms and provide life-changing assistance to many. Food insecurity, medical assistance, addictions and mental health placements, emergency housing, timely referrals to appropriate specialty initiatives and programs, along with many other assistance mechanisms for victims of crime, for those struggling with vices, systemic problems, and insecurities on numerous fronts.

Our youth engagement within our school's liaison programs has been a wonderful partnership with our young people, our students, our schools' staff, the Board of Education, and the families of the students. We have brought in guest speakers of various sorts including resiliency stories of professional First Nations athletes, college professors, one of which was a First Nations victim of human trafficking, police officers, subject matter experts on ATV, boating, and snowmobile safety, K-9 officers presenting upon emergencies and what to do when lost, survival planning in the wilderness, and other initiatives in our schools with presence at parent-teacher nights and sports activities at the schools and in the playgrounds with the students.

We began the cultural awareness orientation program for our own staff at the police service and will develop an Elders liaison group for the service in 2027, which will provide further knowledge and relationships across the Territory. We hired a wellbeing coordinator for the police service to care for the officers and staff members who respond to terrible and sometimes horrific human tragedies in the course of their duties and responsibilities.

In the summer of 2025 and into the autumn, we completed our in-car camera recording systems, automated license plate recognition systems, and new police vehicle on-board computers, which provide our officers with instant evidence and intelligence-based information while on patrol or responding to calls for police service. Coupled with these systems is our new interface with the Provincial bail compliance dashboard system, affording nationwide databases,

and immediate information on all license plates, vehicles, and individuals with specific firearms and violence related criminal backgrounds.

Along with the mobile police computer platforms, we launched the online reporting system portal that gives all citizens with any computer or cellular access to the internet the ability to contact and report to the WTPS online versus a telephone call, a Crimestoppers tip, or a visit to the police station. According to Rubicon Incorporated, we were the First Indigenous police service in Canada to launch the platform.

In addition to these multiple technological tools that we deployed for our officers and specialty unit detectives to utilize, we advanced our relationship with the Criminal Intelligence Service of Ontario and have two assigned police service liaison officers and a division commander who oversees and commands that membership portfolio.

With modern technological tools, information technology upgrades and capacity building over the next three years the police service is equipped and trained for the next generation. The police service deployed a disaster recovery plan, complete with technological redundancies, critical single-point-failure server upgrades, and built additional capacity for technologies coming online in 2026/2027.

As we progress into the 2026/2027 fiscal year, we will launch the personal body camera operating system. This will deploy an active Axon body camera to each front-line response officer in the police service. This advancement, along with policies and procedures rolling out in September of 2026, will bring the WTPS into adequacy-standard functionality, as our officers will all be deployed with the latest models and technological programming. Coupled to this operational deployment will be the hiring of 4 approved operations administrative clerks who will be assigned to each platoon to redact and compile records management streams for the Attorney General's court preparation in accordance with FIPPA guidelines and CSPA policies and sections. The planning conducted in 2024 for this project are coming to fruition and is looking to be slightly under the forecasted budget for the capital purchase of the body cameras.

Chi Miigwetch for your support and goodwill. We look forward to the great opportunities that we have in partnering with our communities as we continue to build a vibrant sustainable police service and further enhance our relationships within our community. Your tribal police service is dedicated to enriching citizens lives and enhancing the safety of every citizen of the Wiikwemkoong Unceded Territory in partnership with our community members and organizations. We love you and look forward to providing service excellence.

Sincerely,

Ron Gignac,
Chief of Police

Message from the Police Service Board President



Aanii Members of the Wiikwemkoong Community,

As we reflect on the 2025–2026 year, I am proud of the continued progress of the Wikwemikong Tribal Police Service and deeply grateful for the dedication shown by our officers, civilian staff, leadership team, community partners, and the people of Wiikwemkoong.

This has been a year of growth, modernization, and renewed strength. It has also been a year that reminded us of a simple truth: community safety is not built by policing alone. It is built through trust, accountability, prevention, partnership, and a shared commitment to protecting the well-being of our people.

The Police Services Board has worked closely with Chief Ron Gignac and the WTPS command team to provide strategic oversight during a period of significant demand, organizational rebuilding, and expanded responsibility. The pressures facing policing in Wiikwemkoong remain real and complex. Our community continues to experience the impacts of drugs, repeat offending, family violence, mental health pressures, addictions, and broader social challenges that do not stop at the doors of a police station. Yet through these challenges, WTPS has continued to respond with professionalism, innovation, compassion, and cultural respect.

This year, meaningful investments were made in staffing, training, and organizational capacity. New sworn officers, special constables, and civilian staff have strengthened frontline response, court services, administration, supervision, and specialized areas of policing. These additions are not simply numbers on a staffing chart. They represent greater coverage, stronger service delivery, improved officer wellness, and a more sustainable foundation for the future of policing in Wiikwemkoong.

The Board recognizes that building a strong police service takes time. It requires stable funding, disciplined governance, dedicated leadership, and the patience to build systems properly. We remain committed to advocating for the resources required to ensure WTPS can deliver adequate, effective, and culturally responsive policing for our community.

We also saw important progress in moving beyond reactive policing toward prevention, intervention, and long-term community safety. Initiatives such as the Offender Management and Apprehension Program, enhanced bail compliance monitoring, the Community Situation Table, school liaison work, youth engagement, and community safety partnerships reflect a stronger and more coordinated approach to reducing harm. These efforts are focused on reducing victimization, addressing root causes, supporting families, and ensuring repeat harm is not simply accepted as normal.

Modern policing also requires modern tools. The Board has supported continued investment in infrastructure, equipment, and technology, including mobile workstations, in-car and body-worn camera systems, records management improvements, and facility planning. These investments strengthen

transparency, accountability, officer safety, evidence collection, and the overall professionalism of the Service.

At the same time, we know that policing in Wiikwemkoong must always remain rooted in who we are. Our approach must reflect our values, our culture, our Elders, our youth, our families, and our responsibility to one another. The goal is not simply to respond to crime. The goal is to build a safer, healthier, and more connected Wiikwemkoong.

On behalf of the Police Services Board, I extend sincere appreciation to Chief Ron Gignac, Inspector Duffy, the divisional commanders, and every member of WTPS for their leadership, sacrifice, and service. I also thank our community members for their continued engagement, feedback, patience, and trust. A police service is strongest when it walks with the community it serves.

As we look ahead, the Board will remain focused on strong governance, sustainable funding, transparency, accountability, and continuous improvement. We will continue supporting a police service that is professional, responsive, culturally grounded, and prepared for the future.

Together, we are not only strengthening policing in Wiikwemkoong we are helping shape a model of First Nation policing that our community can be proud of.

Chi-Miigwech,

A handwritten signature in black ink, reading "Joseph Wabegijig". The signature is written in a cursive, flowing style.

Joseph Wabegijig

President

Wikwemikong Tribal Police Services Board

Vision, Mission, Values

Our community will have a significantly improved sense of trust and respect through police services that are fully culturally responsive.

We will reach Our Vision by:

- Implementing, promoting and maintaining our Anishinaabe values and teachings within our police service.
- Advocating and receiving ‘essential service status’ under the Police Services Act, which will allow for adequate staffing, resources and sustainable funding (ex. 24/7 policing).
- Implementing proactive and innovative policing initiatives.
- Enhancing partnerships with community stakeholders.
- Focusing on community policing.
- Having a workplace focused on staff wellness.

Our Mission

The Wikwemikong Tribal Police Service provides effective and efficient policing while respecting and protecting our community.



Our Values



Wisdom (Nbwaakaawin)



Love (Zaagidiwin)



Respect (Mnaadendimowin)



Bravery (Aakwa'ode'ewin / Zoongide'win)



Honesty (Gwekwaaziwin)



Humility (Dbaadendiziwin)



Truth (Debwewin)

Our Story and Narrative

WTPS partnered with NATIONAL Public Relations to create a brand story that clearly outlines what the Wikwemikong Tribal Police Service is and what guides our service to the community.

Our brand story is as follows:

Wikwemikong Tribal Police Service has proudly served the Wiikwemkoong Unceded Territory for over 30 years. We believe community policing is crucial to our ongoing pursuit of self-determination, empowering our Nation to build a future grounded in our distinct values and traditions.

Our people have been cultivating this land and community since time immemorial, as recognized by the 1764 Treaty of Niagara. The philosophy guiding our service is rooted in respect and admiration for those we serve, the land we serve are on, and the legacy of our ancestors. As a proud First Nations police service, we draw on our shared lived experiences to respond with empathy and address the issues that challenge our community.

We envision a future where every member feels a sense of belonging and security. By serving as a resource of positive change, we strive to build mutual confidence through meaningful transparency. We are committed to fulfilling our promises, upholding the rights of every individual, and working towards a restorative system of justice.

We are dedicated to laying the groundwork for healing by protecting our heritage and strengthening our community.

The Meaning of the Wikwemikong Tribal Police Shoulder Flash

WTPS continues to be guided by traditional Anishinaabe teachings. Our officers proudly wear the Wikwemikong Tribal Police shoulder flash on their uniforms every day. It serves as a reminder that we lead with culturally sensitive policing that respects our shared history and values.

The symbolism on the shoulder flash includes the following:

- The circular shape of the badge represents the Native philosophy of life and a view of the world, life with no beginning and no end, a complete wholeness and totally equal.
- The Sweetgrass braid around the circle is the plant that is commonly used for purification ceremonies. In this badge, it represents the traits of honesty and fair-mindedness required by Tribal Police as peacekeepers of their community.
- The three fires located between the official name of the tribal police represent the Three Fires Confederacy which comprised of the Odawa, Ojibwe and the Pottawatomi of the Anishnaabe Nation.

- The Island in the inner circle represents the Manitoulin Island, originally known as the Island is surrounded by water and air. Along with the fires in the second circle, this represents the four elements of nature, air, water, fire and earth. On the Island are cedar trees, a plant used for medicinal and purification purposes.
- The inner circle is divided equally in four by two peace pipes. This represents the prime objectives of the Tribal Police, which maintain peace and order.
- The seven feathers represent the seven teachings known as the Seven Grandfathers. These teachings are Wisdom, Love, Respect, Bravery, Honesty, Humility and Truth.

The four equally divided circle is the Medicine Wheel. The Medicine Wheel is a symbol used by Native people to express relationships in sets of four. The Medicine Wheel is used to explain and to help us understand that which can or cannot be seen. Each segment has its own meaning, and this is explained below.

- | | |
|--|--|
| • The Four Directions East South West North | • The Four Steps Child Youth Adult Elder |
| • The Four Colours Yellow Red Black White | • The Four Aspects Spiritual Emotional Physical Mental |
| • New Dawn Growth the Way it Was Purity | • The Four Seasons Spring Summer Fall Winter |
| • Innocence Discipline Humility
Cleansing/Starting Anew | • Place of all beginning Fullness Time of
Mediation Snow Well Being |
| • Hope Spiritual Insight Seeing all things
together | • The Four Elements Air Water Fire Earth |
| • The Four Races Orientals White Black
Anishnaabek | • The Four Animals Eagle Mouse Bear/Turtle
Buffalo/Deer |
| • The Four Herbs Tobacco Cedar Sage
Sweetgrass | • Vision Love Introspection Wisdom |
| • An offering to Mother Promotes honesty Ride
yourself Promotes healing and | • Illumination Compassion Seeing from within
Strength + |
| • Earth & Grandfathers kindness re: feelings
kindness, 3 braided strands | • Courage Looking within Completion
Fulfillment |
| • Promotes Gift of sharing to represent the
spirit, mind and body | |



Chief Gignac is pictured with Chief Jeff Skye from Anishinabek Police Service.

Overview of the Wikwemikong Police Services Board Corporation

The Wikwemikong Tribal Police Service Board Corporation is registered as a non-profit organization that became incorporated on March 6, 2001.

The Corporation has been identified as a five-member complement with election to office every two years within memberships paralleling the term of office of the local elected leadership. As part of the by-laws, the Wikwemikong Band appoints a council liaison directly by the Band and the remaining four members are elected from the membership within the community.

Appointments to the Police Board are then confirmed after elections at the annual general meeting, and following the appointment, all board members take an Oath of Office and Secrecy and are formally sworn into office. The Police Service Board saw one new community member identified to assume Police board membership and one returning member.

The current Police Services Board Members are as follows:

- **Mr. Joseph Wabegijig**, Board President and Chair,
- **Mr. Lawrence Enosse**, Secretary
- **Mrs. Peggy Sue Manitowabi**, Vice President/ Vice Chair
- **Ms. Lynda Trudeau**, Board Member
- **Ms. Terry Beaudry**, Board Member

All regularly scheduled Police Services Board meetings are set for the third week of each month. Issues that arise result in a special meeting as determined by the Board President and members and, as appropriate, in consultation with the Chief of Police.

During the 2025-2026 fiscal year, the Board held nine regular meetings, where the minutes of all sanctioned meetings were recorded and approved with the approved quorum in attendance. Three special meetings with the lawyer were also held during this period, and two Annual General Meetings were held: May 2025 and January 2026.

During the 2025-2026 fiscal year, Board members attended the listed events:

- Little NHL Hockey Week in Markham, Ontario
- Annual Police Services Board training
- Annual Police Services Board legal training
- Algonquin College Police Foundations Week
- The Speaker's Series Event with Natasha Falle, Human Trafficking survivor, organized and facilitated by WTPS
- IPCO Bridging the Gap Symposium, Toronto
- PAO Annual Police Employment Conference, Toronto
- The Assembly of First Nations
- The provincial police exposition in Toronto
- Annual WTPS Force Meeting

The Police Services Board actively collaborates with the Chief of Police between scheduled board meetings. This ongoing partnership allows us to quickly implement public safety measures and address

urgent community safety issues. Together, we work to enhance the strategic and operational needs of the police service in alignment with the Chief's strategies.

