

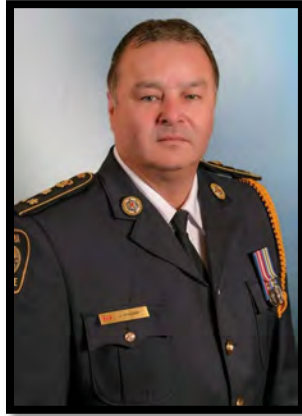


FIRST NATIONS CHIEFS OF POLICE ASSOCIATION

Indigenous Policing Costing Guide for Establishing a First Nation Police Service

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MESSAGE FROM FNCPA PRESIDENT, CHIEF JEREL SWAMP



It is my distinct pleasure as the President of the First Nations Chiefs of Police Association to present the FNCPA Indigenous Policing Costing Guide to Communities and Tribal Councils in the sincere hope that the information contained herein will assist them in moving forward with the establishment of their own policing plans and models.

As the association that represents the currently 36 self-administered Indigenous police services across Canada, the FNCPA has both a collective degree of experience and expertise as practitioners in the field of providing culturally sensitive and relevant policing services to our Indigenous communities.

Since the inception of the FNCPA in 1993 we have seen the creation and challenges experienced in starting and maintaining many Indigenous police services. We have seen great successes and best practices that serve communities well. We have also seen the pitfalls and failures that have sometimes resulted in police service failures. Both are equally valuable bodies of knowledge as Indigenous peoples move forward towards true self-determination in how they will keep their communities safe.

The FNCPA is committed to doing everything within its power and mandate to assist our communities in developing and maintaining strong and viable policing services that best meet their needs and aspirations. It is my sincere hope that you will find this publication useful in achieving your goals.

Sincerely,

Jerel Swamp, Chief of Police
Rama Police Service
President, First Nations Chiefs of Police Association

INTRODUCTION

This document is prepared by the First Nations Chiefs of Police Association (FNCPA) to provide those interested with some critical elements to consider when establishing and maintaining an Indigenous police service. We have linked these elements for consideration to both guide and to help interested parties understand the logistical financial aspects they will encounter along the way and to assist with strategic planning, business case preparation and funding negotiations. It will also mention some of the critical administrative risks factors involved.

We have conducted this work as Funding agreements and auditor reports do not break down line items into precise details that communities will require, in order to understand the real costs involved with the complex process of creating, and maintaining a self-administered police service. This understanding is important as communities enter strategic planning processes and ultimately negotiations with their federal and provincial funding partners.

Processes and costs will vary significantly based on location, geographic area served, population, size of the service, material and equipment costs, and inflation. It must be said that there is not a one size fits all costing formula. It should also be noted that this listing is not exhaustive in terms of every need, want or expectation, but this document does provide some background and context on current practices to achieve a professional service delivery to communities. You may require some things but not others. As you go through this document you will find that some time is spent bringing awareness around some of the costs to inform you of some options and bring forward some discussion around these topics.



Police operational budgets are usually separate from police board and special constable budgets; however, a brief example of these costs is supplied for your information. We begin with an overview of the First Nations and Inuit Policing Program before going into the individual costs associated with the operations of a First Nation police service.



Contents

<u>MESSAGE FROM FNCPA PRESIDENT, CHIEF JEREL SWAMP</u>	2
<u>INTRODUCTION</u>	3
<u>FIRST NATIONS AND INUIT POLICING PROGRAM OVERVIEW</u>	6
<u>POLICE LEADERSHIP AND GOVERNANCE</u>	9
<u>EMPLOYEE RECRUITMENT AND RETENTION</u>	10
<u>POLICE INDUCTION TRAINING</u>	11
<u>ONGOING SKILLS TRAINING</u>	12
<u>RESEARCH ON COSTING</u>	14
<u>PAY AND BENEFITS – COST COMPARISON OF PARTICIPATING SERVICES</u>	15
<u>ADMINISTRATIVE COSTS</u>	19
<u>INSURANCE</u>	20
<u>PROFESSIONAL FEES</u>	20
<u>POLICE EQUIPMENT</u>	20
<u>TRANSPORTATION</u>	23
<u>INFORMATION TECHNOLOGY</u>	25
<u>POLICE FACILITY</u>	25
<u>PRISONER KEEP</u>	26
<u>SUMMARY</u>	27
<u>ORGANIZATIONAL CONTACT INFORMATION</u>	29
<u>APPENDIX A</u>	30
<u>APPENDIX B</u>	32
<u>APPENDIX C</u>	33

FIRST NATIONS AND INUIT POLICING PROGRAM OVERVIEW

Public Safety Canada funds policing services that are professional, dedicated and responsive to First Nation and Inuit Communities. Through the First Nations and Inuit Policing Program (FNIPP), policing services are supported through tripartite policing agreements among the federal government, provincial or territorial governments, and First Nation or Inuit communities. Costs under the FNIPP are shared with provinces and territories in accordance with a 52% federal and 48% provincial/territorial cost-share ratio. The FNIPP is currently undergoing review with a view to moving toward what has been termed “Essential Service Legislation.” This transition is ongoing.

There are currently two main types of policing agreements:

- Self-administered Police Service Agreements, where a First Nation or Inuit community manages its own police service under provincial policing legislation and regulations; and
- Community Tripartite Agreements, where a dedicated group of officers from the Royal Canadian Mounted Police or Provincial Police provides policing services to a First Nation or Inuit community.

For the purpose of this document, we will be focusing primarily on Self-administered Police Service Agreements. Your community may already have a Community Tripartite Agreement in place.

When establishing your own police service, it is important to identify the type of policing model that your community is seeking. Communities may wish to identify some key areas of engagement to be included within their process to identify their policing model along with its priorities (mission, vision and values).

To start the discussions within the community on what your police service will look like and how it will perform, you may want to consider the following: How will your service work in collaboration with the community; what is the appropriate staffing levels to effectively serve the community; will the service provide a well-established cultural competency program; is keeping the workforce healthy (physically and mentally) important to the community, if so, what will be

in place to ensure a healthy workforce, and what does a recruiting and retention strategy look like.

These are only considerations for discussions within your community however there are many more priorities that your community might identify that will impact the cost of your police service. Once you understand the policing model that your community wants, the next step would be to understand the costs associated with realizing these priorities.

