



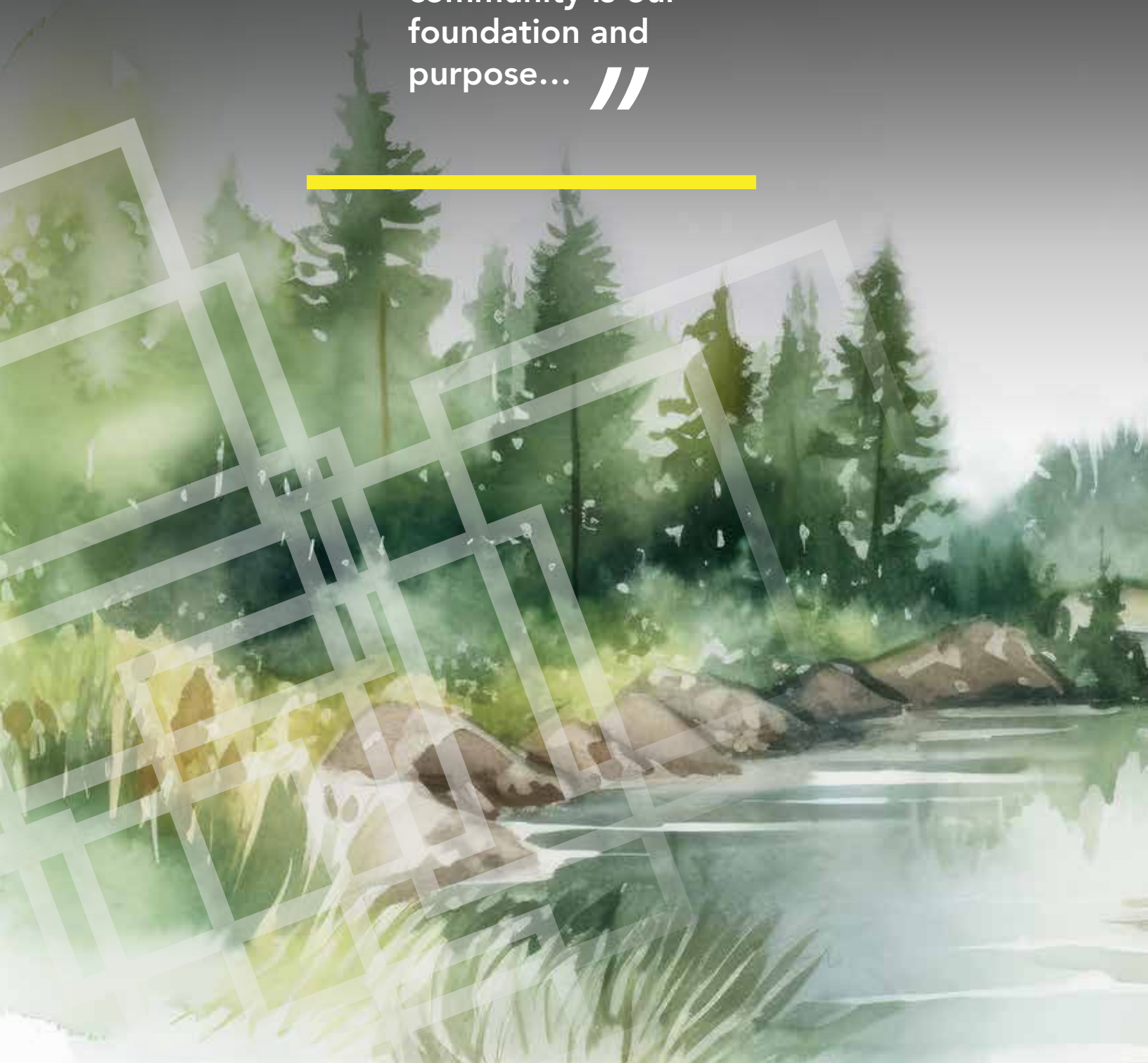
*From strong roots.
we serve.*

STRATEGIC PLAN

2025-2030

“

...like roots support
a tree's growth,
the safety of our
community is our
foundation and
purpose... ”





From strong roots, we serve.

Our motto, "**From strong roots, we serve.**", reflects the deep-seated values and enduring commitment that have characterized our service since the 1960s. This motto captures the essence of our mission as we continue to grow alongside the Akwesasne community, drawing strength from our shared history and experiences to foster a safe and thriving environment for all.