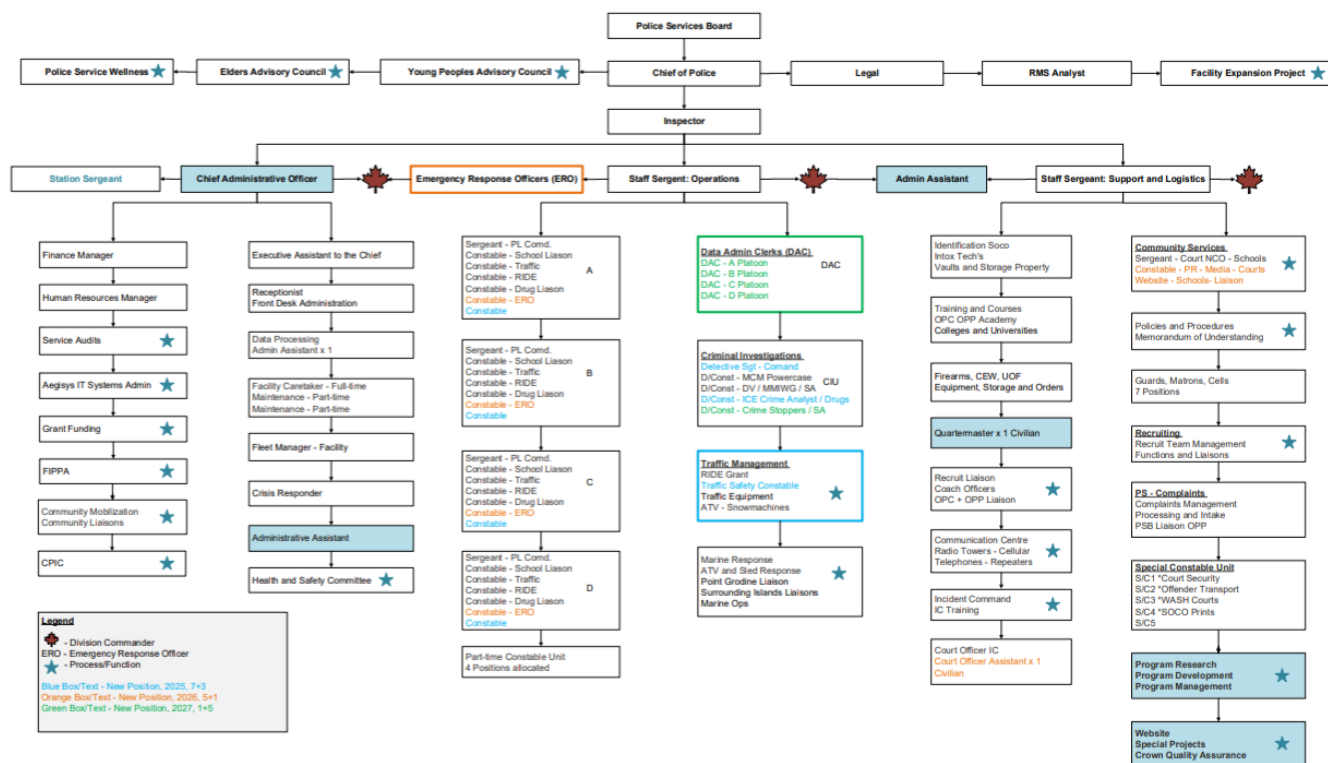
Unlike most government and band departments, the Chief of Police reports solely to the Police Services Board. In Ontario and First Nations Territories, these boards can address band or municipal councils on police service matters, excluding operational policing content. By maintaining independence from elected officials, police boards can make decisions about policies, budgets, and hiring without political influence.

The Police Services Board also:

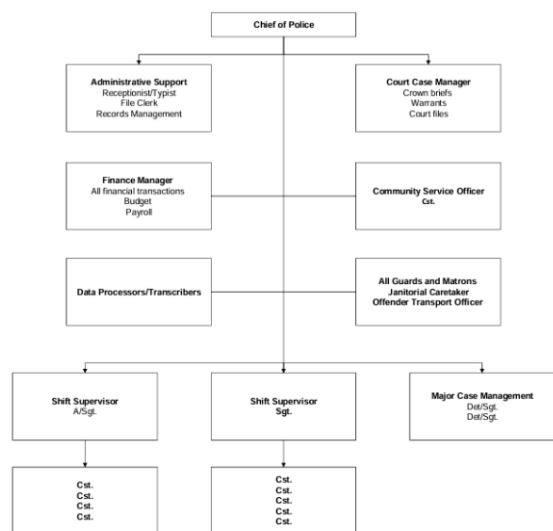
- **Ensures Accountability:** The boards are accountable to the public and responsible for ensuring that the police force operates effectively and ethically.
- **Establishes Policy and Strategy:** The board's responsibilities include setting policies, priorities, and budgets for the police force, as well as hiring the Chief and Deputy Chiefs of police.
- **Monitors Performance:** The boards monitor the performance of both the police force and the chief of police, ensuring they meet community needs.
- **Provides a Local Perspective:** Police Service Boards ensure that each municipality and First Nation community can represent their local perspectives, needs, and priorities.
- **Supports Community Safety:** The board's role is to ensure that adequate and effective police services are provided to the community.

Staffing and Organizational Chart for the Police Force

Service Delivery Re-organization Model: WTPS Organization Chart for 2025 – 2029



Former WTPS Organization Chart (Effective November 29, 2007)



Staffing & Recruitment

In 2025/2026, the Wikwemikong Tribal Police Service (WTPS) continued with their dedicated recruiting team and initiatives to strengthen our workforce.

Recruitment Efforts

Our recruitment efforts have been extensive. We participated in numerous recruiting events, exhibitions, and career fairs. To enhance our outreach, we have made several connections with universities and colleges across Ontario. We have conducted presentations at eleven institutions for the graduating classes of 2025-2026 and delivered remote presentations for two others and visited several other schools to conduct presentations.

To further bolster our recruitment strategy, we continue to be active on several social media platforms, including the WTPS website, LinkedIn, Facebook, and Instagram, to increase our media presence with a focus on attracting new talent. Our recruiting team has travelled extensively across the province with a focus on the northeast and northwest to recruit suitable candidates. They also attended various career fairs, including Little NHL, Cambrian Career Fair and local high school career fairs on Manitoulin Island.

Statistical Data: WTPS 5 Year Average RMS Data: Fiscal Year April 1 – March 31

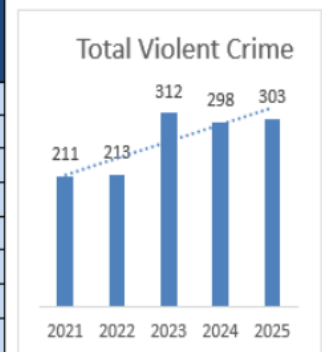
Calls for Service and Criminal Investigation Annual Statistics Report - 2025/2026

The WTPS 5-year Average RMS Data report (included below) highlights the significant workload our police officers and staff manage. We have observed a rapid increase in violent crime, as well as in all occurrence investigations and calls for service. In response, the staffing and deployment model received budgetary approval and was launched in October 2024. This led to a comprehensive reorganization of the entire service, informed by gap analysis and needs assessments.

Building our staffing capacity takes time due to the process of recruiting, retention, organizational support mechanisms, and facility requirements necessary to accommodate staff. Training an officer from employment acceptance to being able to respond independently in a police vehicle takes approximately 42 weeks.

It is important that we increase our staffing because the force is under considerable pressure from high volumes of service calls, coupled with complex event investigations. Our violent crime rates rank among the highest across Canadian municipalities. Managing these complex cases requires significant time and effort from multiple officers and staff simultaneously.

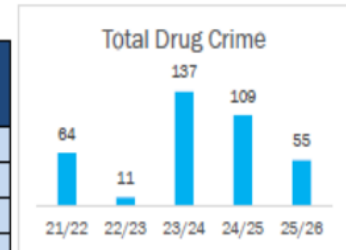
VIOLENT CRIME	INVESTIGATIONS	2021	2022	2023	2024	2025	5 YR AVR
11*	Murder	0	1	2	0	0	1
12*	Attempted Murder	0	2	1	2	0	1
13*	Sexual Assault	22	14	36	30	36	28
14*	Assault	141	137	187	207	187	172
15*	Abduction	2	1	2	5	7	3
161*	Robbery	2	1	3	6	8	4
162*	Other Crimes Against	44	57	81	48	65	59
	TOTAL VIOLENT CRIME	211	213	312	298	303	267



PROPERTY CRIME	INVESTIGATIONS	21/22	22/23	23/24	24/25	25/26	5 YR AVR
211*	Arson	4	6	5	3	0	4
212*	Break and Enter	76	47	108	159	102	98
213*	Theft Over	22	21	47	52	38	36
214*	Theft Under	102	102	114	147	176	128
216*	Fraud	24	19	40	25	42	30
217*	Mischief	100	148	152	135	126	132
	TOTAL PROPERTY CRIME	328	343	466	521	484	428



DRUG CRIME	INVESTIGATIONS	21/22	22/23	23/24	24/25	25/26	5 YR AVR
41*	CDSA Possession	5	2	22	47	21	19
42*	Trafficking	59	9	115	62	34	56
	TOTAL DRUG CRIME	64	11	137	109	55	75
8575*	<i>Occurrence Involving Drugs</i> ¹	167	114	327	360	151	224



Using the Cost of Crime to Drive Safer, More Sustainable Communities

Overview

The Wiikwemkoong Tribal Police Service (WTPS) is taking a proactive and strategic approach to reduce recidivism, improve community safety, and ensure a fiscally responsible justice system. Central to this strategy is the use of cost-of-crime metrics to advocate for smarter, evidence-based investments.

The Challenge

- In 2024, just 180 repeat offenders in Wiikwemkoong accounted for 1,044 police incidents – an average of nearly 6 incidents per person.
- One individual was responsible for over 50 incidents.
- This pattern mirrors national trends where Indigenous recidivism rates exceed 70%, versus 46% for non-Indigenous youth.

The Cost of Crime

- According to Justice Canada's Cost of Crime Report from 2022 (latest data statistics available):
- \$450–\$600: Average police response per call.
- \$1,000–\$2,000: Per charge processed in court.
- \$93,000/year: Cost to incarcerate one adult in provincial custody (approx. \$255/day).

[Source: Public Safety Canada, 2022]

WTPS Analysis:

1,044 occurrences x \$600 (police) + \$1,500 (court avg.) = \$2.2 million/year minimum cost for 180 people – without even factoring in incarceration, social harm, or health care costs.

Our Strategic Response

- Using these cost metrics, WTPS and the Police Board are implementing a community-based crime reduction strategy that includes:
- Diversion Programs: Refer low-risk offenders to community-led healing circles, restitution agreements, or treatment programs along with recommendations for pre-charge, and post charge diversion programs.
- Bail Monitoring and Supervision: (our Offender Management Apprehension Program) Reduce breaches and crime post-release with sustained judicial condition monitoring to keep our communities safe.
- Justice Roundtables: Engage Crown, judges, police, and Elders in coordinated justice planning.
- Community HUB Model (our community situation table in Wiikwemkoong): Multi-agency partner interventions to reduce high-risk behaviour, assist victims, and reduce the need for police.
- Return on Investment (ROI). The return on investment for our community in reducing victimization and trauma is profound.

Proven models show:

37% crime reduction in Prince Albert, and SK, using the HUB Model – estimated \$3M+ savings in policing costs. (We have the situation table hub - same concept, but ours is only grant funded at present) and we are the only police coordinated situation table in the Region.

Hollow Water's healing model: 2% recidivism over 10 years vs 70% norm – saving court costs, and federal and provincial correctional facilities millions of dollars thus reducing overall budget pressures upon our governments.

Conclusion:

In comparison to the City of Ottawa, the City of Ottawa's overall crime rate was 4,494 incidents per 100,000 people, according to the Ottawa Citizen in January 2026. The Wikwemikong Tribal Police Service responded to 6,688 incidents for 4,500 people. We are over 1,000% higher in our police call for service rate than all major Canadian cities for overall crime, violent crime, and officer workload. The Ottawa Police/Wikwemikong Tribal Police comparison is a shocking reminder that we desperately need equitable and sustainable funding to build further capacity, programs, and resource deployment that brings results.

National statistics - Despite rising demand, WTPS has remained highly responsive and effective in enforcement. The WTPS has laid 1,142 criminal charges, far exceeding the 5-year average of 582 charges, and representing a 49% increase in Criminal Code charges compared to the same period last year. These figures highlight the tremendous amount of work being carried out by officers to keep the community safe.

Chi Miigwech



Division Commanders

– Operations, Administration, Support and Logistics

In 2025 Wikwemikong Tribal Police was successful in filling three Division Commander positions: Staff Sergeant Michael Force – Operations Division, Staff Sergeant Scott Cooper - Administration Division and Staff Sergeant Anthony Kilburn - Support and Logistics Division.

Staff Sergeant Michael Force

Michael Force joined the Wikwemikong Tribal Police Service as a Staff Sergeant in August 2025, bringing over 21 years of committed law enforcement experience. Over the course of his career, he has held a wide range of frontline and leadership roles. Those roles include School Resource Officer, Peer Support Team, Emergency Response Team, Professional Standards and most recently Community and Youth Engagement. S/Sgt. Force is recognized for his keen enthusiasm for high-functioning teams, quality work, inclusivity, and safety being exemplified within any platoon, team or division he has been a part of.

Prior to joining WTPS, Mike was a supervisor in various capacities within the Waterloo Regional Police Service. His experience includes teaching post secondary education, tactical command and being the Officer in Charge of the Professional Standards branch. Mike continues to focus on fundamental excellence for all members and continues to contribute to community safety in Wiikwemkoong.

Staff Sergeant Scott Cooper

Scott J. Cooper is a seasoned police leader with more than 22 years of progressive law enforcement experience with the Wikwemikong Tribal Police Service and partner agencies. Currently serving as an Administrative Staff Sergeant, he works as part of the command staff team providing strategic oversight of administration, organizational planning, performance management, and organizational effectiveness while supporting uniform and civilian personnel in the delivery of community-focused policing services.

Throughout his career, Scott has demonstrated strong executive and command-level leadership. Scott is recognized for his ability to build effective partnerships with Indigenous communities, municipal, provincial, and federal policing agencies, and for advancing crime prevention and community education initiatives. His background includes organized crime enforcement, intelligence management, grant writing, and business planning, supported by formal education in Business Management and senior police administration training through the Canadian Police College.

Known for his integrity, professionalism, and people-focused leadership style, Scott brings a balanced approach to operational excellence, accountability, and community trust in policing.

Staff Sergeant Anthony Kilburn

Anthony Kilburn joined the Wikwemikong Tribal Police Service as a Staff Sergeant in July 2025, bringing more than 20 years of dedicated law enforcement experience. Over the course of his career, he has held a wide range of frontline and leadership roles, including Investigations, Criminal Intelligence, the Officer Safety and Training Unit, and, most recently, the Professional Standards Section. He is widely recognized for his balanced, people-first approach to policing and his commitment to building strong, respectful relationships within the communities he serves. Prior to joining WTPS, Anthony served as an Inspector with the CPKC Police Service, where he led national initiatives focused on training, accountability, and organizational development.

