

TREATY THREE POLICE SERVICE

STRATEGIC PLAN

2025

Acknowledgements

Chii miigwech to the Chiefs, Councillors and Elders who welcomed us to their territories and provided us the opportunity to listen, to share in, and to facilitate conversations. Miigwech to the Drummers who opened these sessions and shared their songs with us.

Miigwech to the community members, Indigenous partners, organizations, and community representatives who generously gave their time and so openly shared their stories, lived experiences, hopes, frustrations and optimism.

Miigwech to the Service membership and leaders, who over many months of surveys and interviews, took the time to offer their full and honest feedback. Through their dedication and commitment to the future of the service, they have shaped the priorities in this Strategic Plan.

This Plan was gratefully produced on the territory of Treaty #3, comprising 28 Anishinaabe Nations, who have lived on this land since time immemorial.


TREATY THREE
POLICE
TREATY THREE
POLICE
NARCAN



GIZHAADIGEZIWANG OKO WIIJI'IJIWINAN
POLICING FOR THE PEOPLE BY THE PEOPLE



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Vision & Mission

Vision

To be recognized as an essential service governed by a traditional Anishinaabe system of policing and justice for the Treaty #3 Nation.

Mission

In the spirit of partnership with the Treaty #3 Nation, the Treaty Three Police Service will provide a continuous and effective police service to the membership. Police members will provide a professional, dedicated and responsive police service that is sensitive to the traditions and culture of the communities we serve.

Values

Effective

We regularly assess our strategies to deliver continuous policing that addresses community concerns, responds to the diverse needs of our populations, and focuses on prevention while fostering a safe environment for all.

Connected

We prioritize being connected with our communities and Anishinaabe traditions, through open communication and collaboration, recognizing that true safety and well-being are achieved by working together.

Professional

We prioritize education and growth, equipping service members with the skills and knowledge needed to uphold the highest standards of conduct and to deliver exceptional service to our communities.

Respectful

We engage with all individuals in a respectful manner, honouring the diverse cultures and traditions of the communities we serve.

Dedicated

We are dedicated to our mission and responsibilities, investing our time and resources to understand and respond to the issues that matter most to the people we protect.

Accountable

We embrace accountability by being transparent in our actions and decisions, continually evaluating our performance to ensure we meet the expectations of our members and the communities we serve.

Messages from Leadership



A MESSAGE FROM

Sue Boshey

Board President

As Anishinaabe people, we have always valued relationships built on trust, respect, and responsibility. These same principles guide the work of the Treaty Three Police Services Board and are reflected in this Strategic Plan.

This plan is more than a document—it is a commitment to our Nation. A commitment to safety, to good governance, and to building a police service that understands and honours the people it serves. It is a reflection of the voices that were shared through open dialogue, hard truths, and a shared desire to strengthen the future of policing in our territory.

I want to acknowledge and thank the many community members who took the time to share their experiences, perspectives, and hopes. Your voices are central to this work. To our T3PS officers, thank you for showing up each day with strength and heart. Your work is not easy, and it does not go unnoticed. And to my fellow PSB members, thank you for your ongoing leadership and the dedication you bring to this important role.

The priorities in this plan are rooted in the realities of our communities—from the need for culturally responsive policing, to the importance of officer wellness, to the long-standing calls for fair and equitable funding. We have built this plan with the understanding that Treaty #3 communities deserve a police service that is adequately resourced, trusted, and guided by our own laws and ways of knowing.

As Board President, I carry this responsibility with humility. I know we are still rebuilding trust in many places, and that real progress takes time, listening, and consistency. But I believe in the vision outlined here—and more importantly, I believe in the strength of our Nation to see it through.

Miigwech to all who contributed. We look forward to walking this path together.





A MESSAGE FROM

Cheryl Gervais
Chief of Police

On behalf of the Treaty Three Police Service, I am proud to present the 2025-2029 Strategic Plan, a forward-looking framework designed to guide our work and uphold our commitment to serve with integrity, compassion, and respect for the communities we protect.