It is important to note that the FNIPP only provides for core policing, this limits the ability for police services under this program to be truly proactive, to promote crime prevention strategies and to build its own capacity to form its own specialty investigative services and units. Specialty services are supplied by the Provincial Police through a Provincial Police Service Agreement that provides services such as Police Dog services, major crimes investigation and access to emergency response teams.

Police budgets are generally established by determining a cost of an officer to police a particular community and multiplying that by how many officers are designated to police that community. An example would be that an officer is determined to cost \$200,000 and that there will be 10 officers in that community. By multiplying those two values a budget of 2 million dollars is established. There has been no overt basis for this type of funding formula but this has been the practice under the FNIPP. As you may see from the example, there is no consideration for civilian staffing or police equipment to support those officers paid for through this process. So, it has been up to police services to work within the remaining budget to ensure that service delivery is achieved, however, this is a huge task to undertake in any situation. You may have an opportunity to achieve a funding model that works for your community during the negotiating process with the federal and provincial/territorial governments.

Currently there are 36 First Nation police services across Canada that are part of the FNIPP and its funding formula. To understand where these police services are located across Canada, a map has been created and located at the end of this document for reference. This map will provide a general idea of the span of the Self-administered police services under the FNIPP.

To illustrate how budget items under the program are broken down, the following are the categories that police services must report back to the federal and provincial governments.

Budget line items included in Agreements are broken down into the following categories:

Pay and Benefits	Administrative Costs
Police Equipment	Transportation
Training and Recruiting	Insurance
Professional Fees	Police Facility
Information Technology	Prisoner Keep
Police Commission/ Police Boards	

These items are broad, as previously mentioned it does not provide a detailed view of what is included within these categories. To break this down further and bring context to each of the categories, the FNCPA has conducted data gathering from a cross section of First Nations police services under the FNIPP to provide information of what each of these services include in their budgets under these categories.



POLICE LEADERSHIP AND GOVERNANCE

Assuming that the determination to create a police service has been established within the jurisdiction a governing police body or police commission must be established to represent the Chief and Councils and or Tribal Council. This body is responsible for the overall police governance and for completing administrative oversight pertaining to the corporate operations of the organization. They ensure that the police service is isolated from any political interference. It is important that those appointed to the Police Commission are reputable and receive police board training. The Canadian Association of Police Governance <https://capg.ca/> is an excellent resource in establishing and supporting a police governance body.



One of the initial and most critical functions of a police governance body will be to find and hire a Chief of Police. The Chief of Police will in turn report to the Police Commission and be responsible for the day-to-day operations of the police service which includes things such as hiring staff, directing police operations and discipline.

Being a Chief of Police is a very complex endeavour and requires someone with excellent leadership skills, integrity and experience. The FNCPA has found that persons who lack these attributes commonly run into difficulty and sometimes with disastrous results for both themselves and the police service. Police Commissions are strongly encouraged to be very discerning and to do deep background checks and due diligence when identifying and hiring a Chief of Police.

Police Chiefs are commonly hired on a contractual basis which will involve negotiations concerning duration, salary and benefits.

EMPLOYEE RECRUITMENT AND RETENTION

One of the most critical and ongoing risk factors for any police service is the recruitment and retention of employees. The sustainability of First Nations and Indigenous Policing is threatened by the difficulty these services are having in attracting viable recruits to a full career in policing. Since the onset of the FNIPP in the early 90's many smaller indigenous police services have failed or been disbanded due to human resource issues. Beyond the erosion of police image there are systemic barriers, often historical, that repel First Nations and Indigenous peoples from considering policing as a way of life.

With the expansion of First Nations and Indigenous Policing recruitment and retention is going to be paramount and difficult. Ideally you will want a combination of experienced members and new recruits. Depending on the size of your new police service, staffing up to safe and operational levels may take a long time. As with hiring a Chief of Police you will want to do background checks and have a security clearance completed. This is very important as hiring the wrong person can be very costly in the long run, cause a lot of extra work, impact morale and sometimes result in civil litigation and or human rights complaints which can be very costly, win or lose. Good due diligence will go a long way to ensuring that you are hiring good and dependable people.



example of recruiting poster from the USA

Smaller police services particularly are not always hiring so every time there is a shortage they must start advertising from scratch. The costs of an effective professional recruiting campaign are problematic and local efforts are hampered by a limited in-house recruiting capacity and lack of effective graphic and media resources.

In terms of employee retention challenges are significant. There have been pay and benefit and pension differentials between First Nations and mainstream policing that tend to lure employees to where they can be better

compensated for doing virtually the same job. This problem can not be overstated. After recruiting and training a police officer, which can take a significant amount of time and effort, to then lose them to another police service because of disparities in salary and benefits can have a profound impact on operations and employee morale not to mention that you have to start over again with the recruitment and training cycle. Our Indigenous Chiefs of Police have been heard to say that they are getting tired of being treated like a “farm team” by other police services.

Short term funding agreements are not an attraction to new applicants in terms of job security. More and more police organizations are implementing signing bonuses. Not many Self-administered police services can compete with that due to limited funding.

As First Nations police services often do not have specialized services, the career aspirations of police officers to work in different aspects of law enforcement can not be realized under the FNIPP. In addition, many smaller police services do not have a large managerial or executive structure so opportunities for advancement are limited.

Research indicates that indigenous police officers sometimes have added stressors working in their own communities as they are often called to deal with matters involving family and friends. This has been referred to as “cultural dissonance”. During the 2000’s research determined that on average many indigenous police officers working in their own communities had, within 5 years, either left policing all together or had moved on to work at another police service.

POLICE INDUCTION TRAINING

As you will see below, training will be a major and ongoing cost factor. New recruits, once hired, will require basic police induction training. There are several police training academies across Canada that First Nations police services utilize to train their cadets and at various costs. Most are due to proximity to the training facility and others are due to spaces available for their cadets. A few of the training academies utilized are: Ontario Police College, Royal Canadian Mounted Police Training Academy, École nationale de police du Québec, Saskatchewan Police College, Justice Institute of British Columbia, Lethbridge College Police

Cadet Training and municipal partners such as Brandon Police Service and the Calgary Police Service.

