

Funding Guidelines

**Aboriginal Policing
Directorate**



Solicitor General
Canada

Canada

Solicitor General of Canada
Aboriginal Policing Directorate

Funding Guidelines

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Introduction

The purpose of this guide is to help you prepare a proposal to get funding from the Aboriginal Policing Directorate for the following activities:

- developmental work to enable First Nations to prepare for and participate in three-party (tripartite) negotiations for First Nations police services between the federal government, a provincial or territorial government, and First Nations communities;
- tripartite policing agreements; and
- program development work in Aboriginal policing.

Funding for these projects is usually provided on a cost-shared basis: 52 per cent federal and 48 per cent provincial or territorial.

The guide also describes the project funding process and the criteria you must meet to get funding.

Before you develop a funding proposal:

- Make sure you know enough about the activity you want the Directorate to fund, including specific criteria, objectives and requirements.
- Contact a Directorate officer to get information on current funding priorities, particularly for off-reserve policing, and research and program development.

Directorate staff are also available to give you advice on preparing funding proposals. You'll find the number of the Directorate office nearest you at the back of this guide.

When preparing your proposal, make sure you provide all the information described in the What to Include in Your Proposal section of this guide.

The Aboriginal Policing Directorate

The Solicitor General of Canada's Aboriginal Policing Directorate manages the First Nations Policing Program, which deals with the policing needs of First Nations communities. The Directorate:

- promotes more effective police services for Aboriginal peoples living both in and outside of cities, on and off reserves; and
- develops and coordinates on- and off-reserve policing policy, and performs related program development and research activities.

The Directorate works in partnership with Aboriginal communities, police departments, other levels of government and interest groups to support innovative projects that aim to provide professional, effective and responsive police services to Aboriginal peoples.

The Directorate's main responsibilities include:

- implementing the First Nations Policing Policy through negotiating and administering tripartite policing agreements, and providing support to First Nations;
- supporting program development through experimental and pilot projects, research and evaluation, and by providing information on co-operative strategies to maximize the positive effects of policing initiatives on other initiatives such as those related to family violence, drugs and Aboriginal justice.

The Directorate has two divisions. The **Policy and Research Division**, located at National Headquarters, is responsible for national on- and off-reserve policy, program development and research. The **Operations and Liaison Division**, mostly made up of regional staff, negotiates tripartite policing agreements with First Nations communities and provincial and territorial governments, and administers the First Nations Policing Program at the regional level.

The First Nations Policing Policy

The purpose of the First Nations Policing Policy is to contribute to the administration of justice and the maintenance of social order, public security and personal safety in First Nations communities. It does so by funding tripartite agreements and related policy and program development designed to provide police services that:

- are professional and effective;
- respond to the cultural, linguistic and special needs of First Nations communities; and
- meet acceptable standards of quality and service compared with similar services in the region.

For more information, see the First Nations Policing Policy.

Funding Areas

This section describes the three main funding areas:

- developmental work;
- tripartite policing agreements; and
- program development activities.

Information is organized in several groups:

<i>Priorities</i>	indicates current Directorate priorities
<i>Eligibility</i>	lists who is eligible for funding
<i>Criteria</i>	lists the criteria used to assess proposals
<i>Funding Arrangements</i>	describes current funding arrangements
<i>More Information</i>	tells you where you can get more information

Developmental Work

Funding is available for developmental work to help First Nations communities perform community consultations and prepare for the negotiation of tripartite policing agreements. For further information on conducting community consultations, see: Aboriginal Policing: Consulting Your Community and Preparing a Policing Proposal.