Our mission has always been to provide policing "for the people, by the people," and this plan serves as a reflection of that commitment. It outlines a path forward that not only strengthens our policing efforts but also ensures that we are aligned with the needs, values, and aspirations of the communities we are entrusted to serve.

The four key priorities—Efficient and Integrated Response Model, Workforce Capacity and Wellness, Community Relationships, and Cultural Responsiveness—are not just strategic goals; they are the foundation upon which we will build stronger, safer, and more resilient communities. Together, these priorities emphasize a holistic approach to policing—one that values collaboration, continuous learning, and mutual respect.

Our people are the heart of the Treaty Three Police Service. The success of this plan will depend on the dedication, professionalism, and well-being of our officers, membership, and all our partners. By fostering an environment that supports growth, resilience, and wellness, we ensure that we are better equipped to serve with excellence.

As we embark on this journey, I am inspired by the opportunity to work together with our communities, our service members, and our partners to create a future that is not only safer but also more inclusive and culturally connected. Together, we will continue to honour and protect the Anishinaabe values that form the foundation of our work.

Let us approach this strategic plan with optimism, commitment, and a shared vision for positive change. I look forward to what we will accomplish together in the years ahead.





OUR PATH FORWARD



Introduction

The Treaty Three Police Service Board (T3PSB) has developed the 2025 - 2029 Strategic Plan to establish strategic priorities for Treaty Three Police Service. This Plan focuses on enhancing community safety and well-being across the Treaty #3 Nation Territory over the next four years. Grounded in a commitment to community safety outcomes, this plan has been shaped by the Treaty #3 Nation communities, members and leadership of T3PS, and our community partner organizations.

The Strategic Plan articulates a clear vision and mandate of the T3PSB and identifies priorities and objectives that serve not only as a guide for improving police services but also reaffirm our dedication to uphold the trust and accountability that are vital to effective policing. It emphasizes our commitment to fostering strong community partnerships, enhancing public safety, and promoting culturally connected policing practices that reflect the values and traditions of Treaty #3.

As we move forward, this Plan will serve as T3PSB's roadmap for delivering effective policing while honouring the traditions and aspirations of Treaty #3 communities.

Together, we are committed to creating a safer, more resilient future for all.



> It starts with the acknowledgement that this is an Anishinaabe police service. Not a regular police service.

Eight Grandfather Teachings



The Treaty Three Police Service (T3PS) integrates the Eight Grandfather Teachings into our culture, policies, behaviours, decisions, and community interactions. Rooted in Anishinaabe traditions, these teachings shape our approach to policing and guide our interactions with the communities we serve, fostering trust, compassion, and mutual respect.

The Strategic Plan is firmly grounded in these teachings, with each strategic priority and outcome thoughtfully designed to reflect and uphold their principles. This ensures that our plan not only addresses our communities' needs and concerns but also remain aligned with our history, culture and traditions, providing a clear framework for our future direction.

By embodying these teachings, we honour the wisdom of our ancestors and commit to traditional values and community-oriented policing, ensuring effectiveness in serving and protecting the Treaty #3 Territory.

Our past, rooted with our future.

Eight Grandfather Teachings



The Buffalo
Respect | Maanaji'iwin

The buffalo represents respect. The buffalo gives every part of it's being to sustain human life, not because it is of less value, but because it respects the balance and needs of others. To honour all creation is to have respect. We must share what we do not need and treat others the way we wish to be treated.



The Eagle
Love | Zaagi'idiwin

The eagle represents love because it has the strength to carry all the teachings. The eagle has the ability to fly closest to the creator and the sight to see all ways of being. The eagle's feather is the highest honour and a sacred gift.



The Beaver
Wisdom | Gikendaasowin

The beaver represents wisdom. It uses its natural gifts wisely & alters its environment in a sustainable manner. To cherish knowledge is to know wisdom. This Grandfather teaching reminds us to recognize differences in a kind and respectful way and continuously observe the life of all things to allow ourselves to learn.



