

INDIGENOUS POLICE CHIEFS OF ONTARIO

2025-27 STRATEGIC PLAN

The IPCO ensures that the voices of the Indigenous policing services can be heard, and their unique needs can be addressed with professionalism and care.



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LETTER FROM PRESIDENT CHIEF OF POLICE DARREN MONTOUR

Greetings,

On behalf of the Board and its Directors, I am pleased to present the Indigenous Police Chiefs of Ontario (IPCOC) 2025-2027 Strategic Plan. This Plan sets out the strategic direction for the next three years by ensuring that as a First Nation Police Chief's Association, we identify opportunities to support and improve First Nation Policing in Ontario. This strategic plan sets the road map. It is how we will build on our continued advocacy for better First Nation policing resources by working collaboratively with all levels of First Nations, Federal, and Provincial governments. IPCOC was formed in the fall of 2019 by Chiefs of Police who represented the 9 self-administered First Nation Police Services in Ontario. Collectively these 9

police services provide policing and public safety to 86 First Nation communities throughout Ontario. With two years of financial seed funding from Ontario's Ministry of the Solicitor General, IPCOC has developed a solid foundation for supporting its' members.

IPCOC is an established advocacy body that represents the collective expertise in relation to policing First Nation communities within Ontario. Our strategic plan is reflective of the priorities, goals and objectives presented to the police leaders, by the First Nations they serve, through their respective Police Services Boards, Commissions and First Nations Chiefs and Council. Recognizing the unique histories and cultures of our First Nations, it is through a united voice that I am optimistic for the future of First Nations policing.

Thank you for taking the time to review our strategic plan and we welcome your feedback.



LETTER FROM EXECUTIVE DIRECTOR KAI LIU

The Indigenous Police Chiefs of Ontario (IPCO), with its motto "Unity for Equality", was formed in August of 2019 out of the necessity to advocate for better First Nations policing resources with Provincial and Federal funders. Advocating with a unified voice, the IPCO Chiefs of Police today continue to work together. Ensuring Ontario's 86 First Nations receive public safety and security from our 9 member police services and have access to equitable and adequate policing services that mirrors the level of support received by the rest of Ontario.

As a provincial First Nations Chiefs of Police Association, I am pleased to share with you our 2025-2027 IPCO Strategic Plan. Our Plan recognizes the importance of building and strengthening our relationships with all stakeholders. This Plan is a living document which outlines how we are going to improve the level of policing resources for our communities, the communities we serve.

The IPCO Executive Team, Led by President/Chief Darren Montour, Vice President/Chief James Killeen and Treasurer/Director of Corporate Service Kirstine Gagne, held a multi-day facilitated strategic planning session. This Strategic Plan is the result of the collective voices from IPCO Directors, Senior Officers and the IPCO Operational team.



Guided by the 7 sacred grandfather teaching and the Great Law of Peace during its' development, this proactive Strategic Plan:

- Articulates our strategic priorities for the future.
- Sets realistic goals and objectives which are aligned with our vision and mission.
- Provides a road map to align the functional activities of the Association to achieve the established goals and objectives.
- Guides our discussions and decision-making to determine resource needs to achieve established objectives.

I am optimistic that this strategic plan will allow IPCO to remain relevant, agile and flexible to meet the changing needs and requirements for all our communities.

With appreciation,

Kai Liu
Executive Director

REGIONAL MAP



POLICE CHIEFS IPCO BOARD OF DIRECTORS



RANATIIOSTA SWAMP
Chief of Police
Akwesasne Mohawk Police Service



JEFF SKYE
Chief of Police
Anishinabek Police Service



BRUNO ROSSI
Chief of Police
Lac Seul Police Service



TERRY ARMSTRONG
Chief of Police
Nishinawbe Aski Police Service



JEREL SWAMP
Chief of Police
RAMA Police Service



DARREN MONTOUR
Chief of Police
Six Nations Police Service



CHERYL GERVAIS
Chief of Police
Treaty Three Police Service



JAMES KILLEEN
Chief of Police
UCCM Anishinaabe Police Service



RONALD GIGNAC
Chief of Police
Wikwemikong Tribal Police

IPCO EXECUTIVE TEAM



DARREN MONTOUR
President - Chief of Police



JAMES KILLEEN
Vice President - Chief of Police



KRISTINE GAGNE
Secretary Treasurer



KAI LIU
Executive Director

SPECIAL LIAISON



GARY MARACLE
Superintendent
O.P.P. Indigenous Bureau

VISION / MISSION

VISION

The Indigenous Police Chiefs of Ontario will be a unified voice to sustain and advance the interests of First Nation Police Services in Ontario for the benefit of policing in our First Nation communities.