In his previous roles, Anthony commanded multiple divisions within the CPKC Police Service and collaborated with police services across Canada. His experience includes working closely with First Nations police services and communities throughout Ontario, the Prairie Provinces, and British Columbia. Anthony is honoured to serve in this new role with WTPS and looks forward to contributing to the continued safety, wellbeing, and strength of the Territory.



S/Sgt. Cooper, Inspector Duffy, S/Sgt. Force, Chief Gignac, S/Sgt. Kilburn

Service Delivery Model – Year End Summary

Operations Division | Staff Sergeant Michael Force

In August of 2025, Staff Sergeant Force assumed leadership of the Operations Division. Upon arrival, several organizational initiatives had been initiated and were in various stages of implementation. Programs such as the Situation Table, the Offender Management Program (OMAP), Bail Compliance Dashboard, Project Wigwam, School Liaison program, strategic partnerships with Manitoulin Health Centre, initiating the Emergency Response Officer program, the creation and hiring of an Operational & Administrative Clerk (OAC), Online Reporting, operationalized a second in command (2IC) program, recruitment efforts and operational review.

Situation Table

The Situation Table launched in September 2025 after months of planning and preparation. It continues to be a collaborative initiative aimed at enhancing public safety and well-being. Over 25 community partners were identified and actively participated in weekly meetings. The meetings identify a risk-driven, rapid-triage approach to providing support and intervention to acutely elevated community members. Before a crisis occurs, community partner resources, along with officers, may be deployed to offer intervention and support. To date, over twenty-seven referrals have been received. While the number of referrals is captured, the impact for families and community members has been immeasurable.

Offender Management Program (OMAP)

The Offender Management Program (OMAP) launched in March 2025 and is a strategic initiative to enhance community safety by supervising repeat, non-compliant, high-risk offenders. OMAP has advanced WTPS's goal of crime reduction by increasing offender accountability and supporting more stringent release conditions. The integration of compliance checks into daily patrols has helped build officer understanding and community trust. Collaboration with partners such as probation, local bail supervision and the Crown Attorney's office has taken place and occurs on an ongoing basis. The partners have reported strong support for the program's structured approach, which enhances the Crown's confidence in enforcement and prosecution.

Key Outcomes and Performance Metrics

259 checks from March 2025 through March 2026

- **Average compliance rate:** Approximately 79.11% across the year
- **Average number of clients per month:** 28 persons
- **Initial compliance at launch** averaged 66 - 67%
- **Compliance improved over time**, peaking at nearly 92% in November 2025

Provincial Bail Compliance Dashboard (PBCD)

Concurrently, WTPS joined the Ontario Provincial Police (OPP) Provincial Bail Compliance Dashboard (PBCD). The dashboard provides WTPS officers with real-time information to liaise with police services across the province. The dashboard provides the ability to monitor high-risk offenders (bail & firearm-related offences) and ensures that bail conditions are being adhered to. This tool is utilized along with the OMAP initiative to engage with identified people involved in the criminal justice system.

School Liaison Program and Youth Engagement

The School Liaison program was launched for the 2025-26 school year. Each of the operational platoons identified a primary and secondary officer responsible for youth and school initiatives. While officers were identified, it continues to be emphasized to all members that proactive engagement with youth and community is one of the organization's most important priorities. Officers make daily visits to schools and interact with students through activities such as reading, engaging during recess, participating in land-based learning, and delivering presentations, among other initiatives. WTPS staff, regardless of rank or position, are passionate about community engagement and action mentoring, education and inspiring youth every day.

Recently, in collaboration with the WTPS Human Resources Manager, outreach was conducted with the Wikwemikong Lead Post-Secondary Navigator. An introductory letter and recruitment materials were shared electronically with the School Board, highlighting many of the initiatives currently underway within WTPS. Job postings and position descriptions, including QR codes for easy access, were also provided.

All post-secondary students from Wikwemkoong received the information package, and efforts are ongoing to identify, recruit, and retain members from the community.

Emergency Response Officer (ERO) program

WTPS has begun the process of selection for an Emergency Response Officer (ERO) program. Command staff have been actively consulting with members of the OPP Specialized Services Training branch. WTPS recently announced an expression of interest for members to challenge a pre-assessment battery of tests. Successful members of WTPS will attend, be evaluated and trained by members of the OPP Emergency Response Team Program. Responsibilities will include integration with members of the OPP and response to high-risk incidents that exceed the capabilities of front-line patrol. There has been considerable time and effort put into overcoming the inertia of initiating and implementing such a complex program.

As the organization continues to expand and modernize, the requirement for a position to assist officers with operational and administrative duties was identified. There has been a rapid proliferation of modernized processes in the organization, which include mobile workstations, NICHE UA, and Digital Evidence Management System (DEMS), amongst others. The role was identified to assist and support frontline members within the police service. The first Operational & Administrative Clerk (OAC) was hired in January 2026. The OAC position will play a crucial role in the management of the growing volume of digital evidence, processing, disclosing and redacting all information for timely and accurate court submission. The initial position has spent significant time and effort developing procedures and providing training to members for the ongoing and continued modernization initiatives.

Second in Command (2IC) Program

A Second in Command (2IC) program was initiated in the summer of 2025, with training provided to identified members in fall 2025. The program was initiated to provide professional growth and development, mitigate risk, provide adequate supervision, opportunities for succession planning and leadership to front-line members. WTPS developed procedures and provided training to constables on the expectations of the role. The program has been in place and effectively provides leadership and guidance to all members. Along with the addition of command staff and an on-call schedule, officers are supported in responding to complex calls for service and their decision-making thereby increasing exceptional service delivery to the community.

Online reporting

Online reporting was launched in May 2025 as an alternative for community members to submit reports for non-emergency occurrences. Twenty-one different call types were identified as being acceptable for online reporting. The online report is reviewed and a call for service generated and assigned within 48 hours of submission. To date 100 calls for service have been generated. This modernized alternative delivery option for community members is another means to report incidents. The graph below depicts statistics for the previous year.



Recruitment Efforts and Operational Review

Project Wigwam was launched through a Community Safety and Policing (CSP) grant in the summer of 2025. The grants focused on the negative impacts of provincial and local priorities through a blended approach of community engagement and enforcement activities. The grant allowed WTPS to utilize the analytical tools of the Offender Management Apprehension Program and Bail Compliance Dashboard and operationalize compliance checks. A project manager was hired to oversee the grant, along with chairing the weekly Situation Table meetings with the WTPS Crisis Worker.

The Operations Commander sought out introductions to Manitoulin Health Care (MHC) staff to enhance collaborations on issues such as police-health care transitions, existing Memorandums of Understanding (MOU) and CAMH Trauma-Informed De-Escalation for Safety (TIDES) training. WTPS members met with MHC staff and other Manitoulin Island law enforcement agencies (UCCM and OPP) to collaborate and discuss challenges and best practices moving forward.

The Command Staff have spent considerable effort recruiting new employees. With the new Service Delivery Model implemented, it requires the creation of new positions and members. Recruiting efforts have focused on northern Ontario post-secondary institutions, as well as a focus on community and youth engagement. High school, college, and university job fairs, community events and presentations are ongoing and provide excellent opportunities for WTPS members to be seen in the community. An operational review by the Operations Commander is ongoing, and modern strategies and best practices are being implemented. For example, Operational Plans are being completed for all community events that WTPS members are a part of. Additionally, a formalized shift briefing has been implemented to ensure effective and timely communication among all members on a daily basis.

The Commanders primary obligation is to ensure excellent service delivery to community members. A significant focus continues to be on fundamental and foundational excellence in all investigations, interactions and proactive initiatives that members take part in. Modernized practices are reviewed and implemented with a change management focus and long-term organizational benefit.

Service Delivery Model – Year-End Summary

Administration Division | Staff Sergeant Scott Cooper

In the fall of 2025, Staff Sergeant Scott Cooper assumed leadership of the newly established Administrative Division and was appointed WTPS lead for the Criminal Intelligence Service of Ontario (CISO). He developed and implemented comprehensive operational, administrative, and personnel plans to support positions created through service restructuring while strengthening WTPS's partnership with CISO.

Staff Sergeant Cooper authored and secured two CISO grants to offset operational costs associated with participating in the CISO, advanced training and procuring specialized surveillance and clandestine operations equipment. He further recommended the establishment of secondary intelligence liaisons to enhance continuity and engagement in intelligence-led policing, an initiative now incorporated into the WTPS Service Delivery Model.

He advanced strategic intelligence partnerships with Criminal Intelligence Analysis and Collection / Criminal Intelligence Service Canada, Toronto Police Service Intelligence – Gang Unit and PEEL Police Intelligence Services, confirming active gang presence affecting Wiikwemkoong Unceded Territory and strengthening collaboration related to Indigenous and non-Indigenous street gangs, organized crime, and outlaw motorcycle gangs.

Significant progress was made in administrative modernization, ensuring compliance, fiscal accountability, and risk mitigation in alignment with the Inspector and Chief of Police.

Cultural Orientation Program

Staff Sergeant Cooper led the development of a Cultural Orientation Program to enhance onboarding, promote inclusion, and support long-term retention by providing foundational knowledge of community history, culture, and values. This training will be provided to all sworn and civilian members within WTPS.

Cybersecurity and Disaster Mitigation Plan

Through collaboration with internal teams and external partners, a comprehensive data disaster recovery system was implemented, significantly improving organizational resilience and operational continuity. Cybersecurity was strengthened through server infrastructure upgrades that included advanced ransomware detection and mitigation capabilities.

Facility and Infrastructure Enhancements

Facility and infrastructure enhancements were completed to support service delivery and organizational growth, including the construction of new soft and hard interview rooms. Temporary trailer facilities were introduced to address space limitations and support the expansion of the Crime Unit and Court Unit. All units are now fully integrated with enhanced physical security measures and secure networking capabilities, meeting stringent security and infrastructure standards and supporting the long-term sustainability of WTPS operations.

Service Delivery Model – Year-End Summary | Inspector Tammy Duffy, Police Service Executive Officer

Crime Unit Expansion

The Wikwemikong Tribal Police Service's Crime Unit was stood up in May of 2024 by Inspector Duffy. With her previous experience as an Ontario Provincial Police area Criminal Operations supervisor in northwestern Ontario, she worked within many First Nations territories and developed relationships with detectives and was familiar with the challenges of remote criminal investigations and resource deployments. The WTPS criminal investigations unit had 2 Detective Constables.

We are pleased to announce the promotion of Taylor Peltier to the position of Detective Sergeant within the WTPS Crime Unit. Detective Sergeant Peltier has been a dedicated member of the Crime Unit for the past two years, during which she has consistently demonstrated exceptional leadership, professionalism, and commitment to the organization. Her contributions have played a key role in advancing the unit's objectives.

She officially assumed her new role on May 4th, 2026.

In addition, the Crime Unit has recently expanded with the addition of two Detective Constables. The unit will now consist of one Detective Sergeant and three Detective Constables, with an enhanced focus on drug interdiction, the investigation of violent crime, and crime prevention measures and analytical tools in evidence based resource deployment.

New Facility Build Project

We are pleased to announce that Inspector Tammy Duffy has been appointed as Project Coordinator for the new Wikwemikong Tribal Police Service facility and will work with other Project Leaders who will provide project management services for the new facility build.

This important initiative is currently in the early stages of development and is anticipated to span approximately 4.5 to 5 years. The proposed facility will have an estimated usable footprint of 45,000 to 50,000 square feet.

A funding application update is scheduled for May 2026 through the First Nations & Inuit Policing Facilities Program, which provides financial support for both construction and non-construction project costs.

The design and construction of the new police detachment will adhere to all applicable national and local building codes, as well as relevant federal and provincial legislation. The project will also align with Ontario Provincial Police (OPP) standards and applicable FNIPP guidelines.



Service Delivery Model – Year-End Summary

Support and Logistics Division | Staff Sergeant Anthony Kilburn

The Support and Logistics portfolio experienced significant growth and operational enhancement throughout 2025, with a continued focus on modernization, accountability, and service delivery. Strategic efforts were directed toward strengthening infrastructure, improving frontline support, and aligning WTPS operations with provincial policing standards.

Court Services Unit

The Court Services Unit is comprised of seven Special Constables, two of whom were hired during the annual reporting period, and three civilian members responsible for managing court-related functions from charge through to final disposition.

Special Constables fulfill obligations under the Tripartite Agreement with the UCCM Police Service and the OPP for offender transport, while also providing court security within the community of Wiikwemkoong and Gore Bay. In addition, they support investigative processes through fingerprinting, DNA submissions, and Scenes of Crime Officer (SOCO) duties.

Civilian members are responsible for tracking and managing court files to completion, ensuring continuity, accuracy, and accountability across all proceedings.

In 2025, the Unit focused on improving disclosure workflows, file tracking, and coordination with investigators and Crown partners. With an anticipated increase in court sittings in 2026, staffing deployment will be reassessed to maintain efficiency and meet operational demands.

Offender Transport Unit

2025 Statistics

	WTPS	OPP	UCCM	TOTAL
Offenders Processed	164	282	107	553
Offenders Released after Show Cause Hearing	32	84	24	140
Offenders Transported to Detention Centre	132	198	83	413

Body-Worn Camera (BWC) Project

In 2025, WTPS advanced the development of a Body-Worn Camera (BWC) program to enhance transparency, accountability, and officer safety. Policy and procedural frameworks were developed in alignment with provincial and national best practices, including privacy, data management, and supervisory oversight.

As a result of this work, a structured field-testing pilot will launch in spring 2026, with full deployment anticipated in fall/winter 2026. The pilot phase will evaluate operational effectiveness, policy application, and system performance in real-world conditions.

Implementation includes comprehensive training for both sworn officers and civilian staff. Officers will be trained on operational use and evidence capture, while civilian personnel will support digital evidence management, including redaction and disclosure preparation.

Additional resources and staffing considerations have been identified to address increased demands related to video processing and compliance requirements.

The BWC program represents a significant advancement in modern policing, strengthening evidentiary quality, accountability, and public trust.