Building on our roots: Our roots within Akwesasne are not merely historical; they are the foundation of trust and cooperation that we strive to deepen with every action we take. As part of this strategic plan, we are committed to enhancing our engagement strategies to ensure that every community member feels heard, respected, and valued. Our roots remind us that we are not just in the community but of the community, growing stronger through transparency, accountability, and ongoing dialogue. Our roots also serve to remind the officers of our profession and our oath as a police service.



Acknowledgements

The Akwesasne Mohawk Police Service would like to thank the police commission, all the employees, and the community for contributing to our strategic vision. Your voices help connect our past and guide our future.

We extend our deepest gratitude to all past Portfolio Chiefs and Members on the Police Commission, as well as former members of the Akwesasne Mohawk Police Service for their dedication and foundational contributions to our community's safety and governance.

Chief of Police (Acting): Ranatiiostha Swamp
Deputy Chief of Police: Lee-Ann O'Brien

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Akwesasne Mohawk Police Service

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In collaboration with:
a2z strategic consulting, inc.
www.a2zsc.com

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AKWESASNE MOHAWK
POLICE

Tekwanonwerá:tons

WELCOME TO OUR STRATEGIC PLAN

2025 – 2030

A message from the

CHIEF OF POLICE (ACTING)

Shé:kon,

It is with great pride and a deep sense of responsibility that I introduce the new Strategic Plan for the Akwesasne Mohawk Police Service (AMPS). This plan, developed through extensive consultations and thoughtful deliberation, is a blueprint for the next stage of our journey together. It reflects our shared aspirations for a safer, stronger, and more connected Akwesasne.

Our strategic plan is not just a document; it is a promise—a promise to serve you with integrity, respect, and professionalism. It is also a call to action for each one of us to continue to contribute to Akwesasne for ourselves and future generations.

I invite you to engage with us as we implement this plan, provide feedback, and participate actively in our community-focused initiatives. Together, we can achieve the vision we have set forth—a safer, more prosperous community where every voice is heard and valued.

Thank you for your trust, support, and collaboration.

Ranatiostha Swamp

Niawen'kó:wa,

Ranatiostha Swamp
Chief of Police (acting)



JENNINE HALL
Kana:takon



THOMAS FRANCIS
Kawehno:ke



JOHANNE JACKSON
Kana:takon



KAREN LORAN
Tsi Snaihne



JON LAZORE
Kawehno:ke



MARGARET JACOBS
Tsi Snaihne



A word from the

POLICE COMMISSION

Shé:kon,

Dear Community Members,

On behalf of the Police Commission of Akwesasne, it is our honor to welcome you to the the new Strategic Plan for the Akwesasne Mohawk Police Service (AMPS). This plan represents a significant milestone in our ongoing commitment to uphold the safety, integrity, and welfare of our community.

As the governing and advisory body to the Mohawk Council for the police service, the Police Commission has worked diligently alongside the police leadership to ensure that this Strategic Plan not only addresses the immediate needs of our community but also lays the groundwork for sustainable growth and development.

The Strategic Plan is anchored in four pivotal priorities—Community Focus, Enhanced Safety, Building Capacity, and Sound Governance. These priorities were crafted through a collaborative process involving community input, expert advice, and the dedicated efforts

of our police service members. They reflect our collective vision for a secure, engaged, and resilient community.

We are excited about the future of policing in Akwesasne and are confident that this Strategic Plan will serve as a robust framework for our actions and decisions. We invite each of you to read through this plan, understand its goals, and join us in making Akwesasne a safe and connected community.

Thank you for your continued trust and support. Together, we will continue to build a community that stands as a beacon of cooperation, respect, and mutual understanding.

Niawen'kó:wa

The background of the page features a soft-focus photograph of a river flowing through a lush green landscape. On the left, there are tall, thin trees and dense foliage. On the right, a rocky shoreline meets the water, with more trees in the background. The water reflects the surrounding greenery, creating a serene and natural setting.

OUR STRATEGIC PLAN

COMMUNITY POLICE SERVICE

Community policing is a foundational approach used by the Akwesasne Mohawk Police Service (AMPS) to build trust, foster collaboration, and enhance safety within our community. This strategy goes beyond traditional law enforcement by actively engaging community members as partners in the quest for a safer environment.