MISSION

To ensure the Indigenous Police Chiefs of Ontario's communities receive equitable, adequate, effective policing and community services, while respecting the inherent rights, customs, cultures, and sovereignty of our First Nation communities.



IPCO OPERATING VALUES

The IPCO Operating Values shape the behavior, decision-making, and culture of the organization in the way operations are executed.

- 1 HEALTH AND MENTAL HEALTH
- 2 TRANSPARENCY
- 3 CREATIVITY
- 4 PROFESSIONALISM
- 5 SECURITY AND SAFETY
- 6 STABILITY AND SUSTAINABILITY

These values reflect what is considered important in daily operations and interactions, influencing how goals are pursued and how people treat one another in the process of achieving success.

These operating values were chosen— and chosen in a way that - ensures the unique values and cultures of the nine member police services are respected in the process of working with the Chiefs of Police of these police services.



GUIDING VALUES AND PRINCIPLES

7 SACRED GRANDFATHER TEACHINGS

1.

Love

Zaagidwin



Eagle

2.

Truth

Debwewin



Turtle

3.

Respect

Mnaadendmowin



Buffalo

4.

Wisdom

Bbwaakaawin



Beaver

5.

Honesty

Dbaadendiziwin



Sabe/
Raven

6.

Humility

Gwekwaadziwin



Wolf

7.