In January 2026, WTPS hired its first Operations and Administrative Clerk to support the development of BWC policies and procedures. This role is also responsible for ensuring that all in-car camera and BWC footage is properly redacted and disclosed in compliance with court requirements. The unit is expected to expand to a total of four civilian positions by Spring 2027, with one clerk assigned to each platoon.

Mobile Public Safety (MPS)

In 2025, WTPS implemented Mobile Public Safety (MPS) capabilities through the deployment of ten (10) Panasonic Toughbook tablets and in-vehicle docking stations across the patrol fleet.

Aligned with the Ontario Provincial Police (OPP), WTPS utilizes the Intergraph Computer-Aided Dispatch (I/CAD) system developed by Hexagon. This technology provides officers with real-time access to incident data, mapping, and key policing systems, including MTO, CPIC, and Niche RMS.

The implementation of MPS has improved operational efficiency, reduced reliance on radio communications, and enhanced situational awareness and officer safety.

Axon Officer Safety Bundle (In-Car Cameras and CEW – Taser 7)

WTPS continued to enhance officer safety and accountability through the deployment of the Axon Officer Safety Bundle, including in-car camera systems and the Taser 7 Conducted Energy Weapon (CEW).

In-car cameras provide high-quality audio and video evidence, supporting investigations, court proceedings, and internal accountability. The Taser 7 offers a modern, less-lethal option, supporting de-escalation and reducing the risk of injury during high-risk encounters.

Ongoing training, maintenance protocols, and integration with digital evidence systems ensure accountability, proper usage, and secure evidence management.

In 2026, WTPS will be pursuing the renegotiation of its existing Axon contract into a long-term ten year agreement. This approach is intended to reduce the overall financial impact on the police service by stabilizing costs and securing more favourable pricing. A multi-year agreement will provide predictability in both capital and operating budgets, reducing annual financial pressures while ensuring continued access to critical officer safety technologies.

Fleet Additions – Specialty Unit Vehicles

The 2025–2026 period saw the addition of several new fleet vehicles to WTPS. An Emergency Response Vehicle was acquired and outfitted with the necessary equipment storage capabilities.

The advancements within the Support and Logistics portfolio in 2025 reflect a coordinated effort to modernize operations, strengthen accountability, and enhance service delivery. Through the continued development of the Court Services Unit, implementation of Mobile Public Safety technology, advancement of the Body-Worn Camera program, and deployment of the Axon Officer Safety Bundle, WTPS is well-positioned to meet evolving policing demands.

These initiatives reinforce a strong commitment to officer safety, transparency, and evidence-based policing, while strengthening partnerships with agencies such as the Ontario Provincial Police and UCCM Police Service. WTPS remains focused on delivering professional, accountable, and community-centred policing services that support the safety and well-being of the Wiikwemkoong community.



Situation Table Report

In the Spring of 2025, the Wiikwemikong Tribal Police Service (WTPS) began to prepare its four-year strategic plan and saw the need to implement a situation table in the community, comprising a table that would include different agencies found in the community, as well as on Manitoulin Island. As a result of grant funding from the Ministry of the Solicitor General, the Wiikwemkoong Situation Table was born and launched in September 2025.

The Wiikwemkoong Situation Table is chaired and managed by Steve Redmond, a retired officer from the Ontario Provincial Police who has 30 years of policing experience, including extensive criminal and administrative background. The success of the table stems from the inclusivity of its weekly meetings, which sustain stakeholder engagements and enable agencies to mitigate issues before they exceed the capacity of any one organization. The table is a private setting in which all participants are required to sign a confidentiality agreement.

The table meets virtually weekly and once monthly in person, with up to 27 agencies participating at the onset of a referral. Once a referral is made to the table, the referring agency will present Filter 1, Filter 2 and Filter 3 to the group, where clarifying questions are posed to the presenter without the presenter revealing any personal information to the group. The group is made up mostly of managers, who can also provide their organizational insight and support.

- **Filter #1:** This is the agency screening prior to the introduction to the situation table. This includes such things as: referring agency, date, name of referring staff, telephone contact, and what elements of Acutely Elevated Risk (A.E.R.) may be present, and is there consent?
- **Filter #2:** This is de-identified information that can be given at the table presentation so that the agencies can have a rough idea of what the potential crisis/assistance is being sought. It includes a discussion type: an age group, genders, and a brief description of the situation.
- **Filter #3:** Finally, the organizations that the referring agency believes may be able to assist are listed.

After the 3 Filters are presented and with no further clarifying questions being posed, a vote is held where agencies that are present can vote as a table to assist the referring agency or leave it as a single agency issue. Once the vote is held, then another referral would follow through the same process, or if there were none further, then agencies not part of the request/referral would be asked to leave before identifying details are discussed, and data banks are searched amongst the agencies.

Referrals are kept alive if they don't become single agency issues or until AER (Acute Elevated Risk) has been mitigated; rejected from services; or other systematic issues have been encountered (death, refusal of services, relocation, services mobilized).

The Wiikwemkoong Situation Table includes the following agencies: Wikwemikong Tribal Police Service, Wiikwemkoong Health Unit, Kina Gbezhgomi CFS, Wiikwemkoong Child and Family Services, Mino-Bimaadziwin-Board of Education, Mental Wellness Crisis Team, Wiikwemkoong Unceded Rental Property Management, Naandwe Miikan, Wiikwemkoong Justice Program, Ontario Works, N'Swakamoke Indigenous Friendship Centre, Low Barrier Shelter, Wiikwemkoong Rental Tenant Relations, Wiikwemkoong Child and Youth, Wiikwemkoong Board of Education, Nookomisnaang Shelter, Wiikwemkoong Family Services, Ontario Probation and Parole Services, Ontario Youth Probation Services, Manitoulin Health Centre, Sudbury District Jail Rehab Woman's rehab officer, Ngwaagan Gamig Recovery Centre, Child Youth Mental Health & Addictions, Wiikwemkoong Health and the Band Representatives, with more always coming on board.

So far, there have been 27 referrals received at the table since September 2025 with each one having been digested and worked through to the best of the table's ability. We see that having all the partner agencies come together brings out solutions to problems, mitigates crisis before they explode, and assists each agency and person in ways for which they may not have received assistance before. We have seen people being placed into sustainable housing, having medications changed, a decline in hospital visits with police and paramedic services, treatment set up through the recovery centre, gifts given to children at Christmas, people removed from places of harm, clothing supplied, food hampers and basic social assistance rendered. We have also intervened in school violence, while continuing education and supporting those that are vulnerable.

Project Wigwam is also comprised of two other components: a crime reduction strategy known as the Offender Management Program, and a second that includes focused patrols.

The Offender Management program (OMAP)

Focused Patrols: The focused patrols allow WTPS, through the grant funding, to offer extra duty to officers on their days off to enhance the R.I.D.E. (Reduce Impaired Driving Everywhere) campaign within the Territory. As part of the program, the officers select known traffic areas and set up stationary stops implementing R.I.D.E. along with the Mandatory Screening campaign. The grant funding allowed WTPS to secure a further six ASD's (approved screening devices), tools which are necessary in the performance of the officer's duties and support the officers in their day-to-day duties in combatting impaired driving.

Wiwemikong Police Service has been able to utilize 803.75 hours of extra-curricular hours in the past fiscal year towards the interdiction of impaired driving-drug interdiction (resulting in 1,654 vehicle/driver interactions) and the Offender Management Program through the grant funding.

As we continue to move into 2026, WTPS and the First Nation of Wiikwemkoong recognize the value of having these programs operating in the community. As a result of the success and value of the programs being implemented, they have been included in the 3-year Strategic Plan developed through the Wiwemikong Tribal Police, the Wiwemikong Tribal Police Services Board, community partners and our front-line membership. These programs are making Wiwemikong Tribal Police a leader now and into the future for its citizens and the Anishinaabe people.

Offender Management and Apprehension Program (OMAP)

Program Overview

The Offender Management program was launched in early 2025. Its mandate is to monitor high risk offenders that have been released on bail or after trial on conditions/court orders imposed by a Justice of the Peace or a Judiciary. These offenders are released back into the community on court orders and through the Offender Management Program; their activities are monitored by regular compliance checks based on their conditions/court orders. It is through this approach that we have been successful in controlling the recidivism of the offenders in the community, lowering the number of those who breach or re-offend.

To date, the Wiwemikong Tribal Police has completed 267 offender compliance checks since the inception. A side curtain of OMAP included the arrest warrants for offenders that failed to attend court. And through the warrant executions, a further nine people were brought back to court or arrested on their outstanding warrants so far in 2026.

This report summarizes offender characteristics, release types, charge origins, and file status for the 2025–2026 reporting period.

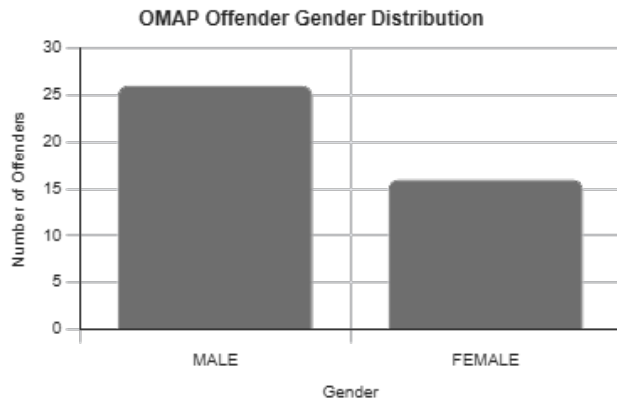
This report provides an overview of the results from the Offender Management and Apprehension Program (OMAP) initiated in March 2025. The program aims to enhance monitoring and apprehension strategies for offenders within our jurisdiction.

Insights

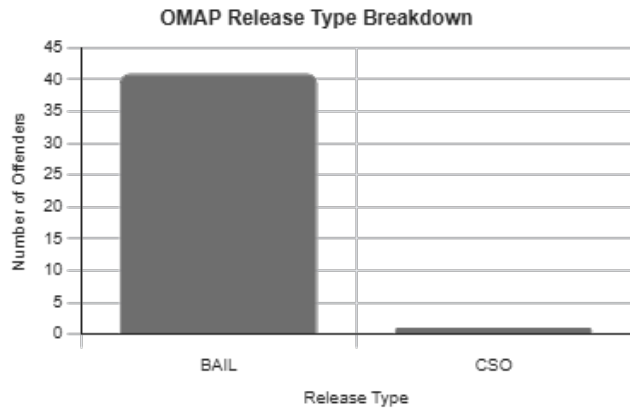
OMAP has effectively engaged with a significant number of offenders, totaling 117 charges laid. The extensive efforts in completing 267 checks reflect our commitment to proactive policing and community safety.

The average offender age is 33.8 years old which is predominantly young to middle-aged adults. There is limited representation under 21 and over 60.

The offender population managed by OMAP is predominantly male. There were 25 male offenders (62%) and 16 female offenders (38%). This distribution is consistent with broader criminal justice trends and underscores the program's ongoing focus on high-risk male offenders, while also still maintaining the capacity to manage a significant number of female offenders.



Bail-related supervision remains the core workload of the program. Conditional Sentence Order case, while infrequent, requires heightened monitoring due to custodial-level conditions served in the community.



The majority of OMAP files originate from within the Wikwemikong Tribal Police Service, with a small number referred by our partner agencies.

- WTPS charges – 39 files
- Ontario Provincial Police (OPP) referrals – 2 files
- Greater Sudbury Police Service referrals – 1 file

This data reflects that OMAP primarily supports internal enforcement and compliance efforts. The external referrals, though limited, demonstrate effective inter-agency cooperation for offender management beyond our territory’s jurisdictional boundaries. This initial phase of the OMAP not only highlights our dedication to reducing crime by actively managing offenders but also indicates the strong collaborative efforts required to ensure the program's continued success. The data will serve as a foundation for further analysis and potential adjustments to enhance our approach in the upcoming fiscal year.

Conclusion

The results from the OMAP provide a positive indication of our strategic approach to offender management and community safety. Continued monitoring and evaluation will be crucial to refine our methods and achieve our goals more effectively moving forward. The Offender Management and Apprehension Program continues to play a critical role in community safety by actively monitoring court-ordered release conditions, apprehending non-compliant offenders, and supporting both internal and external policing partners.



Two Wikwemikong Tribal Police officers in traditional Regalia.

Training and Development Activities

Staff training and development are essential for delivering services in a respectful and professional manner, as well as for enhancing morale and member engagement. WTPS has participated in various training courses, including basic constable training for new hires, specialized investigative training, annual block training, and requalification in Use of Force and firearms.

It is important to note that our force's participation in training and development activities will continue to increase. In previous years, the force sent few staff members to courses due to funding constraints and insufficient personnel available to cover calls for service. As we implement our comprehensive staffing and deployment model—building business continuity processes, adding staff to newly formed specialty units, and meeting adequate training requirements—we will significantly increase both the delivery of courses and attendance.

As we focus on consistency in recruiting and retaining staff while rebuilding our organization with new positions requiring extensive training, there will be an increased need for learning opportunities. The implementation of our staffing model requires new job descriptions, vacancy-posting-related work, position definitions with mandatory curricular requirements, and proper planning for alternate coverage options to address redundancies identified through analysis conducted alongside job evaluations.

The current officers' need for updated skills necessitates bringing them up to date operationally across administrative and logistical aspects as well. Meanwhile, newly hired personnel begin their journey equipped through mapped-out curricula tailored over the initial three years and aligned toward desired expertise.