The Bear
Bravery | Aakode'ewin

The bear represents bravery. A mother bear is fierce protecting her young who are facing the challenges of life. This Grandfather teaching reminds us to find our inner strength to face difficulties and find the courage to be ourselves.



The Turtle
Truth | Debwemowin

The turtle represents truth. The turtle lives life in a slow and meticulous way, because it understands the importance of both the journey and the destination. This Grandfather teaching reminds us to put faith firsts, trust in our teachings, and be true to others and ourselves.



The Raven
Honesty | Gawegaatisiwi

The raven represents honesty. A raven accepts itself and knows how to use its gifts. The raven does not seek power but rather uses what it has been given to survive and thrive.



The Wolf
Humility | Dabasenimowin

The wolf represents humility. In nature, the wolf lives selflessly for it's pack. This Grandfather teaching reminds us to find balance within all living things and ourselves. We must respect our place and praise the accomplishments of others.



The Rock
Forgiveness | Pagitentamowin

The rock represents forgiveness, a Grandfather teaching unique to the Treaty #3 Anishinaabe Territory. Elders recognized that in Anishinaabe culture, everything – from the creation of life, to the seasons, to the songs of the drum - comes in even numbers. A ceremony revealed the final Grandfather teaching of forgiveness represented by the rock. The rock or "asin" carries history and ancestry, witnessing change in weather, people, and animals since creation. Rocks have the power to heal, and forgiveness has the power to heal. Rocks in the Anishinaabe culture help cleanse and take illness away - physically, emotionally and mentally. This Grandfather teaching reminds us that it is better to forgive and move forward than to fill our pockets with the heavy weights of resentment as we journey forth.



SHAPING OUR STRATEGY TOGETHER

Planning Process

The Treaty Three Police Service 2025 – 2029 Strategic Plan is grounded in the findings of a detailed operational review and the insights of membership, stakeholders, and community members. The building of this plan included a comprehensive engagement process to ensure it reflects the voices and experiences of those closest to the Treaty Three Police experience.

1 Community Engagement

Over 500 individual engagements with community members through consultations and a public Community Safety Survey.

2 Treaty Three Police Service Membership

Gathered 100+ membership insights through interviews, internal survey, and front-line focus interviews.

3 External Partner Engagement

Heard from 60+ community partners through in-person and virtual facilitated sessions.

4 Treaty Three Police Service Leadership

Gathered leader perspective during individual interviews and collaborative workshops with the Treaty Three Police Service Board.

5 Treaty Three Police Services Board

Envisioned a path forward for the service through individual interviews and strategic planning workshops.

What we heard from

Community

Consultations were conducted with each of the 22 First Nations served by Treaty Three Police. A Community Public Safety Survey was released to gather insights from those who couldn't attend the community consultations, or who also wanted to provide written insights.

Top concerns

- Proactive, responsive, and community-centred policing
- Support for capacity-building within communities
- Recognition and upholding of Treaty #3 community inherent rights
- More effective follow-ups and investigations
- Trauma-informed and sensitive response to calls
- Treaty #3-led cultural awareness training for service members
- Transparency and accountability

> "We want Treaty Three Police Service to become an essential service, where there are detachments and police officers in each community. That's the dream."





What we heard from

External Partners

In recognition of their critical role alongside Treaty Three Police in upholding safety within communities, discussions were held with local external partner organizations and agencies. Over 70 individuals across 25 organizations were in attendance. Discussions were similar to those held during community consultations, building a clear path forward for the service.

Top concerns

- Mental health and compassionate care for members
- Culturally-sensitive and trauma-informed response
- Increased presence and timely response by the service
- Support for community-based restorative justice and community circles
- Empowerment and capacity-building for communities
- Improvement information-sharing and collaboration

> “We’re looking for community-based response, where the community can weigh in and say this is the harm that’s been done, these are the conversations we want to have. That’s where the healing happens.”