- Priorities*
- performing community consultations
 - performing policing needs assessments and analyses

- preparing a policing proposal to analyze and select the best police service model available under the policy
- Eligibility*
- First Nations communities, including certain communities on Crown land
 - recognized authorities representing First Nations communities
 - Inuit communities
- Criteria*
- Your project must be directly related to future negotiation of a tripartite policing agreement.
 - Your project must have provincial and federal approval.
 - You should use locally provided federal, provincial, territorial and First Nations resources as much as possible.
- Funding Arrangements*
- All costs must be reasonable and directly linked to First Nations policing programs. Consultant fees should reflect current rates, and other expenses should reflect actual costs.
 - Development costs must be in line with the size and scope of the police service to be developed.
 - First Nations communities should contribute financially or in kind (for example, with office equipment and supplies or through volunteer work) to the initiative.

Tripartite Policing Agreements

Under the First Nations Policing Policy, funding is available for First Nations police services negotiated between the federal government, provincial and territorial governments, and First Nations communities and organizations in tripartite policing agreements. Funding is available on a cost-shared basis - 52 per cent federal and 48 per cent provincial or territorial. For further information on preparing a policing proposal, see: Aboriginal Policing: Consulting Your Community and Preparing a Policing Proposal.

The following policy principles should be reflected in the tripartite policing agreements:

- First Nations communities should have police services that respect their culture and beliefs and which are equal in quality to police services found in similar communities elsewhere in their region.
- First Nations communities should play a key role in shaping the level and quality of police service they receive.
- Police officers serving First Nations communities should have the full range of policing responsibilities and the authority to enforce provincial and federal laws (including the *Criminal Code*) and Band by-laws.
- There should be enough First Nations police officers in each service to ensure that policing will be responsive and sensitive to First Nations culture and beliefs.
- First Nations should play a key role in choosing the type of police service that best suits their needs.
- The selection of a particular type of police service should balance the need for cost-effectiveness and the special policing needs of First Nations communities.
- New First Nations-administered police services should be phased in over a number of years to ensure success.
- Police boards, commissions and advisory bodies should be set up to ensure that First Nations police services are responsive to the communities they serve. These same bodies should also ensure police independence from inappropriate partisan and political influences.
- Policing arrangements for First Nations communities should include: mechanisms for the impartial and independent review of improper exercise of police powers; violations of codes of conduct; and mechanisms for grievance and redress on matters related to discipline and dismissal.

First Nations Police Service Models

The following are examples of police service models that qualify for federal funding:

- First Nations administered police services organized on a band, tribal, regional or provincial basis.
- a special contingent of First Nations officers within an existing police service. This includes:
 - First Nations officers employed within a provincial or municipal police service with dedicated responsibilities to serve a First Nations community; and
 - a group of First Nations officers employed on contract to provide a police service to a First Nations community.
- a developmental policing arrangement designed to help smooth the transition from one type of service to another.

Note that items such as program administration, recruiting, training and education, salaries and benefits, operating and maintenance costs, and capital expenditures are determined during tripartite negotiations.

Priority • the development of First Nations police services

Eligibility • First Nations communities, including certain communities on Crown land

- recognized authorities representing First Nations communities on reserves
- Inuit communities

Criteria • If the First Nations police service is administered by the First Nations community, First Nations peoples should make up more than 50 per cent of officers and civilian staff; if not (i.e., if part of an existing police service), all police officers serving the community should be First Nations peoples.

- First Nations police services must meet the standards of the provincial or territorial jurisdictions in which they operate, and be responsive to the community through police boards, commissions and advisory bodies.
- First Nations police officers must be properly appointed as peace officers and must enforce all applicable laws.

Funding Arrangements

Funds are available under the following types of authorities:

- contribution agreements
- flexible transfer payments (including comprehensive funding arrangements)
- alternative funding arrangements

These authorities are similar to those of the Department of Indian Affairs and Northern Development.

Flexible transfer payments and alternative funding arrangements allow First Nations communities to be more accountable for managing their affairs. These funding authorities give them the flexibility to allot funds according to community priorities, as long as minimum program requirements are met.

More Information

- Contact the Directorate for specific guidelines on the funding arrangements described above.
- Please refer to the First Nations Policing Policy (1992) for more information on the development and funding of tripartite policing agreements.

