First Nations Chiefs of Police Association

ANNUAL REPORT 2025 - 2026

Message from the President

On behalf of the First Nations Chiefs of Police Association (FNCPA), I am pleased to present the **2025–2026 Annual Report**, highlighting the Association's achievements, progress, and continued commitment to advancing First Nations policing across Canada.

The FNCPA remains dedicated to representing and supporting First Nations police services and the communities they serve. Our work is guided by a commitment to strong leadership, effective governance, collaboration, and advocacy while respecting the unique cultures, traditions, values, and priorities of First Nations.

Throughout the past year, the FNCPA Executive, staff, and membership have worked collectively to strengthen partnerships, advance national policing priorities, and promote sustainable, culturally appropriate First Nations policing.

Key highlights and accomplishments for 2025–2026 include:

- National Advocacy and Essential Services Legislation: Continued engagement with Public Safety Canada and the Assembly of First Nations (AFN) National Task Force to advance legislation recognizing First Nations policing as an essential service. The Association also welcomed the AFN's national resolution supporting this important initiative.
- National Representation and Partnerships: Active participation in the Canadian Association of Chiefs of Police (CACP), including Executive Committee meetings, annual conferences, national advisory committees, and the Policing with Indigenous Peoples Committee. FNCPA also maintained representation and engagement with the Canadian Police College and Canadian Police Knowledge Network advisory committees.
- Membership Engagement and Collaboration: Strengthened relationships with the Association des directeurs de police des Premières Nations et Inuit du Québec (ADPPNIQ) and Indigenous Chiefs of Police of Ontario (ICPO), promoting greater national cooperation, knowledge sharing, and opportunities for membership growth.
- Training, Resources, and Professional Development: Completed the Matrimonial Real Property (MRP) Train-the-Trainer Project on March 31, 2026, and developed and distributed the Indigenous Policing Costing Guide nationally to support First Nations policing operations, planning, and funding discussions.
- Organizational Governance and Financial Accountability: Conducted regular Executive meetings, maintained financial oversight and banking reviews, updated administrative and banking arrangements, and advanced revisions to the Association's Articles of Incorporation.
- Annual Conference and General Meeting: Coordinated national gatherings that provided opportunities for professional development, networking, information sharing, and discussions on emerging challenges and priorities. Bilingual services supported meaningful participation from English- and French-speaking members.
- Funding and Communications: Secured continued funding support from Public Safety Canada for Head Office operations and national advocacy initiatives. Enhanced communications through regular website updates and social media engagement to strengthen the Association's national presence.

As President, I am proud of the progress achieved throughout 2025–2026 and the dedication demonstrated by our Executive, members, and staff. Their continued commitment, leadership, and contributions have been instrumental in advancing the Association's priorities and strengthening our collective voice at the national level.

I extend my sincere appreciation to the FNCPA Executive, our member police services, staff, and partners for their ongoing support and collaboration. As we move forward, I remain committed to advocating for the recognition, sustainability, and advancement of First Nations policing and ensuring that the voices and priorities of our members continue to be represented.

Together, we will continue building a stronger future for First Nations policing across Canada.

Dwayne Zacharie

Chief Peacekeeper Dwayne Zacharie
President of the First Nations Chiefs of Police Association

Mission Statement

First Nations Chiefs of Police Association speaks as one voice for the advancement and sustainability of self-administered First Nations' policing in Canada, by aiding and developing innovative methods to enhance public safety and wellness, while embracing our communities' unique cultural and traditional values.

Vision Statement

> To promote FNCPA as a nationally recognized organization.
> To build partnerships with First Nations, Federal, Provincial and territorial governments, as well as non-policing and Justice stakeholders.
> To build capacity by facilitating training for our members.
> To promote and contribute to holistic justice and wellness strategies for our communities.

Mandate

The FNCPA exists to serve First Nation police services and First Nation territories across Canada by facilitating the highest level of professionalism and accountability in their police services, all in a manner that reflects the unique cultures, constitutional status, social circumstances, traditions and aspirations of First Nations.