What we heard from

Treaty Three Police Service Membership

To better understand the current challenges, strengths and opportunities for the service, an internal member survey was distributed and over 70 interviews were conducted across detachments, units and roles to inform the development of the Strategic Plan.

Top concerns

- Sufficient staffing, particularly uniform members
- Positive morale and work culture
- Clear direction and accountability from leaders
- Adequate infrastructure and tools
- Equal power balances across detachments
- Opportunities for mentorship and career progression
- Integrity and equity in the treatment of all members
- Relationships with communities and more liaison roles
- Funding sustainability and predictability

> “Culturally sensitive is what they call it - we’re trying to incorporate that into the policing force. We can’t fix things overnight, but we can take small steps together.”





What we heard from

Treaty Three Police Leadership

Interviews were conducted with Treaty Three Police leadership to understand their high-level priorities and goals. Working sessions in collaboration with the Treaty Three Police Services Board also highlight T3PS leadership priorities for the development of the Strategic Plan.

Top concerns

- Effective Board governance
- Officer presence and relationships in communities
- Long-term operational sustainability
- Recruitment and retention, particularly from Treaty #3
- Professional development and policing excellence
- Officer and membership wellness and resiliency
- Building cultural sensitivity capacity
- Reducing response time and officer travel

> “Our staff are amazing to be doing what they can, with the limited resources they have. But that shouldn’t be how it keeps going.”

What we heard from

Treaty Three Police Service Board

In the development of this Strategic Plan, board members were engaged in 1:1 interviews to gather independent insights on the functioning of the board and future of the service. Four facilitated strategic planning workshops were held to collectively align on strategic priorities and outcomes, two of which were conducted in collaboration with T3PS leadership.

Top concerns

- Culturally sensitive and trauma-informed practices embedded in interactions with community members
- Relationship-building with communities
- Effective leadership and oversight of the service
- Long-term funding sustainability
- Advocacy for First Nations policing
- Representative workforce
- Restorative justice practices and circles of care

> “We want Treaty #3 police to redefine what community policing really means.”





> We're not mainstream policing – and that's the point. We need to be proud of who we are and what we bring to the table for our communities.



STRATEGIC PLAN

At a Glance

The Treaty Three Police Service Board has developed the 2025-2029 Strategic Plan to establish strategic priorities for Treaty Three Police Service. This plan focuses on enhancing community safety and well-being across the Treaty #3 Nation Territory over the next four years.



01
Efficient and Integrated Response Model

Emphasize a proactive policing approach to ensure timely response, including presence within communities and building strong partnerships with organizations to enable appropriate response to non-criminal issues.



02
Workforce Capacity and Wellness

Enhance membership satisfaction by identifying strategies to improve member wellness and mental health, strengthen recruitment efforts to build capacity, and offer career development opportunities for professional growth.



03
Community Relationships

Dedicate efforts to strengthening long-lasting community ties, trust as well as collaboration through engagement, partnerships, and consistent and clear communication.



04
Cultural Responsiveness

Embed cultural principles and knowledge of Anishinaabe history into day-to-day operations and identifying opportunities for integrating non-policing cultural practices, like Restorative Justice practices.



PRIORITY 01
Efficient and Integrated Response Model

Emphasize a proactive policing approach to ensure timely response, including presence within communities and building strong partnerships with organizations to enable appropriate response to non-criminal issues.



Outcomes

1.1 Increased partnerships with community resources and service providers, including health, social and education sectors, to deliver coordinated response

1.2 Localized community detachments, staffed appropriately for community needs, to provide increased community presence and effective response

1.3 Improved communication and support between service members, communities and the board to foster teamwork and efficiency

Measures

- Tracked referrals to partner organizations for non-criminal and minor offenses
- Average number of interactions with repeat individuals
- Average distance to calls for service
- OPP assistance on T3PS calls for service
- Community perception of communication
- Tracked compliance of communication practices across the service and board against communication targets



PRIORITY 02
Workforce Capacity and Wellness

Enhance membership satisfaction by identifying strategies to improve member wellness and mental health, strengthen recruitment efforts to build capacity, and offer career development opportunities for professional growth.