Program Development

Program development funding is available to help provide more effective police services for all First Nations communities, both on and off reserves. The Aboriginal Justice Initiative is committed to improving police services' response to the unique needs of these off-reserve communities.

Funding

The Directorate also provides contribution funding for program development that relates to its mandate and falls under one of the following categories:

- **Developmental Projects** that help identify issues and define problems, or develop networks that bring together key participants to address issues of strategic importance to the Directorate (for example, feasibility studies,

needs analysis and community consultation).

- **Experimental Projects** that involve testing innovative approaches that will significantly affect First Nations police services, and for police services for Aboriginal peoples living off reserves.
- **Communications and Information Exchange Projects** that support conferences, workshops and activities that promote communication and information exchange about police services for First Nations communities and Aboriginal peoples living off reserves.
- **Implementation Projects** that help carry out formally approved policies and legislation.

Criteria The following criteria are used to assess proposals for all four project categories:

- Your organization must have credibility or a history of stability within the criminal justice system.
- The proposed project, where applicable, must have the clear support of other levels of government and the community.

The rest of the criteria are broken down by project category.

Developmental Projects

Your proposal must demonstrate how the project will develop policies or plans not already covered in the priority areas of the Ministry.

Experimental Projects

Your proposal must:

- demonstrate that the project (or major aspects of it) is innovative;
- demonstrate how the project will improve policing in priority areas listed below;
- be developed in conjunction with federal, provincial and municipal governments, and community organizations involved in policing; and
- have a developmental plan, and a plan for monitoring, regular reporting, evaluation and communication of results that may contribute

to policing or corrections.

Communications and Information Exchange Projects

- Your project must contribute to the communication or exchange of information on policies or plans in priority areas of the Ministry.
- Your organization must be in a location suitable for communications or information exchange.

Implementation Projects

The project must contribute to the implementation of approved policy.

- Priorities**
- aboriginal recruitment
 - communication strategies
 - crime prevention strategies, particularly for youth
 - cross-cultural training
 - enhanced recruitment and career development
 - family violence initiatives
 - police and community relations
 - police intervention in crisis situations
 - proactive police operating strategies
 - substance abuse

- Eligibility**
- First Nations communities
 - Aboriginal organizations
 - police services
 - key interest groups

- Criteria**
- Program activities should be supported by police and Aboriginal representatives from the community.
 - Programs should break new ground in Aboriginal policing.
 - Programs should have the potential for national, provincial or regional application.
 - Programs should have support from relevant provincial, municipal, and Aboriginal authorities.

Funding Arrangements Funding support is available for such activities as:

- testing innovative approaches to delivering First Nations policing

programs and services to Aboriginal peoples living off reserves;

- identifying issues and defining problems, or supporting the development of networks of strategic importance to First Nations and Aboriginal policing priorities;
- helping to implement approved policies and legislation; and
- supporting by project, rather than on an ongoing basis, organizations who work to achieve the objectives of the First Nations Policing Policy and the work of the Aboriginal Policing Directorate related to off-reserve policing.

Note that the Directorate does not provide 100 per cent funding. Try to get financial and in kind support from other sources.

Contracts are sometimes used for research and demonstration projects. The contract may be for services (for example, to perform a research study or needs assessment, or prepare a report) or for consulting (that is, to obtain expert or professional advice from a qualified person).

More Information Contact the nearest Directorate office or National Headquarters (Directorate offices are listed at the back of this guide).

What To Include in Your Proposal

Submit a brief summary of your proposal to the Aboriginal Policing Directorate *before* you begin writing a detailed proposal. Please identify the needs, objectives, proposed activity and expected results, as well as the timeframe and tentative budget for the initiative in this summary. The Directorate will let you know when it receives your summary and will then begin assessing it against Directorate objectives, priorities and available funds. For help with your proposal summary, contact the nearest Directorate office. (Directorate offices are listed at the back of this guide.)