Costs for induction training vary greatly, from \$30,000 to \$60,000 per cadet depending on which academy is utilized. Generally, induction training runs from 20 to 26 weeks. In the case of the Ontario Police College, there are two phases that a cadet would navigate in order to graduate.

The first phase is a 12-week police training at the Ontario Provincial Police Academy after which they are sent back to the Ontario Police College for an additional eight weeks of enhanced police training. Upon completion of this program these cadets are entitled to graduate and be posted in their First Nation community to begin the field training portion of their career to gain experience in frontline policing.



To prepare cadets for training new equipment must be obtained at an average cost of \$6,400 per cadet. A complete list of recruit equipment list can be found in **Appendix A**. Additional costs may include travel, wage/stipend, accommodation and insurance.

ONGOING SKILLS TRAINING

Police officers require mandatory training to keep their skills up to date and to prevent liability issues, i.e., annual firearms qualifications and use of force training. Most are annual but some such as First Aid/CPR may have longer duration. It must be determined whether you will have an in-house mandatory

training capability or whether you will need to send your staff somewhere else to obtain this which then would involve added costs for travel and accommodations.

There are on-line options however internet connectivity and work schedules may have an impact in accessing these training events.

Chiefs of Police while experienced will also require ongoing developmental training to keep their leadership and managerial skills honed and to keep abreast of new innovations in policing. This can be through training programs and or involvement in Police Chief associations.

Office staff will require training to be able to use record management and office systems.

Other training may be required for special use equipment and skills: drone, spike belt, Search and Rescue, search warrant preparation, effective presentation and leadership.

Services may have cultural training for their officers that include contact with community members to ensure that an understanding of the history of the community and impact of policing on the people. This may be a priority for your community to establish a means to build trust and work toward reconciliation.

Most training is set annually; however cultural training may be more frequent depending on your needs.



Cost	Small service	Mid-sized service	Larger service
Annual Mandatory - BLOCK			\$469,000
Training Travel	See note below	\$100,000	\$493,000
Professional Development/all training	\$10,000	\$100,000	

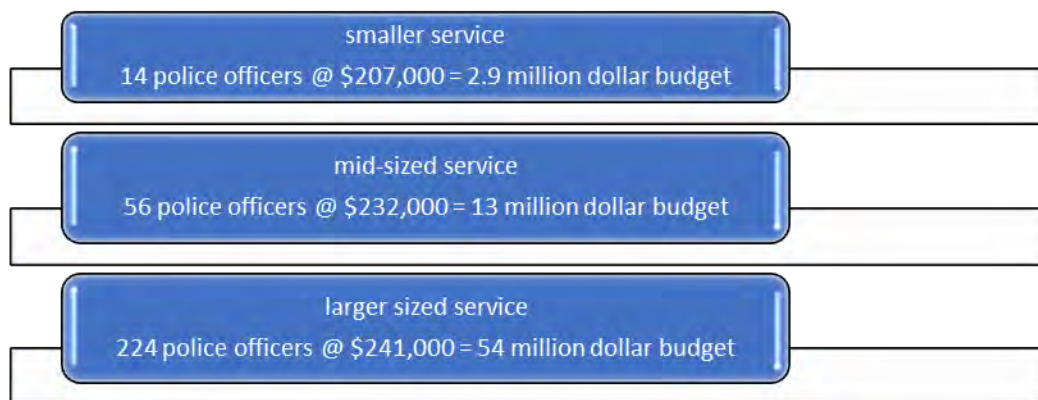
Training travel for smaller service is embedded in their overall travel budget.

RESEARCH ON COSTING

To compile data on costs associated to maintaining a First Nation police service, member organizations within the FNCPA were surveyed, in addition to surveying, three organizations were chosen for their size: a smaller organization; a mid sized organization; and a larger organization funded under the FNIPP to provide detailed information on the costing impacts to each of these organizations. This was done to understand policing priorities in these communities and to illustrate the varied budget allocations.

Quebec police services have provided information on wages for police officers as their contribution to this document. There are 22 police services that fall under the FNIPP in Quebec, and work is currently being done by their provincial government to update their Police Act. As a result, the costing details to inform a Quebec specific perspective was unable to be compiled at this time, other than the wage comparisons as illustrated below.

As mentioned, three police services were chosen to represent a cross section of the services under the FNIPP, a smaller, mid-sized, and larger police service. The smaller service was comprised of 14 police officers and had a yearly budget of 2.9 million dollars. The mid-sized service was comprised of 56 police officers and had a yearly budget of 13 million dollars. The larger service was comprised of 224 police officers with a yearly budget of 54 million dollars.



The values gathered during this study reflect current budgets (2023-2024) of each of the participating police services.

PAY AND BENEFITS – COST COMPARISON OF PARTICIPATING SERVICES

The following table lists each position within each service and the cost per position of the participating services. There are several administrative roles within services that are performed by one person, this was largely due to the smaller size of the organization and limited funding available.

It should be stated that in determining yearly salary costs the human resource structure of the police service must be planned based on your policing model.