Outcomes	Measures
2.1 Support for the mental health and wellbeing of all service members to deliver effective and sensitive service response	• Employee satisfaction of mental health and wellbeing supports • Number of transitions from short- to long-term leave
2.2 Managed staffing levels for all service members, to ensure adequate coverage and balanced workloads	• Average number of overtime hours • Calls per officer • Membership workload
2.3 Enhanced recruitment and retention capabilities by fostering supportive environments and reducing barriers to attract and sustain a skilled and diverse workforce	• Employee turnover • Hiring cycle length from initial candidate engagement • Number of successful applicants hired
2.4 Investment in the growth and development of members supported by meaningful mentorship and performance management	• Employee satisfaction of mentorship and growth • Training completion rates • Number of lateral transfers, promotions and acting/ developmental role opportunities





PRIORITY 03
Community Relationships

Dedicate efforts to strengthening long-lasting community ties, trust as well as collaboration through engagement, partnerships, and consistent and clear communication.



Outcomes

3.1 Increased police presence and connection with community members to build trust and strengthen relationships with communities

3.2 Increased and consistent youth engagement initiatives to educate and support development of future community leaders

3.3 Enhanced use of community-specific practices to deliver culturally sensitive conflict resolution

Measures

- Proactive police time (e.g., time in community)
- Community satisfaction
- Participation in community events
- Program frequency per community
- Youth participation rate in initiatives
- Number of youth engagement through initiatives
- Service participation rate in traditional practices (e.g., restorative justice) for non-criminal and minor offences
- Repeat offender rates for non-criminal and minor offences
- Referrals to Kenora Justice Centre



PRIORITY 04
Cultural Responsiveness

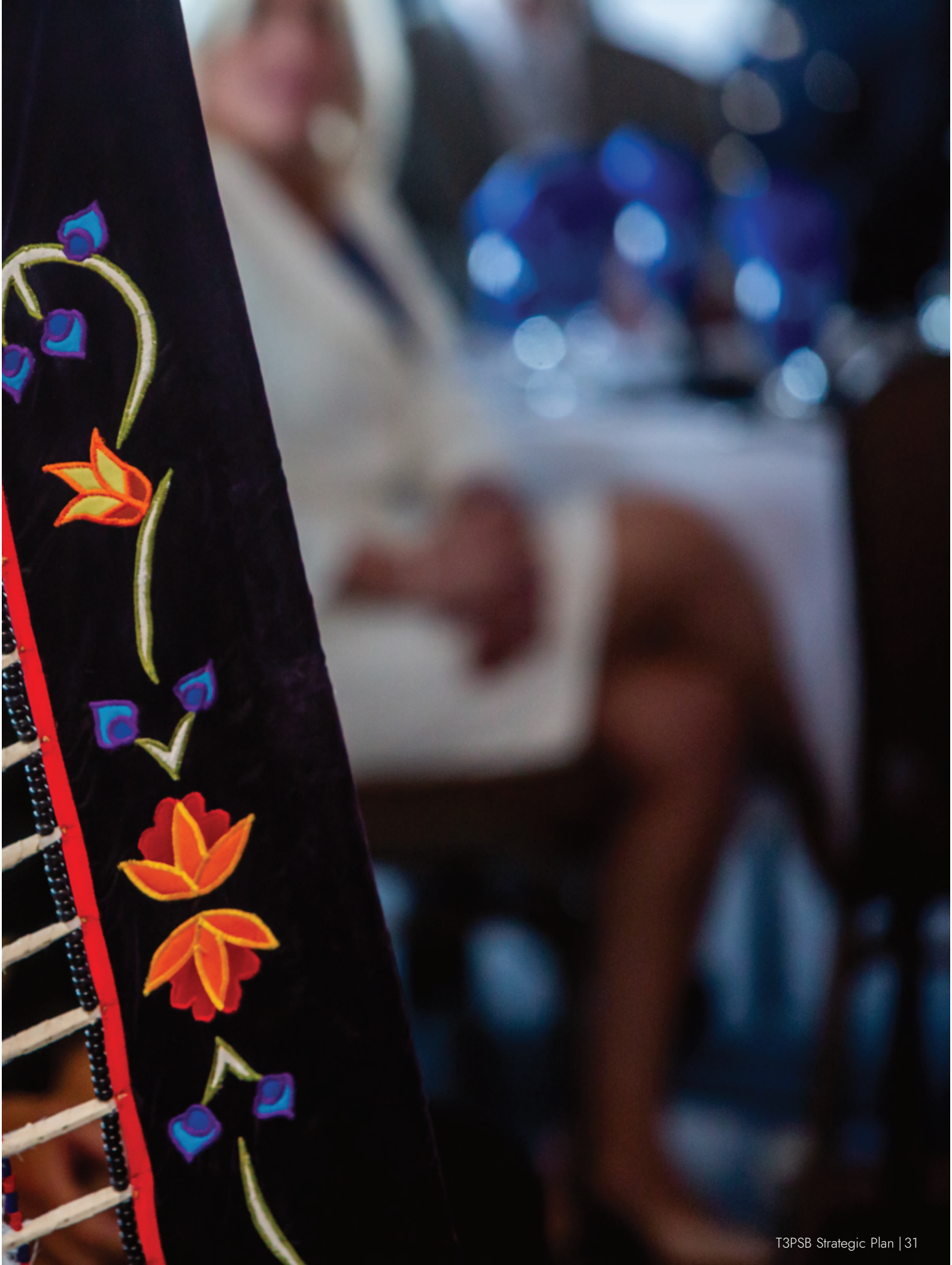
Embed cultural principles and knowledge of Anishinaabe history into day-to-day operations and identifying opportunities for integrating non-policing cultural practices, like Restorative Justice practices.