TRAINING - APRIL 2025 to March 31, 2026

Training	Location	Number of Officers/Staff	Date
Use of Force Options Recertification, including transition to new Taser 7		All WTPS Special Constables and uniform members	
Basic Constable Training	Aylmer	2 recruits	January 5 to March 19, 2026
Basic Constable Training	Aylmer	2 recruits	September 11 to December 19, 2025
Basic Constable Training	Aylmer	1 recruit	June 12 to September 18, 2025
Intimate Partner Violence	Sault Ste. Marie	2	April 2025
Media Relations	Barrie	1	April 2025
SPAC	Ottawa	1	April 2025
Intoxilyzer	Sault Ste. Marie	1	April 2025

Bicycle Patrol Training	Little Current	1	May 2025
Intoxilyzer	Sault Ste. Marie	1	May 2025
ATV Training	Manitoulin Island	2	May 2025
Stay or Go Training	Little Current	4	May 2025
Human Trafficking Conference	London	2	May 2025
PPA	Orillia	2	May 2025
OPC Basic Recruit Training		2	May 2025
Proactive Criminal Investigations Training Seminar	Little Current	8	May 2025
Land Mobile Network Training	Little Current	Mandatory training for all officers/Special Constables	June 2025
Sex Assault Investigator Conference	London	2	June 2025
Coaching Course	Ottawa	1	June 2025
IPCO-sponsored youth policing/emergency management event	Ottawa	1	July 2025
Experienced Officer Training	Orillia	1	August 2025
Situation Table Training	Orillia	2	August 2025
School Liaison Program		1 member from each platoon identified and active	September 2025
Special Constable Training	Orillia	1	September 2025
Basic Constable Training	Aylmer	2	September 2025
Custom Leadership Coaching	Virtual	1	September 2025
2IC Training	Wikwemikong	6	September 2025
Mental Health Crisis Response Training	London	1	September 2025
Community Moose Hunt Event	Point Grondine	2	October 2025
Criminal Investigative Training, WTPS hosting	Little Current	6	October 2025
Media Relations	Akwesasne	2	October 2025

CPIC	Ontario Police College	4	October 2025
Women in Policing Recruitment Event	Toronto	3	October 2025
LEARN Conference	Aurora	2	October 2025
Lighting the Fire Conference	Toronto	3	October 2025
Supervisor 300	Orillia	2	October 2025
Powercase Management	North Bay	1	October 2025
IMS 300	Midland	1	November 2025
Criminal Detection Training, hosted in Little Current	Little Current	8	November 2025
Radar Instructor Training	Niagara Falls	2	November 2025
Carbine Armour Training	Kitchener	1	December 2025
Pintest Fitness Appraiser	Toronto	1	December 2025
Trauma-Informed De-escalation and Self-Protection	Little Current	3	December 2025
Special Constable Training	OPP Orillia	1	December 2025

All WTPS Special Constables and uniform members recertified in use of force options – included transition to new Taser 7.

2026 Training

All WTPS Special Constables and uniform members recertified in use of force options – annual block training.

Training	Location	Number of Officers/Staff	Date
MCM	Newmarket	1	January 2026
Radar Instructor Training	Niagara Falls	2	January 2026
Critical Incident Group Debriefing Training	Virtual	2	January 2026
Sexual Violence Investigators Training	Virtual	2	February 2026
WIKWEMIKONG Justice Conference		4	February 2026
Community Case Management Model Training		1	February 2026
Radar Operator Training		All uniform staff	February 2026
Niche UA Training		All users	February 2026
Women's Day Event	Little Current	3	March 2026
LNHL Recruit Booth	Markham	4	March 2026
Redaction and Digital Evidence Management Training	Orillia	1	March 2026
Emotional First Aid Training	Virtual	1	March 2026
Coach Officer Training	Virtual	4	March 2026
Indigenous Perspectives on Trauma, Vicarious Trauma and Wellness	Virtual	1	March 2026

Chief's Commentary on Achievements

2025-2026 WTPS Achievements

In 2025-2026, WTPS implemented several activities and programs aimed at enhancing efficiency, building capacity, and implementing a long-term strategy to improve community safety. These efforts reflect our commitment to fostering a secure environment for all residents by addressing immediate needs while laying the groundwork for sustainable progress. We strive to provide service excellence to our communities. I am grateful for the strong working relationships and sustainable funding that we receive from the Public Safety Canada indigenous policing team, and the Minister of the Solicitor General's indigenous policing unit. We are accomplishing great things here in the Wiikwemkoong Unceded Territory in Public Safety realms, and equitable financing is a key to affording me the runway to build a dynamic and sustaining indigenous self administered police service.

Below is a comprehensive list of activities and programs launched this year, each designed to strengthen our service delivery and support the well-being of our community.

- Comprehensive Drug strategy document paper created and released for January 2025 operational commencement - Wiikwemkoong Territory and Manitoulin Island combined forces efforts.
- Increased Manulife benefits for mental health-related clinicians from \$1,500 annual to \$5,000 annual for the well-being plan and program for the police service. Vital for our officers and staff.
- Researched and examined the legalities of a recruiting and retention incentive – Implemented the Northern Incentive Compensation Enhancement (N.I.C.E.) for all full-time members of the WTPS. We are the only FN police service to have the N.I.C.E. and the only force to have civilian staff included in the incentive.
- Created and implemented a succession management plan for the future leadership of the police service at all levels of rank, including specialty detective positions, and the new drug combined forces position that was created. The succession management plan includes the executive leaders of the police service, Sergeants, Staff Sergeants, 2IC program, and specialty-trained positions.
- A new Force medal (WTPS specific) for long service and good conduct was commissioned by the Police Services Board upon my recommendations and policy document that I presented to be aligned with the Royal Commissioning process for a medal.
- Five new civilian pattern vehicles have been added to our fleet to address training travel, wellbeing coordinator, crisis responder, crime unit, duty officer response, and a dedicated IST shuttle vehicle.
- Five new front-line patrol vehicles have been purchased and outfitted with the highest-rated light packages and safety packages available on the market. The fleet vehicles are ergonomically designed for wellness, and road impact safety factors were the highest priority when replacing miled-out vehicles, which are designed to accommodate new technologies with ALPRS, Mobile workstations (MWS) configurations, along with the MRR redesign of the entire patrol vehicle ergonomics.
- Taser 7 purchases and implementation with IST for all officers.
- The first-ever “cops and kids” fishing derby, chaired by Constable Raven Manitowabi in March of 2025, was a great success, and I commend the volunteerism that made the event a great success. I initiated this idea from when I was the Chief of Police in Belleville, where we had a spring and winter kids' fishing derby sponsored by the BPS.
- Emergency Response Officer program developed with the OPP emergency management bureau and the OPP for inclusion into the service delivery model. Training courses and selection processes have also been developed and set for the 2026 year to begin with two members to be sent on course,

followed by the second two members on the following course, pending slot availability. This was an original idea that I wanted infused into the WTPS, so we have our own emergency management capabilities, but to be recertified within the OPP ERT Program with the exact same training curriculum and qualifications.

- Visiting K-9 officer school liaisons with teaching sessions and drug strategy participation.
- ALPRS - Automated License Plate Recognition System: The vast intelligence and immediate recognition for all wanted persons, unattached plates, and all suspected drug traffickers and human smuggling entities make the community a much safer place. On the 10th of January 2026, our officers had a hit on a suspect that turned out to be wanted by the RCMP in Manitoba via a Criminal Intelligence Service of Ontario bulletin issued to all officers.
- Mobile Data terminal and MPS system hardware, along with in-car cameras approved by the Police Services Board, purchased and installed. This technological upgrade would normally take two to three years to implement. We were operational in November of 2025.
- Upgraded telephones for all service members approved by the PSB, purchased, and then issued. This technological update was to facilitate the two-factor authentication for the enhanced systems being implemented and in preparation for the 2026 infusion of the officer body camera systems.
- New equipment issue approval by PSB and then implementation- rainwear, gloves, battery-operated log-life stream lights, and other items upgraded for officer safety, and community safety.
- Server modernization project implemented, approved, and completed to support next-generation technologies, enhanced growth, additional technological requirements, and the introduction of body-worn cameras in 2026. I worked with our IT company to build a robust new server system in the service that will support all of the enhanced technological programs and AI-related equipment that will manifest in the next three years.
- The creation of a second court civilian assistant position and the hiring of a civilian member for that job. This was a necessary evaluation for me to conduct, as the one court clerk was burnt out daily. The enhanced workloads from the capacity build and demands of the new technologies were overwhelming the court unit, including the new Offender Management programs, Enhanced Records Management systems and the transition to the newest Universal application for the RMS police systems.
- The creation of an administrative assistant position for reception, office administration, social media, media, webpage management, and executive assistant duties. We now have two general administrative clerks due to the command structure growth of an Inspector, and 3 Divisional Commanders.
- A review of all civilian staff job descriptions and a new job evaluation for all positions within the service. This was conducted to mitigate the single points of failure within the service and build in redundancies and alternate training so that we would not face a crisis when a key member of the civilian or executive team was off duty for any number of reasons. The service now has at least one other person trained to take over any other civilian position within the service.
- A Wellbeing/Wellness Coordinator position was developed and implemented for this vital position within the WTPS for all employees and family members of the service. The Indigenous Police Chiefs of Ontario are just beginning a collective peer support team for all services and our Wellbeing Coordinator is a peer supporter in this program.
- Phase two of the Wellbeing Coordinator is the creation of a trained internal peer support team for the WTPS to conduct future critical incident debriefings, and to organize seminars and training courses for financial investments, wellness challenges, and health fairs for all service members and their family members.

- Resiliency seminars conducted with WTPS as the creator and sponsor of this community event, with a guest speaker from the CFL. The second iteration of this was the retired Commissioner of the OPP speaking to the island NCOs in the confines of a full force meeting to occur twice a year.
- We created the WTPS recruiting team from within, and in conjunction with our video attended many public recruiting events. A professional recruiting video and social media recruiting clips have garnered interest beyond our team presentations. Our recruiting team is active and has done a terrific job of bringing attention to our police service and recruiting the next generation of officers and staff.
- MMIWG vehicle approved and purchased for community events, escorts, and features. Locally designed decals have received national recognition. Grant funding with the Missing and Murdered Indigenous Women and Girls commemorative fund was written and secured by Inspector Duffy for three years. This funding facilitated the creation of the Wellness Coordinator position, a Detective Constable position, and the Crisis Responder position. All positions are permanent.
- A third part-time custodian position was created and implemented. Due to increased capacity, personnel, and new outbuildings and additional fleet resources, the necessity for this position has the ability to go full-time permanent pending review and in concert with any additional rental space that we might secure in 2027/2028.
- In November 2025 and January 2026, funding and infrastructure meetings with the funding bodies of the provincial and federal governments to advise of, plan for, and acquire permission to start the process for a new police headquarters in Wiikwemkoong. Funding bodies, specialists, HR, Finance, our auditors, and our Building Director were all informed in a meeting on the outline for the project. The discussions paved the way for an approved scope of work to secure a project management firm, coordinating territorial government and land management to select a site, and the RFP for an engineering firm for the design.
- A space analysis of the facility was conducted to try to build additional human office space, as we are overcapacity. The sallyport at the station was redesigned to accommodate extra rooms for prints and interviewing. This made way to create a safer prisoner search and entry area, as well as have the bench installed for better control of prisoners. The redesign also facilitated the creation of a soft interview room where the single interview room was located. Enhanced lighting, secure doors, and prisoner clothing shelves and bins implemented.
- We created and implemented the Force Quartermaster and Property Vault Clerk position. New inventory control systems using an electronic program for QM and the property vault ledgers are being implemented to improve expenditures, improve the ordering processes, and ensure accountability of resources, equipment and evidence.
- The creation of and position description development for three new Divisional Commander positions at the Staff Sergeant rank, with the hiring of Staff's Kilburn, Force, and Cooper to fulfil that mandate.
- The Administrative Sergeant position and Court Sergeant position within the service for RMS, admin duties, offender transportation, court security, and police specific admin assistance duties.
- The WTPS entered a TRI-Part initiative wherein the WTPS shared the offender runs with the UCCM and OPP weekly. This reduced fleet expenses and fuel costs and standardized an island-wide offender transportation system for offenders of all three services. We dramatically reduced overtime and are now adequately covering court security and enhanced offender transportation duties with the large increase in volume of charged and arrested recidivists.
- The WTPS participated in the IPCO youth leadership first responders camp this year.

- The research, presentation, negotiation, and approval for the enhanced benefits package for all members of the service.
- The purchase of the boot polishing machine for ease of boot care and professional look for officers and staff to use to keep footwear in good repair and looking good.
- The purchase of several new prisoner care mattresses and blankets, along with several new healthy meal options of five-star freeze-dried and frozen food meals. The implementation of freezer-stored healthy meals, pre-purchased healthy juice tetra packs, and a choice of these meals was made available. A separate microwave, sanitary cleaning and dining condiments were also provided.
- The design, creation, and implementation of our new online reporting system for the WTPS, which has been well-received and is being used by the public. Rubicon Inc is our partner in the venture, and they stated that the WTPS was the very first indigenous police service in all of Canada to implement such a cutting-edge online reporting system.
- The design, creation, and implementation of the new WTPS INTRANET site for all staff of the police service for the internal ease of use and quick access to volumes of information, data and police specific intelligence. Inspector Duffy created a new recruit field training manual that is now a part of our recruit training curriculum as of March of 2026.
- A new employee handbook is being developed and will be completed for the onboarding of all new employees, which will provide all information specific to the WTPS, the WUT, Manitoulin Island, and all services for the well-being of the new employee and their families. The wealth of information will include doctors, services, police specific community info and many other valuable tidbits of information.
- The purchase and installation of a new WTPS radio system and new portable radios for individual officer use. We are compatible with all new OPP systems with provincial communications anywhere in the province.
- The little NHL tournament in Markham and the recruiting team participation with that event that we recruited and attended last year, and we will be sending a full recruiting team for this year's LNHL. The board sponsored WTPS hockey jerseys for two youth teams at the tournament, further driving our recruiting initiatives to a large audience.
- The WTPS created a tuition and educational assistance program so the staff of the service could take cultural courses, language training, and self-improvement educational courses on their own time, yet paid for by the service. I created our own tuition-educational subsidy policy and program that was launched on the 1st of January 2026 and is now live for courses of study. The police board approved the business case decision note for affording members of the service the ability to apply for tuition assistance for courses of study that were set forth in a Chief's Communique for up to \$1,000 in course materials and study literature. This program enhances the education and well-being of all staff of the police service and affords a staff member the ability to build their learning and education to further their careers and life in society.
- The Force Emergency Management and Operational Business Continuity plan is under development, with Inspector Duffy leading, and subject matter experts from the IPCO and Provincial Emergency Planning office assisting in the creation of the plan.
- We have increased our course attendance, special training seminar attendance, and have developed our own interdiction and investigative learning seminars with subject matter experts attending from various parts of the province. We have facilitated courses here to defer travel and accommodation costs, and our relationship with the Ontario Police College and Provincial Police Academy was pivotal in designing this opportunity, which is now set for 2026 and beyond. It affords us, the hosting agency, to

have up to 50% of our own staff attend the courses first, then allow other services to attend. We are also benefitting our partner agencies in this realm to save them costs and increase trained officers and staff as well. We are viewed as the leaders in this advanced education program in partnership with the OPC. Inspector Duffy has provincial trainers and courses slated for this year with plans moving into next year in the continuing drive to train our officers to the CSPA standards.