Bravery

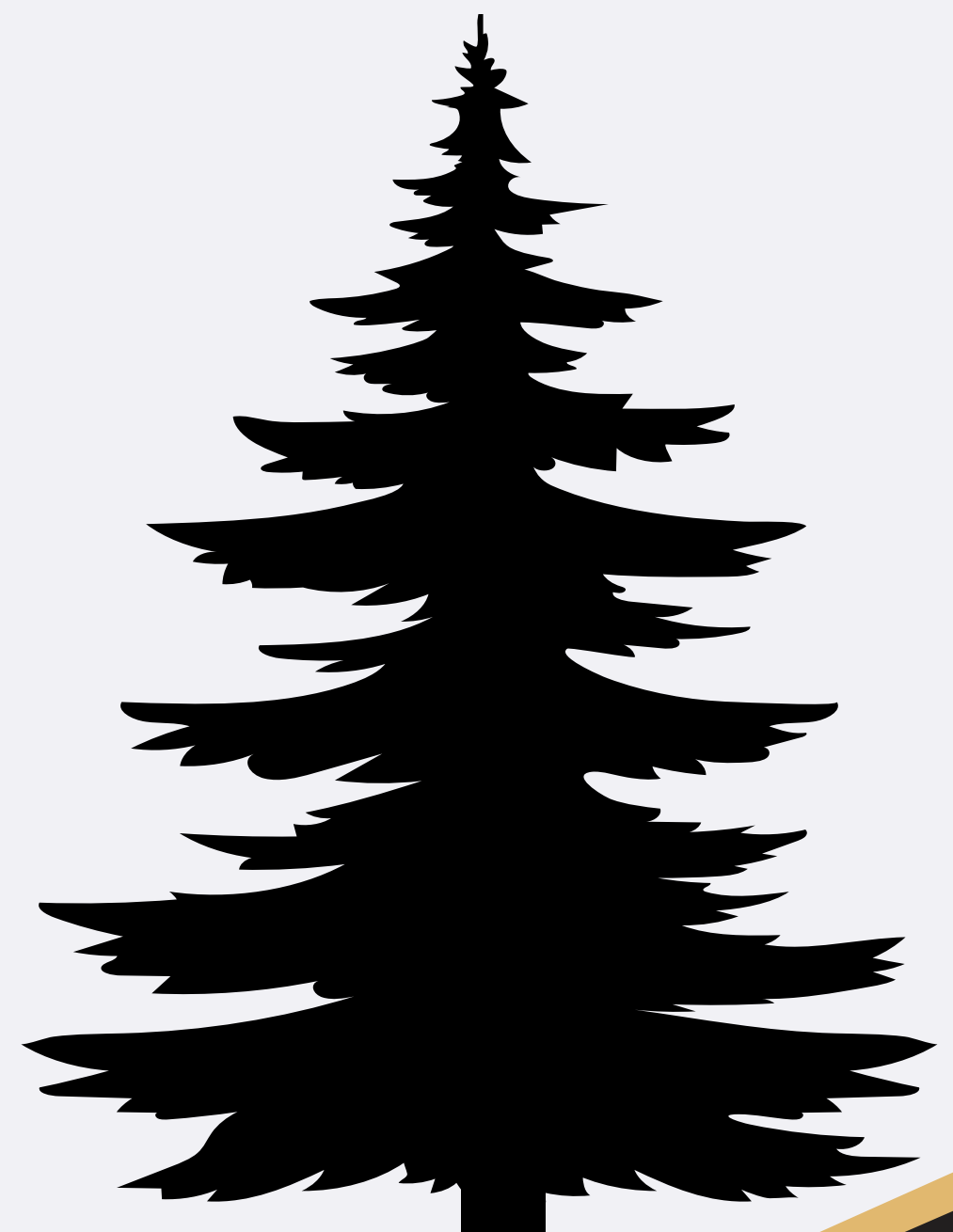
Aakadhewin



Bear

MOWHAWK GREAT LAW OF PEACE KAIANERE'KO:WA

PEACE ● POWER ● RIGHTEOUSNESS



Reference: The images are courtesy of Treaty Three Police Service, while the translations are courtesy of Anishinabek Nation / Anishinabek Police Service.

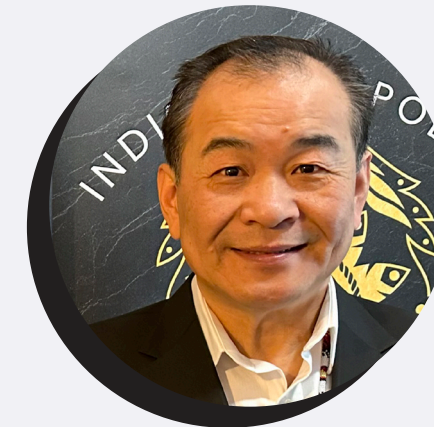
GOALS AND OBJECTIVE AREAS

Goal and Objective Areas serve as the foundation for planning. They are the themes that define IPCOs focus areas, and identify where goals and objectives are set within. While the specific goals and objectives within these areas may evolve over time to adapt to changing circumstances and priorities as addressed by the Member Police Services, the goal areas themselves remain consistent for the duration of the plan, providing stability and a clear structure. This ensures that efforts are aligned with the overarching purpose and that progress can be measured within these defined categories, even as strategies and tactics are adjusted to achieve desired outcomes.

- **EMPLOYEE HEALTH AND WELLNESS**
- **IPCO AWARENESS AND REPUTATION LEVELS**
- **FINANCIAL STABILITY**
- **PARTNERSHIP SUCCESS**
- **MEMBER EDUCATION AND TRAINING PROGRAMS**
- **EMPLOYEE (AND STAFF) RECRUITMENT AND RETENTION**
- **PROVINCIAL AND FEDERAL SUPPORT INITIATIVES**



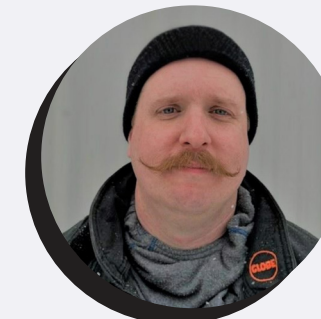
OPERATIONS TEAM



KAI LIU
Executive Director



KELLY REID
Executive Assistant



ASHLEY RUSSELL-TAYLOR
Team Leader, Emergency Management Coordinator



GABRIELA CENTENA
Project Manager and Emergency
Management Coordinator -
911 Mapping



MEAGHAN McCARTNEY
Social Media Manager



SHELLEY DUBOIS
Finance Officer

PARTNERS AND STAKEHOLDERS

- Public Safety Canada / Ministry of the Solicitor General
- OPP (Ontario Provincial Police)
- Communities
- IPCO Members
- COO (Chiefs of Ontario)
- AFN (Assembly of First Nations)
- FNCPA (First Nations Chiefs of Police Association)
- Board of Governors Commissions
- OACP (Ontario Association of Chiefs of Police)
- IFNA (Independent First nations alliance)
- CALP (Community adult learning program)
- MACP (Manitoba Association of the Chiefs of Police)
- ADPPNIQ (ASSOCIATION DES DIRECTEURS DE POLICE DES PREMIERES NATIONS ET INUIT DU QUEBEC) - QAFNIPD (Quebec Association of First Nation and Inuit Police Directors)
- CACP (Executive Director Committee)
- ONFFS (Ontario Native Fire Fighters Society)
- Police Member Unions
- IACP (Indian Country)
- ONWA (Ontario Native Women's Association)
- Tribal Councils
- APTN (Aboriginal Peoples Television Network) and other media outlets
- ISN (Investigative solutions network)
- ISC (Indigenous Services Canada)
- Health Canada and Community Service Teams
- Religious Leaders
- CAMH (Centre for Addiction and Mental Health)
- OFNPA (Ontario First Nation Policing Agreement)
- Vendors and Suppliers with potential as funding partners
- Statistics Canada
- Justice Sector Partners including Corrections, Parole, Legal Aid
- Ontario Police College
- Other Schools including post-secondary schools
- Municipal Police Services
- CIRNAC (Crown-Indigenous Relations and Northern Affairs Canada)
- CACP (Canadian Association of Chiefs of Police)
- RCMP (Royal Canadian Mounted Police)