History of FNCPA

The First Nations Chiefs of Police Association (FNCPA) was established as a not-for-profit organization in 1993. The purpose of the FNCPA is to serve First Nations police services and First Nations territories across Canada by facilitating the highest level of professionalism and accountability, in a manner that reflects the unique cultures, constitutional status, social circumstances, traditions and aspirations of First Nations.

The First Nations Chiefs of Police Association (FNCPA) generates revenue through membership fees and conference registrations, which contribute to the Association's operations and support its mission of advancing First Nations policing across Canada.

FNCPA also maintains a funding partnership with Public Safety Canada to support training, professional development, leadership initiatives, and capacity building for First Nations police services nationwide. In addition, the Association actively seeks grants and other funding opportunities to expand training programs, provide financial assistance to its members, and increase access to specialized training and educational resources.

Through these funding sources and partnerships, FNCPA continues to strengthen its ability to respond to the evolving needs of its membership, promote professional growth, and support the long-term sustainability and advancement of First Nations policing across Canada.

Supporting Members Through Training and Professional Development

The First Nations Chiefs of Police Association (FNCPA) continues to support its membership through training, leadership development, and initiatives that strengthen First Nations policing across Canada.

FNCPA successfully completed the Matrimonial Real Property (MRP) Train-the-Trainer Program on March 31, 2026, and continues to promote professional development through its partnership with the Canadian Police Knowledge Network (CPKN). The Association has also supported community education and prevention through its Drug-Impaired Driving and Opioid Awareness projects.

With funding support from Public Safety Canada, FNCPA continues to advance First Nations policing as an essential service while delivering its Mentorship Program to prepare emerging police leaders for future leadership roles. With many Chiefs of Police approaching retirement, succession planning and leadership development remain key priorities.

Officer mental health and wellness are also a growing focus, with FNCPA working to expand access to wellness training, peer support, and mental health resources in response to the challenges faced by police personnel.

Through continued partnerships, training opportunities, and participation in national policing initiatives, FNCPA remains committed to strengthening its membership, supporting officer well-being, and advancing sustainable First Nations policing across Canada.

Presidents Report

FNCPA Executive Representation on National Boards, Committees and Advisory Groups

The FNCPA Executive continues to actively participate in national boards, committees, advisory groups, and partnerships to strengthen and advance First Nations policing across Canada.

The Executive also maintains ongoing meetings and consultations with various First Nations organizations, policing associations, government departments, and national stakeholders to advance legislation recognizing First Nations policing as an essential service.

Established in 1991, the First Nations Policing Program (FNPP) was created to improve policing services in First Nations and Inuit communities. FNCPA continues to advocate for the advancement of this program through sustainable funding, legislative recognition, and First Nations-led policing that reflects the unique needs, cultures, and priorities of the communities served.

FNCPA Executive representation includes:

- **Canadian Association of Chiefs of Police (CACP)**
    - Board of Directors / Executive Vice-President – Jerel (Jerry) Swamp
    - Policing with First Nations, Métis and Inuit Peoples Committee – Dawn Blake and Dwayne Zacharie
    - Special Purpose Committee on the Collection of Indigenous and Racialized Data – Darren Montour
    - Drug Advisory Committee – Quinnes Jacques
- **Assembly of First Nations (AFN)**
    - National Task Force on First Nations Policing as an Essential Service –FNCPA Executive