- I have conducted an RHT PCD review on its effects on community safety and police service workloads, along with a cost analysis.
- Inspector Tammy Duffy established a working and marine operator training agreement with the RCMP Border Integrity Unit for O Division RCMP. She has also implemented an operational plan for the advanced partnership with the RCMP vessel for border security and marine patrols with us in and around the WUT.
- Family Information and Liaison Unit (FILU) meetings commenced in August 2025 for our cold case files.
- New Force meetings twice a year for briefings to communicate vision and direction in moving forward as a police service. Where we are now, where we are going, and how we are getting there. A presentation by former OPP Commissioner Chris Lewis at the last fall 2025 meeting took place. I have implemented an NCO meeting training day three times per year, where Inspector Duffy, I, and the Divisional Commanders, present to the NCOs.
- The creation and implementation of a new HR/Finance Assistant position for WTPS addressed overwhelming workloads and the finance unit's limited capacity to keep pace with increasingly complex capacity-building demands. This position has now been successfully staffed.
- The new Facility Project team has had three meetings. Inspector Duffy and I have engaged the WUT on a new build location, along with negotiating an infrastructure budget that will pay for the new build with both Public Safety Canada and the Ministry of the Solicitor General for Ontario. The committee will be working with design engineers from an approved firm, along with the WUT Director of Lands and Resources. Further staffing and deployment forecasts will be implemented in the design of the facility to ensure that the new facility has a 30-year capacity growth model for space allocations, both interior and exterior. This is a large project that will take approximately five years to complete. Inspector Duffy is the new Police Facility Project Director for the WTPS new headquarters building.
- The newly created and implemented WUT Situation Table has garnered strong support from partner agencies across the Territory and is actively delivering meaningful interventions for victims and vulnerable individuals, including those experiencing food insecurity, housing challenges, addictions, and mental-health-related needs. This table focuses upon taking care of victims of crime, the needy, the vulnerable, and recidivist crime reduction strategies. I credit Staff Sergeant John Buligan for writing the grant which was successful to be allowed to fund the creation of the table and hire a coordinator.
- We have been partnering with the UCCM Anishnaabe Police Service for combined forces operations within Project Wigwam's expanded funding from the Province of Ontario through the Community Safety Grant.
- Forthcoming is our first formal course on cultural orientation to be conducted with community partner agencies on the WUT. In 2024, I began research on what we could do as a police service to better inform and equip my officers and staff to perform their duties and responsibilities in a respectful, culturally informed demeanor with an enhanced knowledge of the historical traumas and current trends within the WUT. I commissioned Inspector Duffy and Staff Sgt. Cooper to design a course where we could send up to five officers at a time to take this involved training, which Staff Cooper recently presented at the last Police Services Board meeting in December.

- We created the School Liaison Program to which one officer per platoon is assigned as the main point of contact every day of the week for the schools. Along with this, daily school visits, safety patrols, integration into classrooms and school yard activities are also being done. The program is managed by Staff Sgt. Force, who has overall command of the program and has even extended our outreach to the parent-teacher nights at the high school, assemblies at all schools, and activities of interest.

2026 – A Peek Into The Year:

1. Delivered the Annual General Meeting report to Band councillors, Board members, and staff. Numerous laudatory compliments on the WTPS and what is being done for enhanced community safety in Wiikwemkoong.
2. Presented a new leadership stance to my executive leaders' team and the NCOs of the police service, which entails responsibility over accountability, ushered in a CPC method of leadership, being clarity, purpose, and coaching.
3. Presented new concepts of leading staff and psychologically protecting them during their careers.
4. Inspector Duffy delivered a powerful emotional intelligence program and had a subject matter expert deliver a curriculum to our NCO's that has given them a clear insight into where improvements can be made in their careers and leadership abilities.
5. The Situation Table Coordinator was empowered to deliver a HUB that will engage our young people, assist victims of crime, and intervene in the recidivist and vulnerable populations in the Territory and Manitoulin Island.
6. Inspector Duffy was a planning board member SME for the Indigenous Woman In Policing national conference in Winnipeg, Manitoba. Inspector Duffy secured grant funding, where those monies assisted the WTPS in sending a delegation of six female officers and civilian staff to the conference in April of 2026. The WTPS is being recognized on a national platform for our support and leadership in the field of women in Indigenous policing. One of our female officers sat upon an expert panel at the conference.
7. Body cameras will be implemented in 2026 for all sworn police officers, along with hiring one full-time IT Redaction and RMS Operations and Administrative Clerk to provide advanced unit development and coordination when the implementation is completed at the end of the calendar year. In early 2027, the three additional platoon OAC's will be hired to be able to function for the redactions, court preparations, court documents and legal framework from the CSPA. Body-worn cameras, in-car cameras, interviews, and court-compliance processes will be coordinated by the on-duty Sergeant and Incident Commander, with the OAC maintaining carriage of all requirements to ensure compliance with the CSPA.
8. In January of 2026, the executive leadership team under the direction of Inspector Duffy, created and implemented a Court Security Resources Guide to strengthen and provide clarity, purpose, and coaching within our standard operating procedures for court security, Special Constable unit, Court Administrative unit, and the Offender Transportation unit. This guide eliminates guessing and, in uncertain situations, provides context and methods of operations.
9. In February of 2026, Inspector Duffy and I attended the provincial symposium for bridging the gaps identified in the current CSPA that are non-existent for First Nations stand-alone police services. The themes of essential service designations, funding for specialty units, capacity for a CSPA adequate police service, including the funding for capacity and designation of liaison, reporting, and audit staffing required by the Act.

10. Building a first-of-its-kind remote first-aid program for WTPS. This initiative includes specialized instruction with trained instructors, battlefield-grade first-aid application and equipment to support officers responding to often-remote calls for service and extended wait times for paramedic arrival, where time is critical to saving the lives of community members and officers. This is a newly developed first-aid program in the province for front-line officers in any police service to have, be trained in, and have that specialty equipment available for life-saving application.
11. Inspector Tammy Duffy has been appointed to the Ontario Association of Chiefs of Police Artificial Intelligence Committee and will be providing the framework on a national level for police services to adapt in the coming years. She is the only First Nations police service officer in Ontario on this committee. This is a testament to her abilities, core knowledge, and expertise in being selected.
12. Staff Sgt. Anthony Kilburn was appointed to the First Nations Canadian Association of Chiefs of Police Committee for developing the new protocols and research in building new systems and relationships between First Nations leadership nation-wide as it relates to policing, police framework, and unity.
13. Staff Sgt. Mike Force was sought to sit upon the Police Foundations Advisory Board at Cambrian College. He will be developing the next generation of young police prospects and is encouraging and facilitating recruiting with the WTPS.
14. In recognizing that First Nations Policing has no standardized field training manual for recruit training and coach officer curriculum, I gathered research and municipal best practices on the field training for recruit officers and coach officers. Inspector Duffy developed a unique field training manual and training curriculum that is specific to the WTPS and First Nations officers and communities. I shared the recruit training manual at the IPCO AGM in February 2026 and was readily taken by other First Nations Police Chiefs to develop their own. The WTPS, under the leadership and program development expertise of Inspector Duffy, is now well prepared for teaching and training our newest members in a comprehensive and documented fashion. This will greatly benefit their development and learning, and provide the basis for the Coach Officers and Supervisors to use the tools provided within the manual for enhanced methods of instruction and learning opportunities in a standardized program.
15. The WTPS leadership command staff has written and recognized community members, partner organizations, staff members, police officers, and distinguished individuals with 122 commendations and award submissions in the past year. This is a true testament to the vigor and focused intensity towards community safety here in Wiikwemkoong and Manitoulin Island.

Ron Gignac

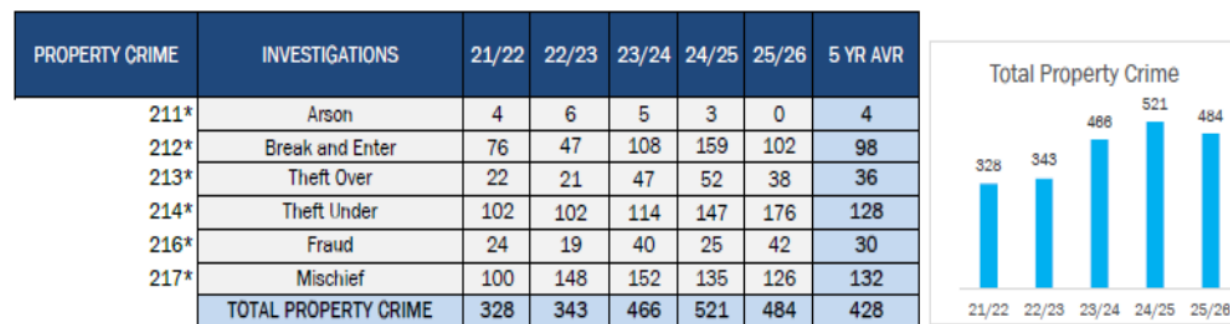
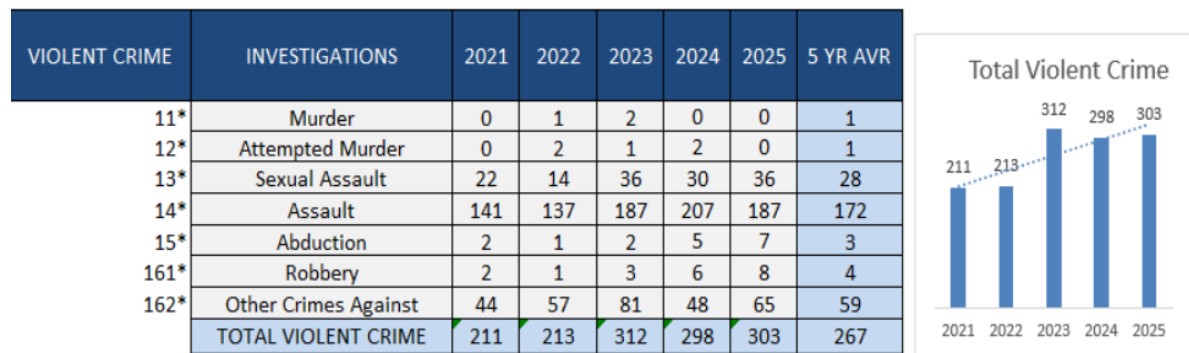
Chief of Police

Call for Service and Criminal Investigation Statistics

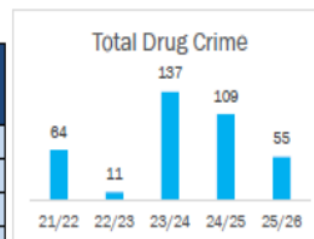
Calls for Service and Criminal Investigation Annual Statistics Report - 2025/2026

WTPS continues to experience elevated demand compared to historic norms. While some year-over-year moderation is evident following the peak activity observed in 2024/25, overall occurrence volumes remain above the 5-year average, confirming that our service is operating within a higher-pressure environment than in prior years.

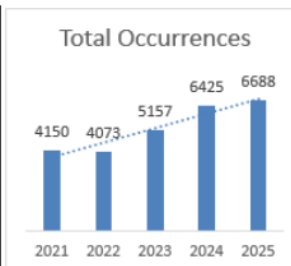
Police Services Board Report – 5 Year Average



DRUG CRIME	INVESTIGATIONS	21/22	22/23	23/24	24/25	25/26	5 YR AVR
41*	CDSA Possession	5	2	22	47	21	19
42*	Trafficking	59	9	115	62	34	56
	TOTAL DRUG CRIME	64	11	137	109	55	75
8575*	Occurrence Involving Drugs ¹	167	114	327	360	151	224



OTHER	INVESTIGATIONS	2021	2022	2023	2024	2025	5 YR AVR
	Total RMS Occurrences	4150	4073	5157	6425	6688	5299
34*	Other Criminal Code	169	72	121	150	224	147
8529*	Occ Involving Mental	221	141	221	293	188	213
8521*	Motor Vehicle Collisions	85	80	63	83	130	88
8863.004	Person Well-Being Check	171	111	212	260	248	200
8888	Family Dispute	179	194	223	301	253	230
8546	Unwanted Persons	225	249	262	225	302	253
8560	Trespass to Property	64	56	56	84	120	76
8892*	911 Hang-ups/Pocket Dials	185	139	301	283	126	207
7100*	Liquor Licence Act	93	55	77	139	71	87
8520*	Missing Person Investigations	35	48	60	115	49	61
8900*	Traffic Complaints	155	143	234	351	531	283
92*	Impaired	39	5	23	42	52	32
8870	RIDE Check Programs	6	17	111	241	226	120
8503*	Community Service	23	24	67	76	96	57
8534*	Criminal Records Checks	20	182	260	262	310	207

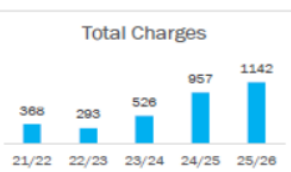


All level UCR ⁽¹⁾ ADM17

Notes: In 2022 the WTPS changed CRC's from bulk occurrences to individual
Homicide/Attempted = Number of investigations not victims

2025 - OPP Communications changed their policy with respect to handling of abandoned 911 calls.

	CHARGES	21/22	22/23	23/24	24/25	25/26	5 YR AVR
	Adult Males	235	199	326	586	659	401
	Adult Females	97	47	132	317	441	207
	Youth Males	33	27	58	42	34	39
	Youth Females	3	20	10	12	8	11
	Gender Diverse/Unknown	0	0	0	0	0	0
	TOTAL CHARGES	368	293	526	957	1142	657



Crime Trend Analysis

Violent Crime

Total violent crime investigations in 2025/26 have increased slightly. While the overall number is similar, the breakdown of offences is quite different than 2024/25. The number of assault occurrences decreased; however, there were increases in sexual assaults, abductions, robberies and other crimes against persons (harassment, threats).

Property Crime

Property crime volumes have declined compared to 2024/25, though they remain above long-term averages. Theft under, break and enter, and mischief continue to drive investigative workload. These offences persist as high-volume demands on frontline resources.

Drug-Related Activity

Drug crime investigations and drug-related occurrences are significantly lower than 2024/25 and now below the 5-year average. This reflects changes in enforcement focus and harm-reduction approaches. It should always be monitored alongside community wellness indicators.