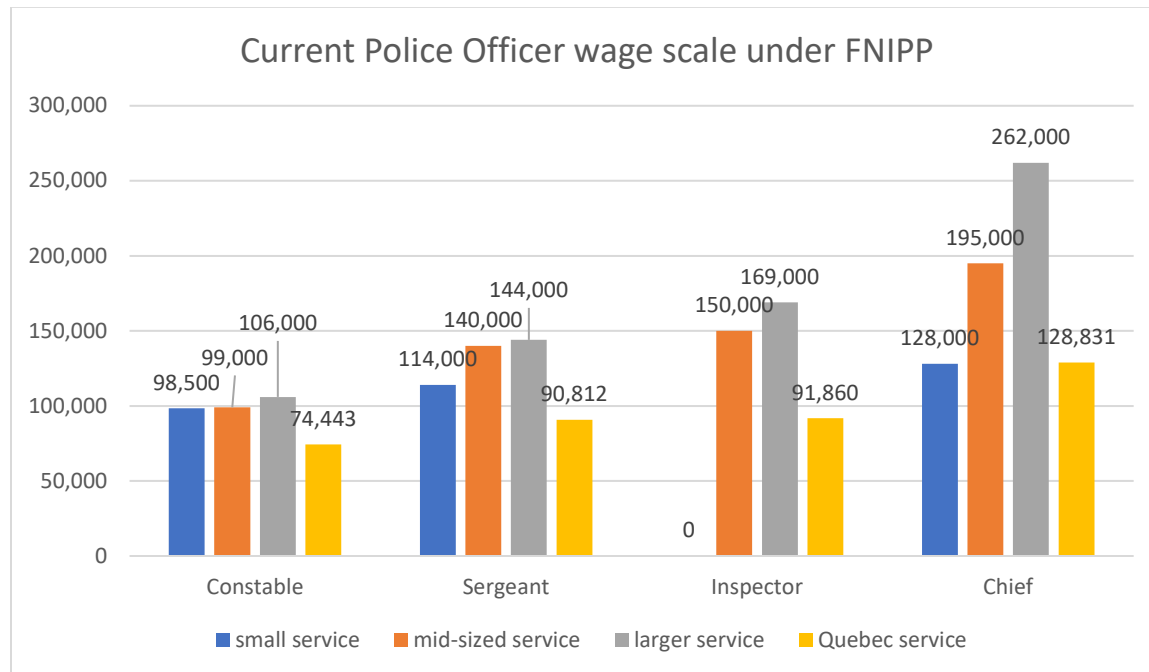
As stated earlier, Police Chiefs are typically hired on a contractual basis that is negotiated with the Police Board or Chief and Council based on your governance structure. Not all police ranks and civilian positions listed below may be required by your police service. Once you have established your policing model, these comparators may assist your overall budget based on size and workload.



A 24-hour police service will require more human resources than a service that uses an on-call approach. Police and public safety must be considered when determining how many front-line staff you will need to provide an adequate and safe service delivery, this is important if your community is remote or has limited access to services. Your policing model may differ from others due to your uniqueness and community needs. There are some opportunities for some employees to be contracted and be part-time if you require.

Position	smaller service		mid-sized service		larger service	
Chief	\$128,000	1	\$195,000	1	\$262,000	1
Deputy Chief					\$233,000	1
Inspector			\$150,000	2	\$169,000	5
Sergeant Major					\$149,000	1
Staff Sergeant	\$114,500	1	\$140,000	2	\$144,000	3
First Class Sergeant			\$118,000	7	\$120,000	32
Second Class Sergeant			\$110,500	3		
Third Class Sergeant				3	\$111,000	4
Corporal	\$107,000	1	\$108,000	4		
Senior Constable			\$105,000	20		
First Class Constable	\$98,500	6	\$99,000	4	\$106,000	101
Second Class Constable			\$89,100	3	\$94,500	14
Third Class Constable	\$79,500	1	\$79,200	6	\$84,900	23
Forth Class Constable	\$69,800	1	\$69,400	3	\$74,300	19
Fifth Class Constable/ assistant			\$64,400	8	\$58,300	11
Special Constable Supervisor	\$75,200	1				
Special Constable	\$48,600	4				
Recruit Class Constable	\$59,000	1	\$59,400	2		
Office Manager/administrator	\$73,600	1	\$100,000	1	\$66,700	3
Court Clerk					\$89,700	3
Office Clerk	\$60,000	2.5	\$58,426	10.5	\$60,000	3
Fulltime Cleaning					50,900	1
Casual Cleaning Staff	\$19,000	0.5	\$15/hr = 9 hrs		\$18/hr = varies	
Maintenance Staff					\$79,700	1
Prisoner guards	\$70,000		\$16/hr = varies		\$25/hr = varies	
Human Resources					\$72,300 - \$165,000 (3)	
CPIC Manager			\$63,600	1	\$62,600	3
Dispatcher						
Administrative Assistant			\$61,600	1	\$60,100	3
Executive Assistant			\$68,400	1	\$87,900	1
Payroll and Benefits					\$89,000	1
Finance Administrator			\$62,000	1	\$61,800	2
Crime Prevention			\$57,800	1		
Director of Finance					\$165,000	1
Mechanics					\$86,800	2
Quartermaster					\$71,000	1
Logistics Coordinator					\$62,900	1
Offender Transport					\$87,600	6
Reservists Police Officers			\$50.40/hr = varies			
IT Personnel					\$97,000	5

Police officer wages of the three participating services along with the Quebec data are compiled into the following table to illustrate the pay gaps currently being experienced by those services in Quebec. You will see that the rate of pay per position identified is typically lower in Quebec than the rest of Canada.



It is hoped that the collaborative work being done on Bill 14 in Quebec will bring those police services wages inline with the rest of the services under the FNIPP.

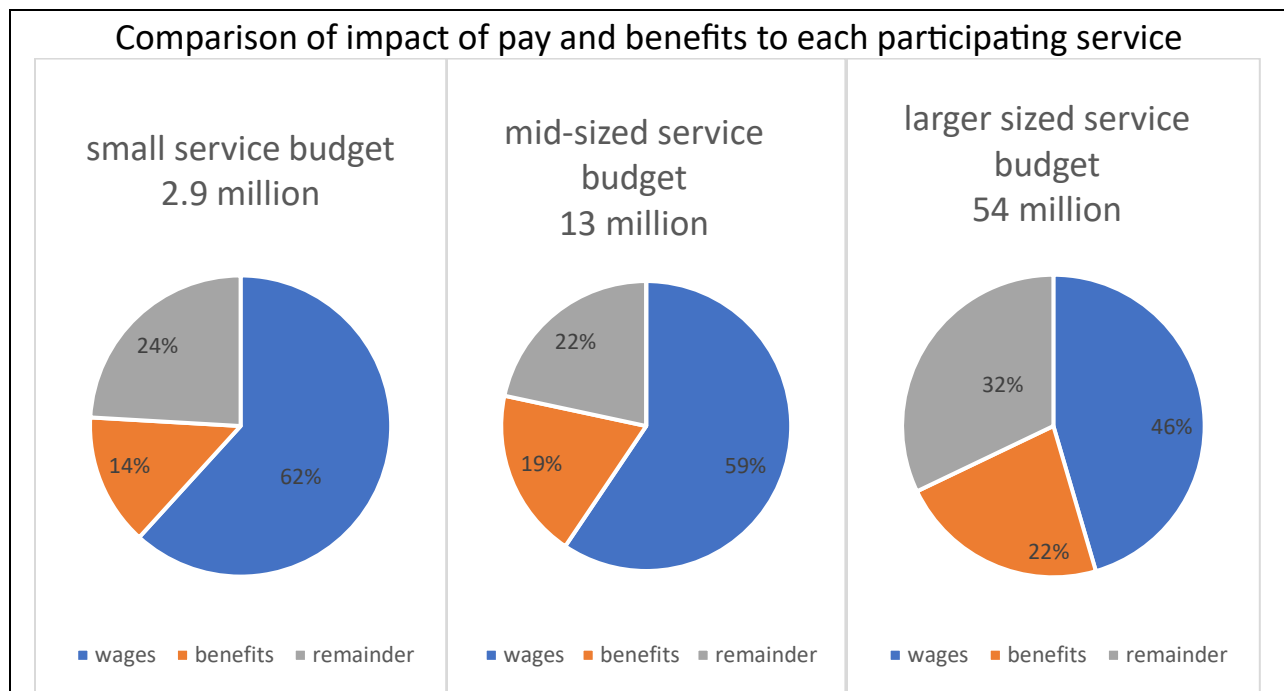
In addition to wages, benefits must be factored in as a cost that, when combined with wages, will have significant impact on the overall budget. Most of these costs are reoccurring and are tied to collective bargaining agreements, wage increase policy, legislation, operational needs, and employee wellness.