At AMPS, community policing involves various proactive initiatives designed to create a deeper connection between the police and the community we serve. These initiatives include regular community meetings, workshops, and forums that not only inform the public about safety practices but also open up channels for feedback and community-led solutions.

Our officers are trained to be approachable and to work closely with community members, understanding their concerns and perspectives. This helps in tailoring policing strategies that are respectful of the unique cultural and social dynamics of Akwesasne. By focusing on problem-solving in collaboration with the community, AMPS aims to address the root causes of issues rather than just the symptoms.

Actively
engaging
community
members

Getting to
the root
causes
of issues
rather than
just the
symptoms

Collaborative
problem
solving

On-going
feedback

Key components of our community policing approach include:

- **Regular Engagement:** Officers regularly interact with community members during non-crisis situations to build mutual trust and respect.
- **Partnership Building:** We partner with local organizations, schools, and other community groups to develop targeted programs that address specific community needs, such as youth mentorship and elder safety.
- **Preventative Measures:** Community policing emphasizes the importance of prevention through education and the promotion of community norms that discourage crime.
- **Feedback Mechanisms:** AMPS encourages ongoing dialogue through surveys, community advisory boards, and public forums to gather input that shapes our policies and practices.

Through community policing, the Akwesasne Mohawk Police Service commits to being a visible, accessible, and integral part of the community, ensuring that our policing methods support the well-being and prosperity of all Akwesasne residents.

Future Recruit



OUR VALUES & MISSION

The Akwesasne Mohawk Police Service's values and mission statements were established by the AMPS leadership and staff. Together these statements of a declaration are to guide the work and activities of the AMPS with clear goals to strive for as they serve the people and community of Akwesasne. The new values and mission statements for the AMPS are as follows:

VALUES

Honesty, Integrity, and Accountability to the community of Akwesasne.

MISSION

The Akwesasne Mohawk Police Service's Mission is to serve the community members on a personal level in the utmost professional manner, and by enhancing the community's safety and well-being.





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GENERAL UNIFORM PATROL
COMMUNITY POLICING
AKWESASNE ORGANIZED CRIME UNIT (AOCU)
COMMUNITY SAFETY ENFORCEMENT UNIT (CSEU)
EMERGENCY DISPATCH SERVICES
TRAFFIC LAW ENFORCEMENT
MARINE PATROL SERVICES
ANTI-DRUG ENFORCEMENT
ANTI-SMUGGLING ENFORCEMENT
VICTIMS ASSISTANCE
EMERGENCY RESPONSE





Our History

1960s

EARLY EXISTENCE

The roots of the Akwesasne Mohawk Police Service began in the 1960s, although specific details from this decade are sparse.

The service was formed to meet the unique needs of the Akwesasne community, providing localized law enforcement that would later formalize into a structured police department.

FORMAL ESTABLISHMENT

The Band Council passed a Band Council Resolution naming the policing entity the "St. Regis Akwesasne Police Department." This formalized the police service under a structured governance and operational framework aimed at addressing the specific needs of the Akwesasne territory.

1971

APPOINTMENT OF THE FIRST CHIEF OF POLICE

The first Chief of Police was appointed to lead the newly established St. Regis Akwesasne Police Department. This period marked the beginning of structured policing led by indigenous leadership within the community.

1972

TRAINING AT ONTARIO POLICE COLLEGE

St. Regis Akwesasne Police Officers were accepted into the Ontario Police College (OPC), allowing them to attend and complete formal police training. This not only enhanced their policing skills but also recognized their status as professional law enforcement officers within the broader Canadian legal framework.

1973

RESOLUTION #988

William Francis was appointed as Chief of Police, and held the position until 1978.

1973

This timeline highlights the historical milestones of the Akwesasne Mohawk Police Service, demonstrating its evolution from a nascent community policing effort into a full-fledged and autonomous First Nation police service recognized across provincial borders.



INTEGRATION INTO FIRST NATIONS POLICING PROGRAM

The police department, still with its original complement from its early days, became part of the First Nations Policing Program in partnership with the Ontario Provincial Police. This integration marked a significant step in recognizing and formalizing the unique role of First Nations police services in Canada.

1986

FIRST FEMALE CONSTABLE

Cheryl Jacobs

1991

CURRENT STATUS

Today, the Akwesasne Mohawk Police Service employs 42 officers and 18 civilian members, continuing to serve and protect around 13,000 residents. The service enforces criminal and provincial offences in Ontario and Quebec, as well as community laws and by-laws, showcasing significant growth and development from its origins in the 1960s.