Outcomes	Measures
4.1 Embedded trauma-informed approaches to calls for service to be responsive to intergenerational trauma experienced by Indigenous communities	• Completion rate of trauma-informed trainings provided • Community satisfaction
4.2 Strengthened connection to Anishinaabe culture and the use of culturally appropriate practices across the service	• Monitoring impact of cultural coordinator role • Participation rate of training sessions delivered • Community satisfaction
4.3 Increased involvement in cultural events and practices to build trust with community members and improve cultural understanding	• Number of cultural events attended by service members • Percentage of service members attending cultural events
4.4 Growth of Indigenous representation within the workforce through strategic initiatives focused on attracting Indigenous candidates and reducing barriers	• Percentage of Indigenous employees • Percentage of successful Indigenous applicants





Appendix



Appendix A

Incorporating Feedback into the Strategic Plan

Through extensive consultations, we have gathered valuable insights into communities' needs and concerns related to Treaty Three Policing. This feedback has been instrumental in shaping our strategic plan, ensuring it directly addresses the perspectives and priorities shared during these discussions. The strategic priorities and outcomes outlined in our plan reflect and align with the core interests of our stakeholders. Our commitment to continuous dialogue will remain a cornerstone of our approach as we strive to enhance community safety and trust through responsive and effective policing.

"It brought a sense of safety and pride to see two of our own people providing safety for our own community as part of Treaty Three Police."

Community Engagement Top Concerns

	Efficient and Integrated Response Model			Workforce Capacity and Wellness				Community Relationships			Cultural Responsiveness			
Outcome	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	4.1	4.2	4.3	4.4
Proactive, responsive, and community-centred policing	✓	✓		✓	✓			✓						
Support for capacity-building within communities	✓								✓					
Recognition and upholding of Treaty #3 community inherent rights										✓				
More effective follow-ups and investigations	✓	✓			✓									
Trauma-informed and sensitive response to calls				✓							✓			
Treaty #3-led cultural awareness training												✓	✓	
Transparency and accountability			✓											