The office manager/ administrator position has many roles within the police service. This civilian position is cross trained in multiple areas to ensure tasks are completed.

The costs are specific to each organization and costs are captured in various formats.

Cost	Smaller service	Mid-sized service	Larger service
Employee Psychological Services	currently employees access services under group benefits program	\$2,500 per employee in additional funding available beyond group benefits program	Larger sized service currently working on implementing robust services to employees
employee support		\$200/hr for Mental Health professional sessions beyond benefits program	
Awards and recognition	\$1,000/employee retention incentive	\$300/ employee	
Salary increases	2.5 % yearly increases	2.75 % yearly increases tied to FNIPP escalator.	tied to provincial police agreements
Overtime costs	\$190,000	\$2 million which is equal to 15% of annual salaries	\$5.8 million which is equal to 22.5% of annual salaries
CPP Employer contributions	\$63,600 entire service		\$4765 Total of CPP and EI combined
Employee Pension Contribution	\$71,000 entire service	based on salary 5.50% = \$425,000	\$2.1 million entire service
EI Employer contributions	\$24,700 entire service		See CPP
WCB Contributions	\$19,000 entire service		\$5,885 Total cost per employee
Group Insurance	\$42,200 entire service	\$35,000 entire service	\$1.56 million entire service

All three of the participating services felt that mental health services to their staff was important. Although the basic benefits are being covered under the current benefits program, work is being done to ensure that all staff have access to mental health services beyond the basic coverage. The mid-sized service has led the way by implemented a \$2,500 enhancement per employee towards additional mental health programs that may not be covered. Beyond this is a coverage of psychological service sessions up to \$200 per session.



The information obtained indicate that a range from 68% to 78% is allocated to Pay and Benefits. Pay and Benefits are the largest portion of any budget. The remaining budget (range from 22% to 32%) will be illustrated in this next section.

ADMINISTRATIVE COSTS

Administrative costs would normally consist of the costs associated with the day-to-day operations of the service such as postage, fees, office equipment and supplies to name a few. There are many miscellaneous and ongoing costs incurred in operating a police service. You should be prepared to spend approximately 10% of your budget on these costs.



INSURANCE

This cost is directly associated to the police building (head quarters and detachments), all police vehicles and equipment and liability. Insurance, although expensive, is a necessary part of operating a police service.

Cost	Smaller service	Mid-sized service	Larger service
Insurance Costs: property, vehicle and liability policies	\$66,000	\$255,000	\$500,000

PROFESSIONAL FEES

The costs by the participants identified legal services under this line item. As these services are located in predominately English-speaking communities, there was no translation costs associated. Again, it should be noted that liability issues can be very expensive for lawsuits and human rights complaints. Even if the police service is exonerated the legal costs in defending your organization can be significant.

Cost	Smaller service	Mid-sized service	Larger service
Legal services	\$8,000	\$50,000	\$220,000

POLICE EQUIPMENT

The cost of police duty equipment varies greatly based on quality, where it is



procured and inflation. Some items have a longer life expectancy than others. There are also maintenance and replacement costs that must be considered. Some equipment can be re-used but much will have to be purchased new for replacement staff.

Police duty uniforms are a necessary part of a police officers' equipment and a basic uniform for every police officer will cost on average \$6,400. A complete list of the police officer uniform is included in **Appendix A**. This list can

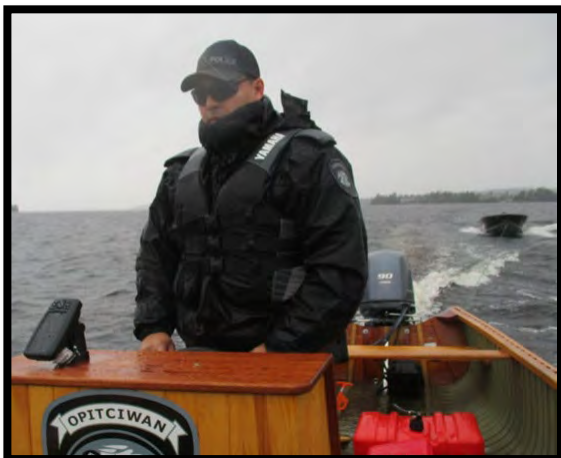
be used to understand the individual pieces that make up a complete basic uniform, including the tools that a police officer carries with them when on patrol and dress uniforms for use at special functions within the community.

Additional costs to the basic uniform will include the type of firearm and type of portable radio utilized. If a service utilizes carbines and Conducted Energy Devices (CED), this will raise the cost of outfitting a police officer. Typically, police personnel are provided with a handheld portable radio that is linked to both the office base station radio and the 911 dispatcher system. Cellphones with camera are also usually provided to operational staff.