RENAMING TO AKWESASNE MOHAWK POLICE

A Band Council resolution officially renamed the St. Regis Akwesasne Police Department to the Akwesasne Mohawk Police. This name change reflected a broader self-identification and governance capability, affirming the police service's jurisdiction and authority across both Quebec and Ontario.

1980

1990

INDEPENDENCE AS A FIRST NATION POLICE SERVICE

The Akwesasne Mohawk Police Service declared its independence as a stand-alone First Nation Police Service, becoming one of nine such autonomous indigenous police services in Ontario.

2023

*Demographic of
Participants*

MAJORITY

45+
Years Old

SURVEY RESULTS

As part of our strategic planning process, we at the Akwesasne Mohawk Police Service (AMPS) actively sought input from the community through various engagement methods. We hosted face-to-face consultations in each of our three districts and provided surveys both online and in paper form.

Online Surveys: 94 participants

Paper Surveys: 15 participants

District Consultations: 32 attendees across three districts

In total, **141** voices from our community contributed to the strategic plan, helping to mold the vision for AMPS in the upcoming years.

KEY RESULTS

Presence on Territory

Do you want the same or more
AMPS presence in your community?

47%

ARE SATISFIED WITH THE CURRENT
LEVEL OF AMPS PRESENCE

48%

WOULD LIKE MORE AMPS PRESENCE
IN THE COMMUNITY

Future Focus

What should AMPS focus on?

1

COMMUNICATION
WITH COMMUNITY

2

COMMUNITY
OUTREACH SERVICES
(INITIATIVES)

3

CATCH
CRIMINALS

4

CULTURALLY
APPROPRIATE
POLICING STRATEGIES

Feeling Safe

Where do you feel
the least safe in your
community?

1

WALKING
THE STREETS
AT NIGHT

2

WHILE DRIVING
ON THE ROADS

3

ON THE WATER

Where do you feel
the most safe in your
community?

1

IN MY HOME

2

AT COMMUNITY
EVENTS

3

AT WORK OR SCHOOL

Next Steps

What should be the next steps for improving the relationship
between AMPS and the community?

1

CONSISTENT
COMMUNICATION

2

PRESENCE AT
COMMUNITY
EVENTS

3

FREQUENT CAR
PATROL

Future Information

What would you like to read more about
on the website?

1

SCAMS
& FRAUD

2

ANIMAL
CONTROL

3

MENTAL
HEALTH



COMMUNITY 'BRING YOUR VOICES' CONVERSATIONS

Based on the community consultations held in each of the three districts, here is a simplified summary of the feedback received for each of the four strategic priority areas, presented as if written by the Akwesasne Mohawk Police Service (AMPS):

COMMUNITY FOCUSED Feedback Summary: Community members emphasized the importance of building stronger, more personal connections between AMPS officers and the community, especially with youth and elders. Suggestions included more frequent and visible police presence at community events, schools, and recreational activities to foster trust and familiarity.

ENHANCED SAFETY Feedback Summary: There was a strong call for improved safety measures such as better street lighting, increased surveillance, and more proactive policing of street-level crimes. Participants expressed a need for more stringent action against minor infractions to enhance overall community safety.

BUILDING CAPACITY Feedback Summary: The community expressed support for enhancing the skills and capabilities of AMPS through ongoing training and the recruitment of more local officers. There was also a suggestion to involve community members in volunteer roles to aid in non-critical tasks, thus freeing up officer time for more pressing duties.

SOUND GOVERNANCE Feedback Summary: Participants desired greater transparency in AMPS operations. There was a notable interest in understanding how decisions are made and a request for regular updates on police activities and outcomes. The need for AMPS to communicate more effectively with the community through various platforms was highlighted.

COMMUNITY FEEDBACK SUMMARY

The consultations and survey results collectively underscore a community eager for a more engaged, accessible, and responsive police service. There is a clear call for AMPS to deepen its connections with the community, enhance safety measures, foster transparency, and adopt more locally-focused recruitment and policing strategies. These insights are invaluable as AMPS continues to refine its strategic plan and operational approaches to better serve the Akwesasne community.