Appendix A

Incorporating Feedback into the Strategic Plan

External Partner Engagement

	Efficient and Integrated Response Model			Workforce Capacity and Wellness				Community Relationships			Cultural Responsiveness			
Outcome	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	4.1	4.2	4.3	4.4
Mental health and compassionate care for members				✓			✓							
Culturally-sensitive and trauma-informed response											✓	✓	✓	
Increased presence and timely response by the service	✓	✓			✓	✓		✓						
Support for community-based restorative justice and community circles										✓		✓	✓	
Empowerment and capacity-building for communities	✓								✓					✓
Improvement in information-sharing and collaboration	✓		✓							✓				

Treaty Three Police Service Membership Engagement

	Efficient and Integrated Response Model			Workforce Capacity and Wellness				Community Relationships			Cultural Responsiveness			
Outcome	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	4.1	4.2	4.3	4.4
Sufficient staffing, particularly unfiorm members	✓				✓	✓								
Positive morale and work culture			✓	✓	✓									
Clear direction and accountability from leaders			✓											
Adequate infrastructure and tools		✓												
Equal power balances across detachments		✓												
Opportunities for upskilling, mentorship and career progression							✓				✓	✓		
Integrity and equity in the treatment of all membership				✓										✓
Relationships with communities and more liaison roles	✓		✓					✓	✓	✓			✓	
Funding sustainability and predictability	✓	✓		✓										

Appendix A

Incorporating Feedback into the Strategic Plan

Treaty Three Police Service Leadership Engagement

	Efficient and Integrated Response Model			Workforce Capacity and Wellness				Community Relationships			Cultural Responsiveness			
Outcome	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	4.1	4.2	4.3	4.4
Effective Board governance			✓											
Officer presence and relationships in communities		✓						✓	✓				✓	
Long-term operational sustainability	✓				✓									
Recruitment and retention, particularly from Treaty #3						✓								✓
Professional development and policing excellence							✓							
Officer and membership wellness and resiliency				✓	✓									
Building cultural sensitivity capacity										✓	✓	✓	✓	
Reducing response time and officer travel	✓	✓												

Treaty Three Police Services Board Engagement

	Efficient and Integrated Response Model			Workforce Capacity and Wellness				Community Relationships			Cultural Responsiveness			
Outcome	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	3.3	4.1	4.2	4.3	4.4
Culturally sensitive and trauma-informed response											✓	✓	✓	
Relationship-building with communities								✓	✓	✓			✓	
Effective leadership and oversight of the service			✓											
Long-term funding sustainability	✓	✓		✓										
Advocacy for First Nations policing			✓											✓
Representative workforce					✓									✓
Restorative justice practices and circles of care										✓		✓		

Appendix B

Art by Storm Angeconeb

We are honoured to feature the exceptional artistic talent of Storm Angeconeb, an Indigenous artist from Lac Seul First Nation, Treaty Three Territory. She has beautifully captured the essence of the four strategic priorities through her unique graphic representations.

Storm Angeconeb's artwork serves as a powerful visual representation of the strategic priorities. Each piece reflects our commitment to an efficient and integrated response model, workforce wellness and capacity, community relationships, and cultural responsiveness, offering a profound connection to Indigenous spirituality and values.



Priority 01

Efficient and Integrated Response Model

The eagle | Migizi, also embedded in the Treaty Three Police Service logo, representing leadership for all service providers.



Priority 02

Workforce Capacity and Wellness

The butterfly | memngwaa, in the healing colours and hues of purple, representing mental health.



Priority 03

Community Relationships

The Ojibwe Hoof Clan, or Caribou | adik, representing care. An eagle feather with two people sharing a conversation within the feather refers to listening to one another and listening to the community.



Priority 04

Cultural Responsiveness

The turtle | Mikinaak/Mshiikenh refers to the seven teachings and truth, with its shell, represented by the medicine wheel, and surrounded with a braided sweetgrass, honouring culture, the sacred number of four, and the 28-day Ojibwe calendar.



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