Traffic Safety

Traffic-related indicators represent the most notable growth area in the current reporting period. Traffic complaints are at their highest level in the 5-year profile. Motor vehicle collisions exceed both last year and the historical average. Impaired driving investigations have increased steadily and are now above long-term norms. R.I.D.E. initiatives and the number of vehicles that were checked were both down approximately 10% from 2024. However, the number of drivers charged with impaired offences tripled, the number of drug charges doubled, and the number of roadside tests remained the same.

The combined increase in complaints, collisions, and impaired driving strongly suggests heightened roadway risk within the community. Traffic safety has emerged as a strategic public safety priority, requiring sustained enforcement, prevention, and community education efforts.

R.I.D.E. Program: 2025

2025	Programs	Vehicles	Roadside Tests	Impaired Charges	Refusal Charges	Drug Charges	HTA Charges	Warnings
January	5	36	1	0	0	0	0	0
February	3	58	0	0	0	0	0	0
March	9	287	0	0	0	1	0	9
April	21	597	6	0	0	0	0	7
May	15	397	0	0	0	0	0	14
June	17	243	3	0	0	0	0	7
July	16	292	1	1	0	0	0	1
August	36	2106	9	0	0	0	0	40
September	17	453	1	1	0	0	0	5
October	19	355	0	0	0	0	2	4
November	14	302	3	1	0	0	1	0
December	46	940	0	0	0	3	1	11
TOTAL	218	6066	24	3	0	4	4	98

Bail Violations and Program Impact

Occurrences involving bail violations have increased in 2025/26 and sit above the 5-year average. This rise can be directly linked to the implementation of a Bail Compliance Monitoring Program and should be interpreted as an outcome of enhanced oversight and proactive monitoring. The increased incidents are indicative of improved detection and accountability, rather than an increase in non-compliance. This proactive approach aims to foster a culture of responsibility among individuals awaiting trial, ensuring they adhere to court-ordered conditions.

The implementation of this program has naturally contributed to an increase in investigative workload. However, this aligns with broader public safety and court compliance objectives, crucial for our

community's well-being. We firmly believe that closely monitoring offenders leads to a reduction in recidivism rates, thus contributing to the overall safety of our neighbourhoods.

The establishment of the provincial Bail Compliance Dashboard has provided our service with the crucial tools to effectively monitor high-risk offenders. This innovative system allows for real-time data sharing, enabling a more efficient response to bail violations. The result is not just a more responsive police service, but also a tangible sense of security for communities often impacted by crime. As we continue to refine and develop this program, we remain committed to ensuring that the needs of all community members, especially those in vulnerable populations, are prioritized in our ongoing efforts to enhance public safety and wellness.

Community Wellness and Non-Criminal Demand

Occurrences related to mental health, wellbeing checks, family disputes, and unwanted persons remain consistently high, reaffirming the Service's role as a front-line responder to social and wellness-driven calls.

Charges and Enforcement Activity

Enforcement levels remain high, particularly among adult populations, indicating sustained policing activity despite some crime stabilization. Total charges in 2025/26 are substantially above the 5-year average. The commitment by our officers to investigating complaints thoroughly and holding offenders accountable for their actions contributes directly to this success.

This increased enforcement impacts both frontline officers and our court management staff. Each charge necessitates initial and follow-up investigations, locating and interviewing witnesses, meeting the growing demands from courts for disclosure, submitting comprehensive court case files, and managing offenders while they are in police custody.

Key Observations

1. Overall demand remains structurally elevated, even where year-over-year reductions are observed.
2. Traffic safety now represents a primary risk area, with clear data-driven indicators of concern.
3. Bail compliance increases reflect operational enhancement, not increased offending.
4. Non-criminal and wellness-related calls continue to consume significant capacity.

From a data perspective, WTPS is operating in a complex, high-demand environment, with increasing emphasis on traffic safety, compliance monitoring, and community wellness. These trends have important implications for officer workload, resource allocation, and future strategic planning.

Crime Severity Index (CSI) Comparisons

Wiikwemkoong Unceded Territory continues to encounter significant challenges, as evidenced by the high Crime Severity Index. The Crime Severity Index was developed by Statistics Canada to reflect the severity of crimes based on frequency and seriousness, assigning higher weights to more severe offences.

Nationally, we are ranked in the top 10 across the country for both 2024 and 2025. We moved up from 9th in 2024 to 7th in 2025, which highlights the ongoing challenges concerning crime in our community.

National

2025		Ranking	2024	
Black Lake, SK	2292.84	1	Pelican Narrows, SK	1787.62
Pelican Narrows, SK	1645.79	2	Black Lake, SK	1950.44
La Loche, SK	1376.84	3	La Loche, SK	967.41
Inuvik, NWT	833.80	4	La Ronge, SK	737.25
La Ronge, SK	698.30	5	Iqaluit, NU	649.05
Iqaluit, NU	639.03	6	Inuvik, NWT	641.64
Wikwemikong, ON	612.20	7	Thompson, MB	585.44
Thompson, MB	599.80	8	Rankin Inlet, NU	573.85
Cambridge Bay, NU	521.40	9	Wikwemikong, ON	566.80
Rankin Inlet, NU	505.80	10	Cambridge Bay, NU	482.75

In those same years, we recorded the highest crime severity index rating in Ontario. The need for enhanced community safety measures, increased policing effectiveness, and collaboration with the community and other agencies is crucial for improvement. It is imperative to address these ongoing issues to enhance the safety and well-being of our residents.

Provincial

2025		2024	
Wikwemikong	612.18	Wikwemikong	566.8
Lac Seul	539.18	Lac Seul	422.12
UCCM	363.89	Walpole Island First Nation	359.89
Walpole Island First Nation	349.73	Sault Ste. Marie (rural - OPP)	331.38
Treaty Three Communities	335.3	Nishnawbe-Aski Nation	330.50
Nishnawbe-Aski Nation	324.23	UCCM	304.17
Sault Ste. Marie (rural - OPP)	306.97	Treaty Three Communities	296.55
Sioux Lookout (municipal)	257.98	Sioux Lookout (municipal)	275.40

Surrounding Communities

When compared to our surrounding communities, the disparity is even more notable. As community leaders, we need to prioritize crime prevention and public safety initiatives. It is essential that we continue to monitor these statistics to evaluate the effectiveness of local crime prevention and intervention.

	2025	2024
Wikwemikong	612.18	566.8
Little Current (Espanola)	75.31	112.09
UCCM	363.89	304.17
Little Current (Manitoulin)	80.98	69.62

Drug Trafficking

In 2025/26, there were a total of 17 investigations involving the trafficking of illegal drugs in our community, which resulted in 119 charges being laid.

Highlights:

55 charges under the Controlled Drugs & Substances Act, which included 50 charges for the Trafficking of Cocaine, Methamphetamines and Opioids.

58 Criminal Code charges were laid, including:

- 18 firearms-related charges (illegal and unregistered handguns)
- 8 Dangerous Weapons charges
- 7 charges of obstructing or resisting a police officer
- 10 charges of possessing property obtained by crime (over \$5,000)
- 7 charges for breaching previous release conditions
- 2 charges of Impaired Driving (alcohol)
- 1 charge for Abandoning a child
- 1 charge for Break & Enter and
- One charge for Perjury

There were 13 people charged who were not residents of Wiikwemkoong and they accounted for 50 of the 119 charges. Investigating and preventing these crimes present many unique challenges. Criminal organizations from the Greater Toronto area have recognized the high profitability of selling drugs within our community. They prey on exploiting the vulnerabilities of Indigenous communities by providing highly addictive and dangerous substances.

This presents many unique investigative challenges to our service. The geographical distance complicates coordination with our partners in these larger police services. There is also an increased demand to fund enforcement initiatives, specialized training and essential safety equipment for the safe handling of these dangerous drugs. The types and availability of drugs in our community can rapidly change, influenced by

supply from larger urban centers. This constant evolution requires ongoing education and training for our officers to keep pace with new emerging threats.

In 2025, online reporting showed that 44% of all submissions (34 out of 78 reports) were related to drug or suspicious activities within the community. Drug-related incidents consistently generated the highest engagement on press releases, with drug seizures receiving the most public attention. There is always the ongoing delicate balance between community members and law enforcement.

The combination of organized crime's infiltration from urban areas and the specific challenges faced by Indigenous communities creates a precarious situation in combating drug trafficking. Adequate resources, improved inter-agency cooperation, and community engagement are crucial to combating these threats effectively. Increased focus on these areas can help protect the integrity and safety of Indigenous communities while addressing the complexities of drug-related crime.

Youth Crime & Prevention

An analysis of youth-related criminal charges within our service area shows a significant and encouraging downward trend between 2024 and 2025. This reduction aligns closely with the implementation and ongoing delivery of the School Liaison Program, which continues to strengthen relationships between officers, students, families, and school staff. The data strongly supports the value of proactive, community-centered policing strategies for Indigenous youth.

In 2024/25, there were 54 total youths charged with criminal offences. In 2025/26, total charges fell to 42, representing an overall 22% reduction in youth charges. Reductions were seen across both genders. Males saw a 34% decrease, while females decreased by 19%.

School Liaison Program

Evidence indicates that the School Liaison Program has been a key factor affecting this downward trend. The program's culturally responsive and relationship-centered approach has contributed to:

- **Positive Interactions** - Officers are building consistent, trust-based relationships with students. Youth are increasingly comfortable reporting concerns, seeking help, and engaging constructively with police.
- **Conflict Resolution Skills** - Youth training in peaceful problem-solving has reduced incidents escalating into criminal charges.
- **Community Engagement** - Regular school-based engagement promotes awareness of the consequences of harmful behaviours. Ongoing partnerships help guide youth toward healthier choices grounded in community values.
- **Enhanced Support Systems** - The program connects youth with culturally relevant supports and wellness resources. Early intervention helps address root causes that often contribute to youth involvement in crime.
- **Local Involvement** - One charged youth was a non-resident, who was charged with drug trafficking related charges. All other young persons involved in criminal charges are members of our community.

The data demonstrates a clear and meaningful reduction in youth crime within the community and strongly suggests that the School Liaison Program is an effective and culturally aligned prevention strategy. By prioritizing positive relationships, early intervention, and community-based support systems, the program contributes to safer environments for Indigenous youth and aligns with the service's commitment to restorative, holistic policing.

These findings support continued investment in school-based engagement as a core component of our youth crime reduction strategy and highlight the program’s growing value to the community.

Mental Health Occurrences

The overall number of mental Health occurrences in 2025 decreased from 297 to 220. The introduction of our Crisis Responder has had an immediate, positive impact on reducing these challenging and resource-intensive calls for service.

Call Type	2024-2025	2025-2026
Mental Health Master Code	297	220
No contact with police	7	5
Attempt Suicide	12	15
Threat of Suicide	117	40
Voluntary Transport	50	37
Placed on Form	12	4
Apprehensions	72	60
Substance Intoxication Delirium	7	9

Mental Health Crisis Worker

Our Mental Health Crisis Worker position has been consistently staffed, leading to a decrease in formal mental health crisis calls. This reduction reflects effective de-escalation, diversion, and continuity of care rather than reduced community need. Many individuals now reach out directly to the crisis worker after initial police involvement, seeking support without requiring further police intervention. Timely referrals to counselling, victim services, and community mental health resources ensure ongoing care and significantly lower repeat police contacts. A decrease in reported suicide threats alongside an increase in attempts suggests a change in help-seeking patterns, improved early de-escalation, and potential hidden or silent risk, rather than reduced overall distress.

For those not previously known to the crisis worker, police involvement often occurs initially, highlighting the role's integration within the police service. Over time, continued engagement has lessened reliance on enforcement, supporting public safety and community-based mental health care. This program places a strong emphasis on providing culturally appropriate care and support services, ensuring that the unique needs of the Indigenous community are addressed.

Crisis Intervention Situation Table

In September 2025, we launched a Crisis Intervention Situation Table, a collaborative, risk-driven model aimed at addressing individuals or families facing Acutely Elevated Risk (AER). This initiative brings together multiple service agencies to intervene proactively before harm occurs. The Situation Table meets weekly, allowing professionals to discuss high-risk situations and facilitate service connections without case management.

The primary goal of Situation Tables is to prevent crises before they escalate, thereby reducing repeat emergency calls, criminalization and victimization, emergency department visits and Justice system involvement.

By intervening early, the model helps individuals access previously unavailable services, improving long-term outcomes and community safety and wellness.

The key benefits of Situation Tables are faster access to services, reduced barriers between agencies, enhanced inter-agency collaboration, improved community safety and well-being and data-informed decision-making for policy and funding.

Overall Summary

In the past year, we have witnessed an increase in the overall number of occurrences reported. Our targeted initiatives have led to significant decreases in the areas where we were able to concentrate our resources effectively. By strategically funding and implementing these programs, we have observed meaningful and measurable results. This enhances community wellness and helps to streamline our delivery of service.

A key component of our success has been using an intelligence-led response that is tailored to the unique needs of our community. By leveraging data and insights, we have been able to deploy resources more efficiently, ensuring that we are addressing the most pressing challenges faced by our residents. This proactive approach has yielded immediate benefits for both our community and our service providers. This has created a safer environment and is fostering stronger relationships between the community and our service.

As we move forward, it is crucial to recognize that funding these programs is a commitment to enhancing the quality of life for all community members. Our focus on efficiency and effectiveness in service delivery allows us to better meet the needs of those we serve and reinforces our ongoing commitment to building a safer, healthier community.

Intimate Partner Violence (IPV) Policing Workload Analysis – 2025

Purpose and Context

This report presents a comprehensive analysis of police workload associated with Intimate Partner Violence (IPV) incidents during the 2025 calendar year. Its purpose is to illustrate the scope, intensity, and cost of IPV-related policing. While enforcement statistics often focus on charges laid, this analysis demonstrates that IPV demand extends well beyond charged occurrences and represents a sustained and resource-intensive operational responsibility.

Data Scope and Assumptions

The analysis draws from RMS data covering IPV occurrences in 2025. Charged IPV files include the full investigative workload from initial response through court-related preparation. In some charged files, no formal release time was recorded because the accused was held for bail hearings and remained in police custody until approximately 10:00 a.m. the same day, or the following morning if held overnight. As a result, the custody-related workload reflected here should be considered conservative rather than exhaustive.

Non-charged IPV occurrences are accounted for separately and include frontline response time and a modest estimated time for writing a report.

Response and Time On Scene

IPV calls continue to be treated as high-priority events. Response time was measured from dispatch to officer arrival on scene. In 2025, charged IPV occurrences had an average response time of approximately 7.5 minutes and a median response time of approximately 5 minutes, reflecting both prioritization and the elevated risk inherent in domestic violence calls.