OUR STRATEGIC JOURNEY

The strategic plan has a clear and simple structure:

PRIORITIES

In keeping with our mission, the AMPS will concentrate its efforts on the realization of four priority areas. Priorities are the larger thematic areas where we want to remain focused to offer the best police service for the Akwesasne Community.

GOALS

Each priority area has key goals to orient our work. Goals are our broad targets within each priority area. They are forward looking.

OUTCOMES

Outcomes for each goal have been defined. These statements create a clear portrait or snapshot of what we are intending when we succeed — a snapshot of success.

NEXT STEPS

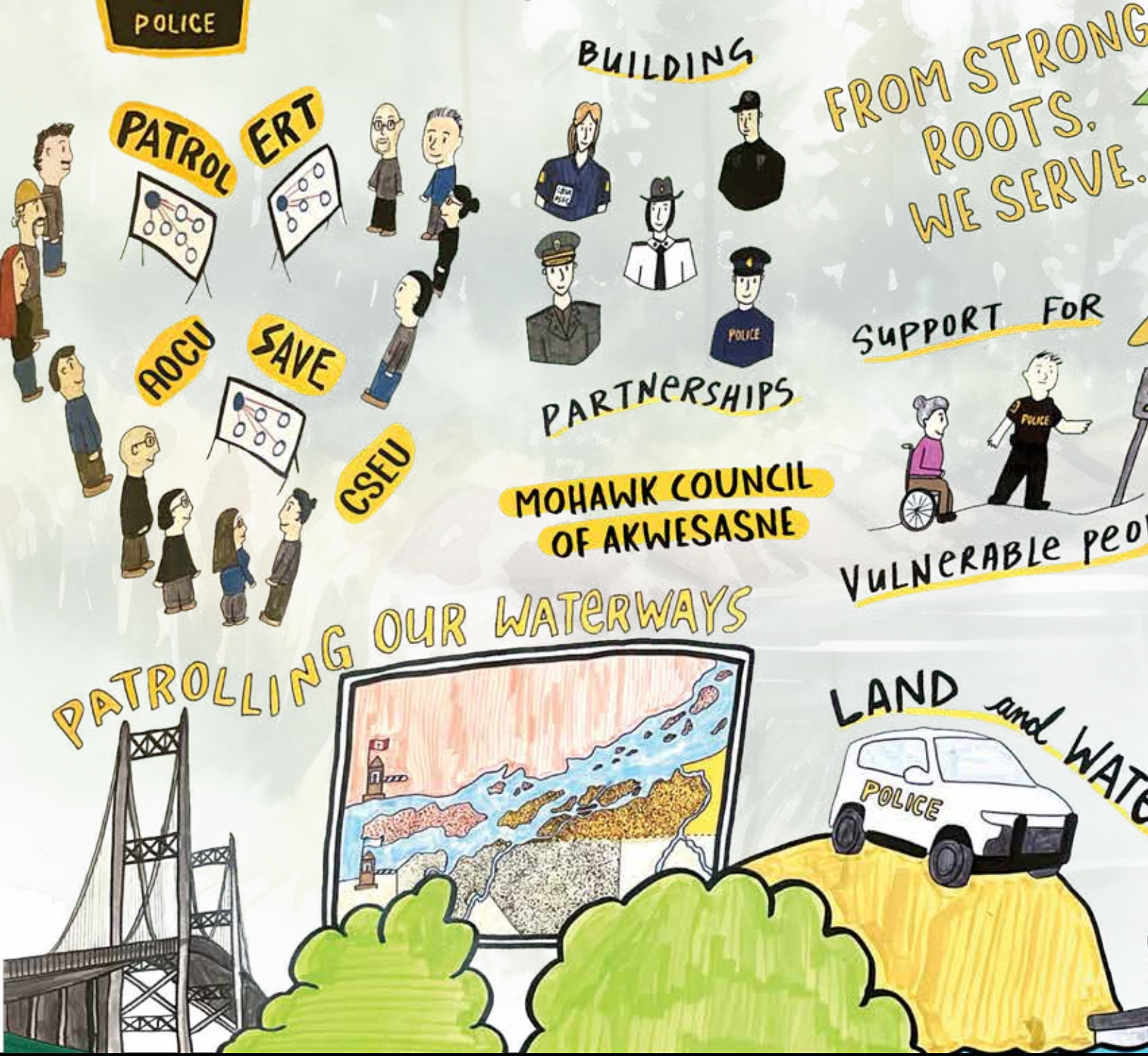
STRATEGIC ACTION PLAN: IMPLEMENTATION, MONITORING, EVALUATING

Once the plan is ready, we move into Strategic ACTION Planning. This is now the implementation of the plan. Each outcome is discussed, then, projects and/or initiatives are identified. Key Performance Indicators are written to ensure each project and initiative has a clear purpose or contribution to the related outcome, goal and overall priority are of the strategic plan.