And Many Others

PARTNER TESTIMONIALS

The collaboration between Indigenous Police Chiefs of Ontario (IPCO) and CE Strategies (CES) has been vital in strengthening community-led 911 and emergency management mapping in First Nation communities across the province. By working together, we have been able to successfully address critical gaps in emergency response, equipping communities with the data and tools needed to enhance emergency services, helping to meet their urgent and unique needs.

This collaboration has reinforced the importance of culturally informed, community-driven solutions, delivering improved services through access to the valuable information we collect, create, and provide. CES is proud to stand alongside IPCO in advancing safety and resilience for First Nations across Ontario.



JORDAN SHANNON
CEO & FOUNDER
CE STRATEGIES

P: (204) 293.4137

WWW.CESTRATEGIES.CA/

Our relationship with Indigenous Police Chiefs of Ontario (IPCO) has enabled our lifesaving Search and Rescue training to be delivered across Ontario to Indigenous communities most in need. Through SAR-1 training, Indigenous first responders are now educated and equipped to help locate missing persons as quickly as possible and in the best possible condition.

Within our first year of partnership, we have been able to save numerous lives that would have perished if it wasn't for our training. From student enrollment, to grant application and administration, IPCO has made the entire process seamless. Their professionalism has made a wonderful impact not only for the province but all of Turtle Island. SAR-1 is proud to work with IPCO to support Indigenous communities throughout Ontario.



JAMIE STIRLING
PRESIDENT SAR-1 INC.
P: (519)501.2037

[HTTPS://SAR-1.CA/](https://sar-1.ca/)

IPCO Strategic Plan Testimonial

The partnership between the Ontario Provincial Police (OPP), Indigenous Policing Bureau (IPB) and the Indigenous Police Chiefs of Ontario (IPCO) is integral to our shared mission of enhancing public safety in Indigenous communities across Ontario. IPCO's unwavering commitment to effective, equitable and sustainable Indigenous policing services is truly commendable. With a focus that extends beyond its own services, IPCO has invited the IPB to participate in important executive discussions and has included the Ontario First Nations Policing Agreement (OFNPA) in initiatives to enhance health, wellness and culturally safe workplaces.

Together, we have successfully developed and delivered important education and awareness activities aimed at promoting culturally responsive policing services and increasing community and stakeholder knowledge about issues impacting Indigenous policing. Furthermore, IPCO has proven to be an incredibly enthusiastic partner in community engagement opportunities, particularly youth initiatives. This collaboration and solidarity have been invaluable to the OPP's efforts to build trust and confidence with Indigenous people and communities across Ontario. We look forward to continuing this important partnership to make positive impacts on the safety and well-being of Indigenous communities across Ontario.
Superintendent Gary Maracle

BUREAU COMMANDER
INDIGENOUS POLICING BUREAU (IPB)
ONTARIO PROVINCIAL POLICE (OPP)

IPCO FUNDING PROVIDED BY:



Public Safety
Canada

Sécurité publique
Canada



Ministry of the
Solicitor General



VISION

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MISSION

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2025-2027 STRATEGY SUMMARY

GUIDING PRINCIPLES

Seven Grandfather Teachings

- Love
- Respect
- Truth
- Honesty
- Wisdom
- Humility
- Bravery

OPERATING VALUES

- Transparency
- Professionalism
- Creativity
- Stability and Sustainability
- Security and Safety
- Health and Mental Health

GUIDING PRINCIPLES

Great Law of Peace

- Peace
- Power
- Righteousness

GOALS AND OBJECTIVE AREAS

- Employee Health and Wellness
- IPCO Awareness and Reputation Levels
- Financial Stability
- Partnership Success
- Member Education and Training Programs
- Employee (and Staff) Recruitment and Retention Success
- Provincial and Federal Support Initiatives