Many police services are beginning to issue cell phones to their frontline staff as part of their uniform issue. Costs vary by carrier and there seems to be cost breaks with the amount of cell phones purchased, however in more remote communities satellite phones are utilized.

item	Small service		Mid-sized service		Larger service	
	cost	number	cost	number	cost	number
Cellular Phone	\$4,500	20			\$11,500	250
Portable Radio	no new purchases	6	\$7,400 ea.	66	\$7,400 ea.	250
Satellite Phone					\$1300 ea.	1



There have been several instances in recent years where Public Safety Canada would supply police services with one-time funding for police equipment. Some of the funding would cover the cost of radio upgrades, the purchase of unmanned aerial vehicles (commonly known as drones) and vehicle purchases (including snowmobiles, side-by-sides, and boats).

This is not a reliable funding stream as there is no way to predict when this will occur so police services must bear the costs of these pieces of equipment to ensure that they can deliver appropriate services to their communities.



The following are examples of costs associated with this type of police equipment:

equipment	Smaller service		Mid-sized service		Larger service	
	Amount	Number	Amount	Number	Amount	number
Trailers, covers	\$15,000	4	\$7,000	8	\$15,000	1
Helmets	\$1,000	4				
Snowmobile, Suits, masks & boots	\$20,000	2	\$15,000	2	\$20,000	14
UAV – Drone (large)	\$38,000	1	\$35,000	1		
UAZ – Drone (small)	\$19,000	1	\$17,000	4		
Quad	\$18,000	1	\$20,000	7	\$36,000	2
Side-by-side	\$45,000	1	\$65,000	4		
car hauler			\$3,700	2		
Boat			\$20,000	1	\$15,000	3

Due to the vast terrain covered by First Nation police services, off-road vehicles are a must to ensure that officers can get to any call for service, in any type of weather.

TRANSPORATION



The patrol vehicle is typically the most visible piece of police equipment a service has. These vehicles must be in top shape every day to ensure that they are able to carry the officer to the place they need to go. Within the patrol vehicle is specialty equipment that an officer requires to perform their duty. A list of basic equipment contained within a patrol vehicle can be found in **Appendix B** of this document.

The terrain an officer covers can be challenging at times, so the vehicle they use must meet these challenges and be built to withstand the many types of roadways, trails or off-road situations they meet. Depending on the community, a police vehicle may not need to be replaced as often as it would have low mileage due to the remoteness of that community as other means of transportation would be utilized. In contrast, a community with many roads would expect to see high mileage and high wear and tear, so these vehicles would need to be replaced more often. The following table illustrates the experience of the three participating services. The larger service has many remote communities and does not replace their vehicles as often as the other two services.

The following table illustrates the cost of each patrol vehicle with all-in costs. All-in costs are the vehicle in addition to all police equipment that is installed. The life cycle of the vehicle is also shown to indicate the impact to each budget cycle.

Vehicle	Small service		Mid-sized service		Larger service	
	All-in cost	Life cycle	All-in cost	Life cycle	All-in cost	Life cycle
Police Car / admin			\$50,000	3-5 years	\$45,000	6-8 years
Police Truck	\$90,000	2-3 years	\$95,000	2-3 years	\$70,000	5-6 years

Fuel and maintenance costs also have an impact on the budget. As mentioned, these vehicles typically travel over rough terrain and consume a large amount of fuel to reach their destination. This table identifies the overall costs associated with fuel and maintenance of police vehicles.



To travel into remote communities, the larger service utilizes an aircraft. Travel to and from northern communities is costly. Fleet sizes vary, however there is no getting away from high fuel and maintenance costs. In smaller services, when a vehicle goes down for repairs, it puts strain on the remaining vehicles. Deciding how many vehicles or the type of vehicle to obtain will depend on a number of community factors including roads, area covered, work schedule and proximity to service location.

Cost	Smaller service	Mid-sized service	Larger service
Fuel	\$131,500	\$400,000	\$685,000
Vehicle maintenance regular	\$65,000	\$160,000	\$450,000
Aircraft – patrol related			\$2,800,000

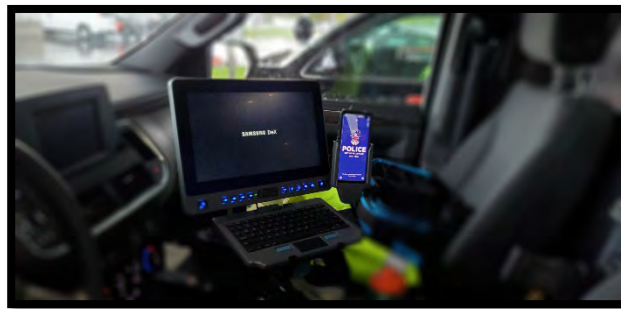
Overall travel costs are listed here. The majority of these costs are associated with air travel to attend meetings, conferences or other organization business. Air travel in the north is quite expensive, that is reflected in this table.

Cost	Smaller service	Mid-sized service	Larger service
Regular travel costs	\$87,200	\$155,000	\$6,000,000

INFORMATION TECHNOLOGY

Included in IT costs is the compliance with RCMP IT policies. Every two years police services must submit a Net Connection Authorization Change Request (NCACR) to be compliant with the established national IT policies. Included in the NCACR application is site security requirements and local service policies to prevent any cyber threats and the protection of police data. Smaller services may enter into agreements with a neighboring RCMP detachment to supply these services. In this situation, the larger service employs 5 dedicated IT personnel to ensure security requirements are met.

Cost	Smaller service	Mid-sized service	Larger service
IT services and repair	\$5,000/year	\$15,000/month	\$380,000/year
Internet & Wi-Fi charges	\$177/month	\$600/month	\$434,000/year
Security camera system		\$10,000/year	\$10,000 /year
Intrusion alarm system	\$40/month per location	\$40/month per location	\$35/month per location
Police mobile computer	\$6,000 x 10 computers	\$6,000 x 25 computers	\$9,800 x 14 computers



If your policing model includes a regional approach, then these costs will amplify due to more buildings that require IT services. For example, the smaller service had two offices to maintain, the mid-sized service had 9 offices and the larger service had 36 offices. Understanding this will assist you on the peripheral costs that must be incurred to properly function as a police service.