Once it has reviewed your summary, the Directorate may ask you to prepare a detailed proposal.

To avoid unnecessary delays in the review of your detailed proposal, make sure it includes all the applicable information outlined below.

In the case of funding proposals for developmental work or tripartite policing agreements, additional information is required as specified in Aboriginal Policing: Consulting Your Community and Preparing a Policing Proposal.

- Name** Include your organization's full, unabbreviated name. If the organization is incorporated, use the name shown on the Certificate of Incorporation.
- Address and Phone Number** Include the organization's full mailing address and telephone number. If the mailing address is a post office box, indicate the street address of your organization.
- Contacts** Include the names of the following contacts:
- the person who will be responsible for any funds received as a result of the proposal. This is usually the president, a director or a member of the executive committee. This person should also sign the request for funding;
 - someone who can be contacted to provide more information about the proposal; and
 - the project manager.

Description of the Organization or Community

Describe the type of organization or community, what it does and its status. Include the information listed below if it applies.

- State whether the organization is:
 - international ___ in two countries or more
 - national ___ across Canada
 - interprovincial ___ two or more provinces (name them)
 - provincial or territorial ___ one province or territory
 - regional ___ a regional area of a province
 - municipal ___ a whole city or town
 - local ___ a community or neighbourhood within a city or town
 - a Reserve, Band or Tribal Council
- State whether the organization is incorporated or in the process of being incorporated, and whether it's under federal, provincial or territorial legislation. Include the corporate registration number.
- State whether the organization is registered with Revenue Canada as a charitable organization. Include the registration number.
- State the year the organization was formed.
- State the main purpose of the organization, including major goals, objectives, activities, services and programs.
- Describe the organization's structure. Does it have a board of directors or an executive committee? Are they elected or appointed? If so, how often and by whom? If the organization has a written constitution, state this and include a copy.
- Describe any relationships with other organizations, including memberships, and formal, informal and working relationships.

Activity Title

State the title of the activity. This title should help Directorate staff understand your objectives and should accurately reflect your goals. Choosing a title may also help define what you want to do.

Project Type

If it's program development work, state whether it is a developmental, experimental, communications or information exchange, or implementation project.

Length

State how long the activity will last, including the start and end dates of the

part you want the Directorate to fund, taking into account the time it will take to evaluate the proposal. Funding can't be provided for an activity that is complete or underway. Make sure you talk to Directorate staff well before the activity will begin so that there is enough time to process your proposal.

- Identification of Need** State why the activity is needed, including the problem you hope to tackle and who it will help (the target group). Describe and analyze the problem. State how long it has been around and how you came to define it. Discuss how the activity will help meet the need and how your approach is different from the work of others who may be trying to solve the same problem. Give enough information to justify the need for the activity.
- Objectives** Simply state what you want the activity to achieve. Keep your objectives realistic. Explain how meeting your objectives will help solve the problem or meet the need the activity addresses.
- Workplan** Describe what you will do, when you will do it and how this will help you meet your objectives. The workplan, like the objectives, must be realistic.
- Timeframe** Outline the timeframe for the activity, including key dates.
- Reporting Schedule** Draw up a schedule of tasks that need to be done to meet your objectives. Make sure the schedule and the tasks match the resources (that is, people and money) you have available, including resources from the Directorate.
- Activities** Provide clear, detailed information about the following:
- the type of activity (for example, conference, training workshop, exhibit, study, research, assessment, survey, community consultation, policing agreement or feasibility study);
 - its scope (for example, national, provincial, local, reserve or tribal district);
 - the centre of the activity (that is, isolated, rural or urban);
 - the target group (for example, the general public or a more specific group, such as a First Nations community, young offenders, women or police);

- resource persons, including use of staff and volunteers;
- publicity and promotion plans; and
- any other important information.