    - National Chief's Executive Policing Representation
- **Public Safety Canada (PSC)**
    - First Nations Policing Program Stakeholder Panel – Jerry Swamp
    - Opioid Communications Project – Dwayne Zacharie
    - National Committees and Consultations on First Nations Policing – All Executive
- **Indigenous Services Canada (ISC)**
    - Matrimonial Real Property (MRP) Training Program Advisory Group – Dwayne Zacharie
- **National Police Services**
    - National Advisory Committee (NPS NAC) – Keith Blake
    - National Cybercrime Committee (NPS CC) – Darren Montour
- **Canadian Police College**
    - Advisory Board – Chief Ranatiiostha Swamp
- **Royal Canadian Mounted Police (RCMP)**
    - Management Advisory Board (MAB) – Lennard Busch
    - Management Advisory Board Leadership Taskforce – Dwayne Zacharie
- **Statistics Canada**
    - Canadian Centre for Justice and Community Safety Statistics – Darren Montour
    - Missing Persons Data Initiative – Darren Montour
- **International Association of Chiefs of Police (IACP)**
    - National and International Representation – FNCPA Executive
- **First Nations Chiefs of Police Association (FNCPA)**
    - Awards Committee – FNCPA Executive
- **Additional National Initiatives and Partnerships** – All Executive
    - National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)
    - Search and Rescue Initiatives Fund – Rapid Response Working Group
    - Association des directeurs de police des Premières Nations et Inuit du Québec (ADPPNIQ)
    - Indigenous Chiefs of Police of Ontario (ICPO)

Through continued national representation, collaboration, and advocacy, FNCPA remains committed to strengthening relationships, supporting its membership, and ensuring First Nations policing priorities are represented in national discussions and legislative developments. The Association will continue working toward the recognition of First Nations policing as an essential service, with sustainable funding, accountability, and long-term support for First Nations police services across Canada.

Meetings of the Executive

April 2025

- April 22, 2025 – Executive Meeting with Public Safety Canada (PSC) – International Peacekeeping
- April 29, 2025 – Executive Meeting with Staff

May 2025

- May 13, 2025 – Three Associations Meeting
- May 13, 2025 – Executive Meeting
- May 27, 2025 – Executive Meeting with Public Safety Canada (PSC) – Bilateral Discussions

June 2025

- June 26, 2025 – Executive Meeting with Staff

August 2025

- August 9, 2025 – Executive Meeting with CACP, ICPO and Forest Green
- August 11, 2025 – Executive Meeting
- August 12, 2025 – Executive Meeting with New Minister
- August 14, 2025 – Executive Meeting
- August 27, 2025 – Executive Meeting with Public Safety Canada – Bilateral Discussions
- August 29, 2025 – Projects Meeting with Staff

September 2025

- September 3, 2025 – Executive Meeting
- September 29, 2025 – Executive Meeting with Public Safety Canada

November 2025

- November 4, 2025 – Annual General Meeting and Elections
- November 5, 2025 – Annual General Meeting (Day 2), including presentations and sessions
- November 5, 2025 – Executive Meeting

January 2026

- January 8, 2026 – Executive Meeting
- January 15, 2026 – Executive Meeting
- January 28, 2026 – Executive Meeting Budget Review
- January 29, 2026 – Executive Meeting

February 2026

- February 3, 2026 – Meeting with Public Safety Canada – Funding
- February 11, 2026 – Executive Meeting
- February 18, 2026 – Presentation: Building with Sovereignty

March 2026

- March 3, 2026 – Executive Meeting
- March 3, 2026 – Executive Meeting with Staff
- March 3, 2026 – Executive Meeting with Indigenous Chiefs of Police of Ontario (ICPO)
- March 12, 2026 – Mentorship Meeting with UNDRIP

FNCPA Executive Presentations, National Engagement and Representation

The FNCPA Executive Committee and staff continue to participate in national presentations, consultations, advisory committees, and meetings with government departments, policing organizations, and Indigenous partners. These engagements provide opportunities to advocate for First Nations policing, share knowledge, strengthen partnerships, and contribute to national policing policies, legislation, training, and professional development.