POLICE FACILITY

Currently there are few new buildings that house First Nations police services, typically police buildings are in need of expensive upkeep and have to rely on their yearly budgets to keep them operational. These buildings are often repurposed

from existing infrastructure in the community. These types of buildings may not meet the security requirements mentioned in the IT section for access to secured data or for security of local police data. Funding agreements lay out the terms for building costs, usually these costs are supposed to be supplied by the First Nation. Unfortunately, police buildings seem to fall to the bottom of the list of Nation expenses.



Policing infrastructure is probably the most complex and variable aspect of setting up a police service. It is often a case of balancing a need- to- have with a nice- to- have approach. Cost will vary greatly on whether you will be adapting an existing

structure or building something new. If new, will it be bricks and mortar or a modular building structure? For this document we will list requirements desirable in a new and modern police structure. There are various requirements for some rooms to have for the required security necessary to protect both staff and to secure resources.

Please refer to **Appendix C** for the list of required offices/spaces and the furnishings that would go along with it. There are no costs provided here as this will have to be determined during the police building planning process.

PRISONER KEEP

This cost is typically associated to housing a prisoner detained by the police. The cost would be for food and supplies for that prisoner. The smaller service listed their overall cost, including the wage associated with their guard into this line item. The other two captured their costs above in the human resource table for the cost of guards.



	Smaller service	Mid-sized service	Larger service
Prisoner Transport & detention	\$70,000	\$10,000	\$21,000

SUMMARY

This document was prepared to assist those communities that are seeking to establish their own police services. The costs indicated were obtained from current budgets from a cross section of First Nation police services currently operating under the FNIPP. These costs are meant to inform those communities of what may be involved to realise what type of policing model that they may choose, and the expense associated. There may be other considerations that your communities may wish to implement, however this document will assist with developing an understanding of what established services have implemented in their communities to ensure public safety. Each community will have their own unique need for policing.

As we have discussed, one of the first steps in working toward creating your own police service is community discussions on the type of policing model. It is

important that community is involved in the creation as this will set the tone for future work towards that goal. The amount of personnel will depend on the size, location and policing model. As was mentioned in the first part of this document, human resources account for a major part of each budget.

Once a policing model is established, including funding, and a police commission or police board is in place, a police chief would then be hired. The personnel, policy and all other responsibilities are then engaged. The police service will need police personnel. As suggested previous, a good mix of young and established police officers would benefit the growth of the service.



Civilian staff will also have to be engaged to support the police in all aspects of the organization. This should be a consideration in the establishing of your service. To repeat a discovery in this study, civilian personnel in smaller services performed several different roles. This may not be an efficient manner to perform the various tasks associated to being an efficient service.

This document was meant to bring awareness, at a higher level, to those who wish to know what is involved in the operations of a First Nation police service. The FNCPA is available to provide any information that you may need to specific situations that may not have been included in this document. There are many unique situations to consider as you form your police service. We have provided information that will assist you by providing context from established services that you may want to compare or contrast with.

The FNCPA congratulates you on taking the initial steps on establishing your own police service, we wish you all the best in that process and will be here for you should you need any further information.

We wish to thank all the police services who participated and came together to complete this work for the benefit of understanding the costs associated with operating a First Nation police service.

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APPENDIX A

PRICE & *LIFE EXPECTANCY OF ISSUED EQUIPMENT					
ITEM ISSUED	INITIAL	UNIT	TOTAL	LIFE	ISSUED
	ISSUE	PRICE	PRICE	YEARS	(CHECK)
2020 JACKET (PATROL)	1	225.00	225.00	4 Yrs.	
BADGE	1	27.08	27.08	LIFE	
BADGE WALLET	1	45.00	45.00	LIFE	
BALL CAPS - BLACK X2	2	6.00	12.00	1 yr.	
ASP BATON	1	183.19	183.19	LIFE	
ASP BATON HOLDER	1	70.79	70.79	LIFE	
ASP baton Leverage Cap	1	23.39	23.39	Life	
BODY ARMOUR	1	703.59	703.59	5 yrs.	
BODY ARMOUR CARRIER	1	117.99	117.99	Approval	
BOOTS - PARADE	1	98.90	98.90	LIFE	
BOOTS - PROSPECTORS	1	178.50	178.50	2 yrs.	
BOOTS - Winter	1	145.00	145.00	5 yrs.	
C8 Pouch	1	28.80	28.80	5 yrs.	
CPR Pouch	1	12.00	12.00	5 yrs.	
DBL MAGAZINE POUCH	1	28.98	28.98	10 yrs.	
FLASHLIGHT	1	98.19	98.19	5 yrs.	
FLASHLIGHT HOLDER	1	21.24	21.24	5 yrs.	
FUR HAT	1	46.00	46.00	LIFE	
GLOVES - BLACK	1	32.05	32.05	3 yrs.	
GLOVES - WINTER	1	99.00	99.00	1 YR	
GOLF SHIRT SUMMER	2	36.00	72.00	1 Yr.	
HANDCUFFS	1	59.75	59.75	LIFE	
HANDCUFF HOLDER	1	17.37	17.37	10 yrs.	
HANDGUN - GLOCK	1	600.00	600.00	LIFE	
HANDGUN CASE	1	110.00	110.00	LIFE	
HAT BADGE	1	29.75	29.75	LIFE	
HOLSTERS - Level III - Full Drop	1	145.00	145.00	LIFE	
SUREFIRE LIGHT	1	330.00	330.00	LIFE	
SUREFIRE PRESSURE SWITCH	1	130.00	130.00	Life	
INNER BELT	1	21.25	21.25	10 yrs.	
KEEPERS x 4	1	11.26	11.26	LIFE	
LANYARD (Gold)	1	12.00	12.00	Life	
LAPEL PINS	2	15.50	31.00	LIFE	
NOTE BOOK	1	2.96	2.96	As Req.	
NOTE BOOK COVER	1	6.25	6.25	LIFE	
OUTER BELT	1	28.98	28.98	10 yrs.	
PARKA	1	600.00	600.00	4 yrs.	
PEAK CAP	1	28.16	28.16	LIFE	
PEPPER SPRAY	1	16.34	16.34	As Req.	
PEPPER SPRAY HOLDER	1	16.41	16.41	10 yrs.	
RADIO HOLDER	1	57.56	57.56	5YRS	
SHIRTS Long Sleeve	4	15.00	60.00	1 yr.	