Charged IPV investigations required substantial on-scene effort, with officers spending an average of approximately 66.4 minutes per occurrence and a median of approximately 42.5 minutes. Extended scene times are attributable to the complexity of these incidents, including scene stabilization, victim and witness interviews, evidence collection, arrest decisions, and coordination with supervisory personnel and partner supports.

Investigative Complexity and Workload Indicators

Charged IPV investigations consistently involved multiple individuals and police personnel. On average, each occurrence included approximately four linked persons or organizations and involved roughly 4.4 officers. Each file generated an average of 7.3 reports and approximately 20 investigative or administrative tasks, underscoring that the workload extends well beyond initial clearance from the scene.

IPV files are not discrete patrol events, but rather complex investigations requiring sustained attention and documentation well after the initial response.

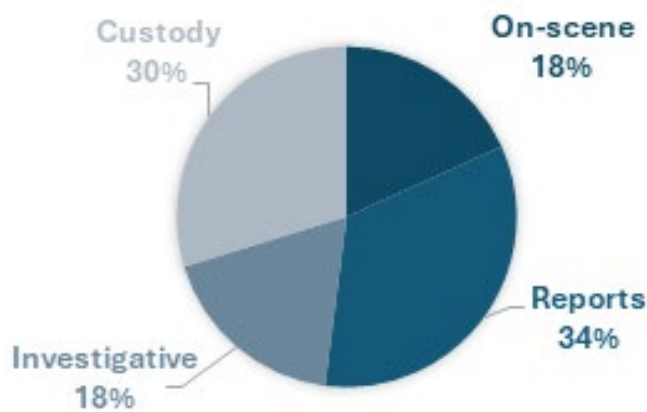
Estimated Officer Hours per Charged IPV Occurrence

To quantify resource impact, officer workload per charged IPV occurrence was estimated using a conservative workload model. This model combines multi-officer time on scene, report writing, investigative and administrative task completion, and bail or custody-related processes.

Based on this methodology, each charged IPV occurrence required approximately 27 total officer-hours from initial dispatch through investigative completion. This workload is broken down as follows.

- On-scene response (multi-officer): approximately 4.9 hours
- Report-writing/disclosure: approximately 9.1 hours
- Investigative and administrative tasks: approximately 4.9 hours

Bail and custody processes: approximately 8.0 hours (includes lodging and transportation)



Across the 2025 reporting period, 68 charged IPV investigations accounted for more than 1,836 officer hours, equivalent to roughly 230 eight-hour shifts devoted exclusively to charged IPV files.

Incorporating Non-Charged IPV Demand

While charged investigations represent the most intensive workload, they account for only a portion of total IPV demand. The majority of IPV calls for service in 2025 did not result in charges but nevertheless required police attendance, risk assessment, documentation, and safety planning.

The number of calls in 2025 that did not result in charges being laid was 121. The average time on scene per call was 1.13 hours. If we use an estimate of 45 minutes per report, that will give us an overall total average of approximately 2 hours per investigation. For 2025, that equates to approximately 242 hours of frontline response associated with IPV occurrences where no charges are laid.

Total IPV Policing Workload – 2025

When charged and non-charged frontline responses are combined, IPV incidents in 2025 generated an estimated 2,078 total officer hours, consisting of:

- Charged IPV investigations: approximately 1,836 hours
- Non-charged IPV frontline response: approximately 242 hours

In 2025, the police service recorded a total of 6,688 calls for service. Within this total, incidents of Intimate Partner Violence (IPV) accounted for 189 calls, which is approximately 2.8% of the overall call volume.

Despite the small percentage, IPV incidents translate into a significant operational demand on policing resources.

Breakdown of IPV Occurrences

In 2025, approximately 36% or one in three of all IPV calls for service resulted in criminal charges being laid.

Estimated Cost of IPV Policing

Using a blended and conservative operational cost of \$200 per officer hour – inclusive of salary, benefits, vehicles, supervision, training, and overhead – the total annual cost of IPV policing in 2025 is estimated as follows:

- 2,078 officer hours × \$200 per hour
- Approximately \$415,600 annually

Complexity of IPV Investigations

Of the 68 intimate partner violence investigations that resulted in criminal charges during the reporting period, 33 investigations (48.5%) involved multiple criminal charges, indicating a high degree of operational and investigative complexity.

There were eight instances of aggravated assaults that required extra investigative support and supervision. Although these cases represent over 10% of the investigations, no additional time was allocated to address these complexities.

Some files also included combinations of crimes against persons, property offences, bail violations, and secondary Criminal Code offences, requiring additional investigative steps, supervisory oversight, victim safety planning, and court preparation. A good example of this is when an accused is found to be in possession of illegal drugs. This requires a separate and parallel case file to be initiated. These dangerous and life-threatening exhibits require safe-handling, documentation, storage and testing for verification. This is another factor that demands further resources, yet it has not been factored into the final calculations.

Call Origin

There were 60 calls originally dispatched as IPV-related, where charges resulted and eight calls that were reported as something other than IPV-related. Those investigations resulted in IPV-related charges being laid. IPV workload is often hidden within other call types (disturbances, assists, 911 hang-ups). Nearly one in ten calls did not initially identify as IPV incidents, highlighting the effectiveness of officers in conducting thorough investigations. Investigations that originated under other call types were equally likely to involve multiple charges. This demonstrates that IPV-related workload is often embedded within other dispatched occurrences and may not be immediately apparent at the call-taking stage.

Interpretation and Key Findings

This analysis demonstrates that Intimate Partner Violence represents a sustained, high-demand area of police service delivery. Charged IPV investigations account for most of the resource consumption due to their complexity, duration, and administrative requirements. However, non-charged IPV calls also place ongoing demands on frontline staffing that are not captured by enforcement statistics alone.

In total, Intimate Partner Violence in 2025 required approximately 2,078 officer hours at an estimated annual cost of \$415,600. These findings reinforce that IPV demand cannot be accurately assessed through charge counts alone. It highlights the importance of evaluating both frontline and investigative response workload when considering staffing, funding, and policy decisions.

I am submitting this report so the true costs of policing intimate partner violence can be accurately demonstrated for a First Nations Police Service in Ontario.

The findings feature the hours and costs borne by police services in responding to and investigating the incidents, but DO NOT factor in the WTPS incarceration expenses, meals provided to offenders, guard expenses, offender transportation, bail hearing, Special Constable SCOPE hours, family member follow up, and community intervention care following the events at a situation table mobilization, or community care engagements. Those costs can only be estimated as a guard cost can have additional felons in custody, and offender transportation can also have other offenders.

The fuel and vehicle deployment costs are also difficult to affix and an accurate number within, as the response to these incidents often requires several police vehicles travelling varying distances at the initial responses, and for follow-up interviews and shelter transportation to other jurisdictions.

Due to the 4.5-hour transportation distance from Wiikwemkoong to Sudbury return for offenders being remanded with 2 Special Constables salaries affixed plus transportation meal claims, the number of remanded IPV offenders also accounts for an additional approximately \$110,000 to \$120,000 with fuel costs, salaries, and incarceration guard time added. The IPV offences cost the Wikwemikong Tribal Police Service well over half a million dollars per year, (\$530,000) along with tremendous officer, Special Constable, offender guards, supervisor, and Detective follow-up time deployed.

Public and Chief's (Internal) Complaints

Public and Chief's (Internal) Complaints

There was one formal internal investigation in 2025. A parallel investigation was also conducted with an outside police agency (OPP). The member resigned from WTPS at the conclusion of the investigation.

There was one public complaint that was mitigated by informal resolution by means of informal meetings.

Vehicle Inventory/ Police Facility / O&M

Fleet

We have expanded our vehicle fleet to support our new staffing model and specialty roles within the police service.

This expansion ensures effective transportation for Crime Unit Detectives, Emergency Response Team members and also provides immediate transport for on-call officers during critical incidents.



Police Facility Improvements

New Facility Build Project

We are pleased to announce that Inspector Tammy Duffy has been appointed as Project Coordinator for the new Wikwemikong Tribal Police Service facility and will work with Colliers Project Leaders, who will provide project management services for the new facility build.

This important initiative is currently in the early stages of development and is anticipated to span approximately 4.5 to 5 years. The proposed facility will have an estimated usable footprint of 45,000 to 50,000 square feet.

A funding application is scheduled for April 2026 through the First Nations & Inuit Policing Facilities Program, which provides financial support for both construction and non-construction project costs.

The design and construction of the new police detachment will adhere to all applicable national and local building codes, as well as relevant federal and provincial legislation. The project will also align with Ontario Provincial Police (OPP) standards and applicable FNIPP guidelines.

We look forward to the continued progress of this significant project, which will support the long-term needs of the Wikwemikong Tribal Police Service and the community it serves.

Firearms assignment and inventory & Controlled Energy Weapons modernization

Firearms

Firearms assignment and inventory

In 2025/26, we expanded our firearms inventory to align with our staffing and deployment model and to modernize our rifle capabilities.

This update supports additional staff deployments from 2025 to 2027 and ensures that Divisional Commanders, the Inspector, and the Chief can respond effectively during critical incidents.

KEY BENEFITS

Operational Effectiveness	Officer Safety	Standardization
• Compact platform suitable for plainclothes and supervisory roles • Improved adaptability across investigative and enforcement functions • Compatible with weapon-mounted lighting for low-light operations	• Enhanced threat identification through weapon-mounted lights • Level 3 retention holsters improve weapon security • Proven reliability of Glock platform	• Consistent platform across Crime Unit and Command Staff • Streamlined training, maintenance, and qualification in line with OPP and Provincial Standards • Reduced equipment variability

Communications-Public Information Office Annual Report

In 2025, the Wikwemikong Tribal Police Service significantly advanced its communications capacity through the continued development and operationalization of the Communications role. Over the course of the year, a comprehensive communications framework was established to enhance community engagement, transparency, and the visibility of the police service.

Throughout 2025, our communications personnel strengthened WTPS's digital footprint across all social media platforms. Instagram followers increased by 276%, Facebook followers by 165%, and Twitter/X by 103%, alongside the launch of a new LinkedIn profile designed to support recruitment and professional outreach. By year end, Facebook analytics reported 4.5 million views and 379,000 engagements, while Instagram achieved 961,000 views and 524,000 profile visits, reflecting a substantial rise in community interaction and overall brand reach.

Top-performing Facebook content in 2025 consisted primarily of media releases involving drug seizures, officer injury updates, and posts with a humorous tone, all of which generated significant engagement. On Instagram, video-based content consistently outperformed static posts and ranked as the platform's top-performing media.

To support consistent and high-quality content production, the communications role introduced the use of Mailchimp, Canva, and Hootsuite for emailing media releases, content creation, and automated scheduling. A developing photo and video library has been established to ensure the timely availability of professional images and footage for announcements, campaigns, newsletters, and event coverage. The communications person now attends all WTPS events to gather information, photos, and video content, ensuring authentic, community-centred storytelling. Officers are routinely encouraged to participate through short videos, images, and messaging that promote community engagement, public safety education, and ongoing recruitment initiatives.

To enhance internal communications, an Intranet platform was launched to streamline internal access to documents, resources, and interdepartmental communication. This secure system houses all organizational forms, directories, departmental pages, and internal documentation. Access levels are structured according to rank and department to ensure operational integrity. The Intranet also houses critical policing tools, including the OMAP (Offender Management and Accountability Program) and BOLO (Be On the Lookout) listings, improving efficiency and information-sharing across the service.

In 2025, the WTPS website (wtps.ca) underwent a redesign and update to improve accessibility, navigation, and user experience. Additionally, a comprehensive rebranding proposal was completed, aimed at modernizing the visual identity and strengthening alignment with community values. This proposal is scheduled to be presented to the management team in the coming month.

Media relations also experienced significant growth. A total of 26 traditional media releases were published in 2025, marking a substantial increase in public communications and organizational transparency. Press releases were written by the communications staff member and distributed to appropriate news outlets, community networks, and partner organizations.

It is of particular note that many of our media releases and television media interviews have received national coverage and acclaim. The WTPS has formed relationships with the news directors and reporters from the Canadian Press, CTV Northern Ontario and CBC Sudbury divisions. We have nurtured and developed our local, regional, provincial and national media relationships and are recognized for our open and transparent communications methods.

In addition to digital and media communications, WTPS strengthened its direct-to-community outreach. Quarterly newsletters were printed and mailed to all residents within Wiikwemkoong Unceded Territory as well as households in the neighbouring community of Assiginack, ensuring consistent access to policing updates, community safety information, and service announcements. Furthermore, the 2026–2029 Strategic Plan was also physically mailed to every household in both Wiikwemkoong and Assiginack, demonstrating WTPS’s commitment to transparency and shared long-term planning with the community.

Collectively, these achievements represent a substantial advancement in the communications capacity of the Wikwemikong Tribal Police Service. The development of strategic processes, digital growth, and engagement-focused practices has positioned WTPS for continued visibility, strengthened community trust, and improved recruitment and public safety outreach in the years ahead.

Looking Ahead: Goals for 2026

- Enhancing our media, recruiting profiles and communications strategies.
- Review the offender management program and recidivism reporting process and report these findings to the Attorney General and Justice Ministries.
- Improve recruiting team presentations abroad within our catchment area of Northeast Ontario.
- Review the Wellbeing Coordinator position to support the mental, physical, emotional, and spiritual well-being of officers, staff, and their families.
- Continue the Speaker’s Series with a focus on resiliency and young people.
- Expand our youth engagement and school liaison program into phase two which includes our officers being trained in and delivering the new Drug awareness resistance education program.
- Advance the facility expansion project to meet staffing needs through 2034.
- Improve housing options for officers by relocating to Manitoulin Island as members of the police service.
- Develop combined forces teams specific to implementing a new drug strategy for the Manitoulin Island community.
- Manage strategic targets related to budgetary and financial management, including grant applications/awards/funding stream enhancements.
- Apply for grant funding streams aimed at reducing capital/operating expenses over a ten-year agreement period.
- Increase staffing and deployment model capacity across frontline response, admin support and enhanced investigative capabilities areas accordingly.

End of annual report. The audited financial statement for the police service will be sent into the PSC, and Minister of Sol Gen Indigenous Policing Units following audit and presentation of the statement to the Chief of Police.

Chief Ron Gignac - Annual Report submitted on the 10th of May 2026. Thank you.