OUR STRATEGIC JOURNEY



AMPS STR



STRATEGIC VISION

2025 - 2030

AKWESASNE

OFFICER
MENTAL HEALTH
AND SAFETY



WORKING WITH



COMMUNITY

AKWESASRO:NON

RECRUITMENT LOCALLY



ER BORDER SAFETY



OUR STRATEGIC PRIORITIES

2025 - 2030



COMMUNITY FOCUSED

Our Community-Based Policing priority will focus on building strong, trusting relationships between our department and the community we serve. We will emphasize proactive engagement and collaboration with community members to address local concerns and enhance public safety. Our officers will spend time in community, understand the unique needs and issues of members, and work together to develop tailored solutions. Community meetings, outreach programs, and partnership initiatives will be key components of this strategy. We aim to foster greater transparency and accountability by involving community members in decision-making processes. This approach will help build mutual respect and reduce crime through community collaboration. Our ultimate goal will be to create a safe, cohesive community where residents feel valued and heard. This priority will strengthen the importance of community trust as the foundation of effective policing.



ENHANCED SAFETY

Our Enhanced Safety priority is prevention based, it will be dedicated to developing and implementing strategies that reduce incidents and increase the sense of security within our community. We will deploy advanced technology and data-driven methods to predict and prevent criminal activities. By maintaining a visible police presence in high-risk areas, we aim to deter potential offenders and provide reassurance to residents. Collaborative efforts with other law enforcement agencies and community organizations will be essential to address broader safety concerns such as drug trafficking and violent crime. Our focus will be to not only to respond effectively to incidents but also to create an environment where the likelihood of crime is minimized. Continuous training for our officers and community on modern policing techniques and crisis management will also be a key component.



*From strong roots.
we serve.*



SOUND GOVERNANCE

Our Sound Governance priority will emphasize the importance of transparency, accountability, and ethical leadership within our department. We will implement robust policies and procedures that guide the conduct of our officers and ensure compliance with legal and ethical standards. Performance reviews, and public reporting will be essential tools for maintaining accountability. Leadership development programs will aim to cultivate ethical and effective leaders who can inspire and guide our department. Strong governance will also include fostering a culture of integrity and respect within our force as well as various partners and agencies. By prioritizing these principles, we will ensure that we operate in a manner that is fair, just, and aligned with the community's values. This priority will demonstrate our commitment to continuous improvement and to providing responsive, accountable policing.



BUILDING CAPACITY

Our goal will be to create a resilient and adaptable police force capable of effectively addressing both current and future challenges. Ensuring mental health and well-being support for our officers will also be a critical aspect of this priority. Through our Capacity Building priority, we will enhance the skills, knowledge, and resources of our police force to better serve the community. We will offer comprehensive training programs that cover a range of topics. We will invest in modern equipment and technology to ensure our officers are well-equipped to handle various challenges. Career development opportunities and leadership training will prepare the next generation of police leaders. We will maintain a highly skilled and motivated workforce, by fostering a culture of continuous improvement and professional development.

OUR GOALS & OUTCOMES

2025 – 2030



COMMUNITY FOCUSED

Strengthen trusting relationships with the Akwesasne Mohawk community.

- Community concerns regarding public safety and policing are swiftly and effectively resolved, enhancing community trust and security.
- Policing is respectful of various cultural values and traditions of the Akwesasne community, promoting harmonious and respectful relationships.
- AMPS enhances community trust by effectively implementing a restorative justice approach through dialogue and reconciliation.

Increase community participation in policing initiatives and public safety programs.

- Community actively collaborates in community policing initiatives that enhance safety and trust.
- Public safety programs are collaborative initiatives with the greater community.
- Increased understanding of public safety results in community members taking more preventive measures.

Enhance understanding and appreciation of AMPS through strategic communication campaigns and social media engagement.

- Community members have a better understanding of AMPS roles and responsibilities, leading to more informed and supportive interactions with the police service.
- Strategic communication campaigns and social media engagement efforts effectively build trust and confidence in AMPS among community members.