Expected Results State the results you intend to achieve and express them in measurable terms, such as percentages.

Review Include a way to track your progress in the workplan. Decide how you will measure your success, and schedule dates for evaluating progress. Discuss how you will measure the effects on the target group (for example, actual attendance at the event, immediate feedback, media coverage, participants' written and verbal evaluation, response from the general public, etc.). Commit to firm dates for handing in progress reports, since these will help you review your accomplishments.

Membership and Community Support State how much support there is for the activity (for example, letters of support, board resolutions or minutes of meetings). Include letters of support from organizations with objectives that relate to the activity.

Government Support Identify sources of support from relevant federal, provincial or territorial, and municipal departments.

References Provide the names and phone numbers of two people or organizations who know about the activity and can be contacted as references.

Budget Your budget should accurately reflect all costs. For example:

- List travel costs — include total costs for rail, air, bus, taxi and automobile expenses. Provide details on how many people will be travelling to and from a location and when. Also include meals and accommodation.
- Include salaries for permanent and temporary staff.
- Include costs for support services (for example, typing, photocopying and professional fees).
- List office expenses (for example, equipment, materials, supplies and facilities).

- List honoraria costs — include payments for special guests, resource people or consultants.
- List publicity costs — include costs for brochures, newspaper ads and posters.

Revenue List all revenue as follows:

Organization's Contribution

State the funds the organization will provide for the activity (for example, registration fees, membership dues, fund-raising and subscriptions).

Contributions in Kind

List any volunteer hours and donated services, materials, equipment, space and time.

Other Sources of Revenue

List other sources of income, such as funds from other levels of government, foundations and donations.

Directorate

Identify the total amount requested from the Directorate.

Signature The proposal must be signed by someone with the authority to sign on behalf of the organization.

Checklist

Use this checklist to make sure all of the required information is included in your proposal.

- Name, Address, Phone Number and Contacts**
- Description of Organization or Community**
- Activity Title**
- Project Type**
- Length**
- Identification of Need**
- Objectives**
- Workplan, Timeframe and Reporting Schedule**
- Activities**
- Expected Results**
- Review**
- Membership and Community Support**
- Government Support**
- References**
- Budget**
- Revenue**
- Signature**

The Funding Process

Timing

Proposals are accepted throughout the fiscal year. Processing time varies, but usually takes eight weeks or more, so you should start the application process eight to twelve weeks before the activity would begin. Your detailed proposal should be received by the Ministry at least 60 days before the date the activity will begin.

Once you've signed an agreement with the Ministry, it generally takes several weeks before you receive any payment. The method and timing of payments is flexible in order to meet specific needs.

Review, Approval and Notification

Before your activity can be approved for funding, your proposal will be thoroughly reviewed to make sure it measures up to the terms, conditions and priorities of the Contributions Program and other Directorate priorities. Make sure you provide all the information described in the What to Include in Your Proposal section of this guide well in advance of the proposed start date. You may be required to provide additional information to support your request for funding.

You will be notified by letter of the funding decision as soon as possible. If your activity is not approved, the reasons will be included.

Monitoring

As a recipient of funding, you will have certain obligations to the Ministry. You will be expected to sign an agreement with the Ministry that outlines everyone's responsibilities. Through this agreement, you will be expected to:

- Keep the Ministry informed of your progress by handing in written reports on the dates scheduled in your workplan, participating in evaluations of the activity and answering requests for information about its status.
- Send at least two copies of any materials produced and a final report describing the accomplishments and outcome of the activity when the

funding period is over.

- Recognize the Ministry's financial support of your activity in a way that's acceptable to you and the Ministry.
- Keep accurate financial records to account for Ministry funds.
- Meet any other conditions included in the agreement.

Because it is investing money in your activity, the Ministry wants it to be a success. Program officers will be in touch with you to talk about the activity's progress. They can also give you advice on how to successfully complete your activity.

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