SHIRTS Short Sleeve	4	15.00	60.00	1 yr.	
SHOE SHINE KIT	1	14.00	14.00	LIFE	
SHOULDER FLASHES (IE)	20	1.63	32.60	LIFE	
SNOW PANTS	1	68.00	68.00	5yr.	
SWEATER	1	131.00	131.00	2 yrs.	
Tourniquet w pouch	1	66.50	66.50	LIFE	
TACTICAL PANT X 3	3	53.50	160.50	1 yr.	
TOQUE	1	10.00	10.00	1 yr.	
TIE TACS	2	6.84	13.68	LIFE	
TIES X3	3	2.45	7.35	3 yrs.	
TRIGGER LOCK	1	15.00	15.00	LIFE	
TRACK SUIT	1	91.93	91.93	LIFE	
TROUSERS X 1	1	85.00	85.00	10 yrs.	
TUNIC - DRESS	1	1,000.00	1,000.00	Loan	
TOTAL			6,338.29		
* Life Expectancy represents next issue period.					
ADDITIONAL ITEMS ISSUED					
Conducted Energy Device (Taser)	1	1,200	1,200	4-5 yrs.	
CED HOLSTER	1	65.00	65.00	4-5 yrs.	
CED CARTRIDGES	2	62.00	124.00	As req	
CARBINE	1	2,270.00	2,270.00	LIFE	
CARBINE CHEST CARRIER RIG	1	83.00	83.00	LIFE	
BALLISTIC VEST	1	1,295.00	1,295.00	LIFE	
TOTAL of ADDITIONAL EQUIPMENT			5,037.00		

APPENDIX B

Police equipment in police vehicles. All in-cost of police build is averaging at \$95,000. Below

Police car	50,000	
Police truck	75,000	95,000 all in cost
Police package - install	20,000	
	Police decal	
	Police truck toolbox	
	Lights / sirens	
	backseat	
	Silent patrolman	
	Radio install	
	Radar install	
	GPS install	
	Rifle locking holder	
	Spotlights	
	In-car camera install	
Additional equipment for police vehicle that is not included in install		
Spike belt	250	
Road flares	45	
First aid kit	100	
Rescue blankets (10)	50	
Traffic cones	75	
Tow chain	35	
Shovel	25	
Rescue prybar	280	
Emergency Glass breaker	25	
FLIR – hand held	3,000	
Binoculars	400	
MDT	6,000	
Radar	2,200	
Radio	5,000	
In-car camera	5,000	
Licence Plate scanner	12,000	
Mobile ticket printer	3,500	

APPENDIX C

Below is what should be considered when building a police station. Proper planning will ensure that when growth occurs, the service can expand without the need to incur additional costs. You may find that your community may have different needs, this list is compiled from current services and should be used to guide new building considerations.

Chief's Office	Radio Antenna
NCO Office(s)	Secure parking compound
Finance/ Office Mgr. office	ATV/Boat Storage
Working area/ bull pen	Snowmobile & trailer storage
Stationary / supplies room	Public Parking area
Outer exhibit locker	Flag pole
Secure Firearm Storage	Canadian / Service Flag
Inner exhibit locker	Outside Maintenance Equipment
Automated external defibrillator (AED)	Outside maintenance storage
Eye wash station	Picnic table(s) lawn furniture
Fire suppression system(s)	Barbecue
Training/Meeting Room	Guard Emergency Alarm
Kitchen/Break room	Office Cleaning Equipment
Interview Room Secure	Desks
Soft interview room	Cubicles desk system
Audio/visual room	Computers
Outer foyer/waiting area	Office photocopier - rental
Front counter area	Base Station Police Radio
Floor mats	Office Phone System
Cold storage room	Portable Radio Charging Equipment
File Room	Office Chairs
Storage, cleaning room	File Cabinets

Prisoner Cell(s)	Waste receptacles, garbage cans
Guard Room	Office capacity paper shredder - service provider
Vehicle exhibit bay	Postage machine
Prisoner secure bay	Printer, Scanners, Fax system - rental
Staff locker/change room	Water cooler/bottle system
Exercise room	Meeting table
Electrical/Wi-Fi Room(s)	Kitchen Table
Washroom(s) Public and secure	Kitchen supplies, various
Cultural Room	Refrigerator
Video court room	Microwave Oven
Breathalyzer/Fingerprint Scan room	Washer/Dryer
Secure Compound	Office Safe
Back-up generator	Shelving (various)
Secure padlocks/ door lock sys.	Security Camera system
Handicap access	Intrusion Alarm System



FIRST NATIONS CHIEFS OF POLICE ASSOCIATION

Map of member organizations

2023

Police crests are placed in the approximate area in which they police.



British Columbia

Stl'atl'imx Tribal Police Service

Alberta

Lakeshore Regional Police Service
Tsuut'ina Nation Police Service
Blood Tribe Police Service

Saskatchewan

File Hills First Nation Police Service

Manitoba

Manitoba First Nation Police Service

Ontario

Anishinabek Police Service

Akwesasne Mohawk Police Service

Lac Seul Police Service

Nishnawbe-Aske Police Service

Rama Police Service

Six Nations Police Service

Treaty Three Police Service

UCCM Anishnaabe Police Service

Wikwemikong Tribal Police Service

Quebec

Corps de police des Abénakis

Kebaowek Police Department

Kitigan Zibi Police Department

Service de police de Lac-Simon

Service de police de Pikogan

Timiskaming First Nation Police Force

Service de police de Manawan

Sécurité publique Opitciwan

Sécurité publique de Wemotaci

Eeyou Eénou Police Force

Service de police de Wendake

Police Essipit

Sécurité publique Mashteuiatsh

Sécurité publique Pakua Shipi

Sécurité publique de Pessamit

Sécurité publique de Uashat-Mak-Mani-Utenam

Nunavik Police Service

Gesgapegiag Police Department

Listiguj Police Department

Kahnawake Peacekeepers

Naskapi Police Force