Implement evidence-based strategies to prevent and reduce crime, including high-risk issues and vulnerable populations.

- Current data informs policing priorities and initiatives.
- AMPS effectively targets high-risk areas with tailored policing strategies, enhancing safety and community awareness.
- AMPS utilizes advanced data systems and training to accurately identify and appropriately support vulnerable individuals during police interactions.



ENHANCED SAFETY

Continue to develop Akwesasne as a safe Territory.

- Akwesasne Territory is viewed as well patrolled increasing the sense of safety in community members.
- Police regularly review and enhance internal police strategies to effectively disrupt criminal activity.
- Incidents and emergencies are managed effectively, with clear protocols leading to minimized harm and enhanced public safety.
- AMPS collaborates with other police services to dismantle organized crime.

Enhance the efficiency and effectiveness of emergency response protocols to ensure rapid and appropriate reactions to all incidents and emergencies.

- Community members are aware of how to communicate rapidly with AMPS in case of an emergency.
- AMPS emergency procedures are up to date, reviewed regularly, known, and practiced.

Expand and upgrade systems and technologies for effective law enforcement operations.

- Emergency response and dispatch times are reduced, ensuring safe, rapid arrival and intervention at incident scenes.
- AMPS ensures all equipment is consistently maintained and kept in optimal working condition.

Strengthen collaboration between AMPS and other law enforcement agencies to effectively address and respond to criminal activities within the Akwesasne territory.

- Through active and updated partnerships, AMPS enhances coordinated efforts across borders, resulting in more effective law enforcement responses and increased community safety.
- Established regular meetings with key agencies increases communications and collaborative problem solving.



BUILDING CAPACITY

Continuously develop a capable and resilient AMPS workforce through targeted professional development opportunities.

- AMPS develops and implements clear plans for training and professional development, enhancing capacity and cultivating a highly skilled police service.
- AMPS actively supports officer wellness and well-being, ensuring supports are in place that benefit both the officers and their families.

Build internal capacity by developing a comprehensive employee evaluation system to ensure performance accountability and identify areas for improvement.

- AMPS develops and implements a comprehensive employee evaluation system that measures performance metrics accurately, providing a basis for accountability and continual improvement.
- Through the established evaluation system, AMPS employees actively engage in their performance reviews, utilizing feedback to drive personal development and professional growth.
- AMPS fosters internal capacity and growth by providing transparent opportunities for advancement and promotion within the police service.

Upgrade our technological infrastructure, including communication systems, data management tools, and advanced policing equipment.

- AMPS reviews the crime data as well as stays current with up-to-date Policing strategies to decide if a new specialized unit is needed.
- All territory is patrolled, and public safety systems are strategically installed.

Establish and support specialized units to address specific safety concerns and enhance policing capabilities.

- AMPS has internal capacity to manage its policing in specialized areas.
- AMPS regularly reviews the effectiveness of their specialized units for continued quality service improvements.



SOUND GOVERNANCE

Strengthen governance to enhance accountability, transparency, and ethical conduct, thereby building public trust and confidence.

- Policies are the guidelines for transparent policing in Akwesasne.
- AMPS consistently adheres to established policies when developing new procedures and processes.
- Enhance governance capacity of the Police Commission allows members to provide informed advisory to the Mohawk Council.
- AMPS improves governance and builds public trust through enhanced communication and timely, accurate reporting using data-informed practices.

Improve financial and human resources management practices for long-term financial health and operational viability.

- AMPS improves financial health and operational effectiveness through efficient budget management and optimal resource allocation.
- AMPS secures long-term financial viability by actively pursuing grants and other funding opportunities, ensuring sustainable growth and operational success.
- Strengthened Human Resources services provide timely support to all employee groups.

Partnerships enhance the efficiency of the AMPS services for community.

- A strategic partnership plan provides a vision for enhanced service offerings on territory.
- Strategic partnerships optimize resource use, minimizing redundancies and maximizing the efficiency and impact of AMPS services.

Strengthen relationship with the Mohawk Council of Akwesasne

- Established clear communication practices between AMPS and the Council to ensure a safe community.



*From strong roots.
we serve.*

87% OF OUR OFFICERS
ARE INDIGENOUS

13% OF OUR STAFF
ARE WOMEN







www.akwesasnepolice.ca