Key organizations, committees, and initiatives include:

- **Assembly of First Nations (AFN)**
  - Indigenous Public Safety and Policing Forum
  - Special Chiefs Assembly
- **Canadian Association of Chiefs of Police (CACP)**
  - National Representation – Jerel Swamp
  - Addressing Abuse of Personal and Designated Production of Cannabis for Medical Purposes – Darren Montour
  - Policing with First Nations, Métis and Inuit Peoples Committee – Dwayne Zacharie and Keith Blake
- **Canadian Association of Police Governance (CAPG)**
- **Canadian Centre for Justice and Community Safety Statistics** – Darren Montour
- **Canadian Police College (CPC)**
  - Executive Committee and Advisory Board
  - Advisory Board – Lennard Busch
- **Canadian Police Knowledge Network (CPKN)** – Lennard Busch
- **Coalition for Canadian Police Reform (CCPR)**
  - Indigenous Policing in Canada – Keith Blake
- **Congress of Aboriginal Peoples**
- **First Nations Policing Program Stakeholder Panel** – Jerel Swamp
- **Indigenous Leadership Policing Mentorship Program** – Lennard Busch
- **Matrimonial Real Property (MRP) Training Program**
  - Training and Presentations – Dwayne Zacharie and Lennard Busch
  - Public Safety Canada Partnership
- **Métis National Council**
- **Missing and Murdered Indigenous Women and Girls (MMIWG)**
  - Engagement with the RCMP
- **National Association of Friendship Centres**
- **National Fentanyl Enforcement Strategy Table** – Darren Montour
- **National Police Services**
  - National Advisory Committee (NPS NAC) – Keith Blake
  - Cybercrime Committee
- **Native Women's Association of Canada (NWAC)**
- **Opioid Communications Project**
  - Public Safety Canada – Dwayne Zacharie
- **Pauktuutit Inuit Women of Canada**
- **Quebec Association of First Nations Chiefs of Police**
- **Royal Canadian Mounted Police (RCMP)**
  - Management Advisory Board (MAB) – Lennard Busch
- **Road Safety Program Development Office**
  - Ontario Ministry of Transportation – Jerel Swamp
- **Search and Rescue Initiatives Fund**
  - Rapid Response Working Group – FNCPA Executive

- **Senate of Canada**
    - Standing Senate Committee on Indigenous Peoples – Keith Blake and Lennard Busch
    - Standing Senate Committee on Legal and Constitutional Affairs – Lennard Busch

Through these national engagements, FNCPA continues to ensure that First Nations policing perspectives are represented in discussions concerning public safety, legislation, governance, training, recruitment, leadership development, and community well-being. The Association remains committed to strengthening relationships and advancing the recognition of First Nations policing as an essential service across Canada.

Media Relations and Public Awareness

Throughout 2025–2026, the FNCPA Executive and Executive Director participated in various media interviews, public discussions, and national communications to raise awareness of First Nations policing, highlight challenges and priorities, and advocate for the recognition of First Nations policing as an essential service.

Media engagement included:

- Universities and educational institutions
- Local and regional media outlets
- CBC Radio-Canada and CBC News
- NationTalk
- The Globe and Mail
- Aboriginal Peoples Television Network (APTN)
- CTV News – Saskatoon and Ontario
- Media coverage relating to Gull Bay First Nation
- MediaEdge Publishing
- National media releases and public statements

Through continued media engagement, FNCPA has strengthened its national presence, promoted public awareness, and ensured that the voices and perspectives of First Nations police services are represented in discussions on policing, public safety, and legislative priorities across Canada.

Administration & Offices

The FNCPA administrative office was previously located at the Manitoba First Nations Police Service until November 2024. Since then, the Association has transitioned to a virtual working environment, with staff continuing to provide administrative, financial, operational, and project support remotely.

FNCPA currently has three (3) staff members who support the Association's daily operations and national initiatives:

- **Executive Director** – Hired in January 2022 and continues to oversee the Association's operations, programs, partnerships, and national initiatives.
- **Project Trainer** – Hired in October 2024 to support training programs, professional development, and capacity-building initiatives for First Nations police services.
- **Executive Assistant/Finance Clerk** – Has provided continuous administrative, financial, and Executive support to the Association since 2011.

Through its dedicated staff and virtual operations, FNCPA continues to maintain effective administration, financial accountability, project coordination, and ongoing support to the Executive and membership across Canada.

Executive Officers

Executive Committee:
The current Executive members overseeing FNCPA:
(pictured above from left to right)

President

Chief Jerry Swamp, Chippewas of Rama Police Service (April – October 2025)
Chief Dwayne Zacharie, Kahnawake Mohawk Peacekeepers (October 2025 +)

Vice President (West)

Chief Keith Blake, Tsuut'ina Nation Police Service (April – October 2025)
Chief Grant Buckskin, Blood Tribe Police Service (October 2025 +)

Vice President (Central)

Chief Darren Montour, Six Nations Police Service

Vice President (East)

Chief Randy Weizineau, Securite Publique Opticiwan

Secretary/Treasurer

Dean Syniak, Lakeshore Regional Police Service (October 2025 +)

Past President

Chief Jerry Swamp, Chippewas of Rama Police Service (October 2025 +)

FNCPA have over 36 First Nation (Stand-Alone) Police Services as members that provide support to First Nations communities with dedicated Officers and staff. There are a variety of memberships with in FNCPA: Active, Associate, Honorary, Founding, Life, and Sustaining.

Active & Associate memberships are the main Executive Ranks in each organization, who take the information

provided from FNCPA, and disseminate to their members and staff.

The First Nation Police Services that provide policing directly to First Nation communities, and they have Active and Associate memberships, such as:

- Active memberships with Executive Ranks, such as: Chief of Police, Police Directors, Deputy Chief, Superintendents, Inspectors, Staff Sergeant, and Lieutenant.

- Associate memberships with Executive Ranks in policing and politics, such as: Band Chiefs, Band Councillors, Tribal Council Policing Portfolio Holders, Police Commission, Police Boards, Director General, Chiefs of Police, Chief Superintendents, Superintendents, and Inspectors. Some organizations that are included within the Associate memberships: Public Safety Canada, Surete de Quebec, Ontario Provincial Police, Aboriginal Policing Bureau, Royal Canadian Mounted Police, Dryden Police Service, Thunder Bay Police Service, Kahnawake Peacekeepers, and various other Police Services, who provide direct policing services to First Nation communities.

Executive Committee

In accordance with the FNCPA By-Laws, the Executive Committee is comprised exclusively of Chiefs of Police representing First Nations police services across Canada.

During General Elections, each member police service is entitled to one voting representative, either the Chief of Police or Deputy Chief of Police. Following the nomination process, each nominee is required to formally confirm their acceptance or respectfully decline the nomination, with the opportunity to provide a reason if they choose.
All nominees are required to communicate their decision to the Association, ensuring a transparent, respectful, and accountable election process consistent with FNCPA's governance principles and By-Laws.

Executive Structure

The FNCPA Executive Committee consists of six (6) Chiefs of Police, providing leadership, regional representation, and continuity in the Association's operations and national engagements. This structure allows the Executive to effectively manage the increasing number of meetings, consultations, and responsibilities while ensuring representation when the President is unavailable or attending other commitments.

The Executive Committee consists of the following positions:

- **President** – One (1) position
- **Vice-Presidents** – Three (3) positions, representing Eastern, Central, and Western Canada
- **Secretary/Treasurer** – One (1) combined position
- **Past President** – One (1) position

This structure strengthens collaboration, shared leadership, and accountability while ensuring the Association continues to represent and advocate for the interests of First Nations police services across Canada.

Changes to Election Committee – Updated By-Law

During the FNCPA Annual General Meeting held on November 4, 2025, the membership reviewed and approved an amendment to the Association's By-Laws regarding Executive Committee term limits.

Members agreed to remove the restriction on the number of consecutive terms an Executive member may serve, allowing for greater continuity, leadership stability, and retention of experience within the Association. Executive members will continue to serve two-year terms, with no limit on the number of consecutive terms they may hold, subject to the Association's election process.

Motion #2025.11.04.08 – Amendment to By-Law 40.3.1
A motion was presented to remove Executive Committee term-limit restrictions and permit Executive members to serve consecutive two-year terms without limitation. The amendment takes immediate effect upon adoption, eliminating all previous term-count restrictions and mandatory sit-out requirements.
Moved by: Jason Colon
Seconded by: Dean Lerat
Membership Vote: 12 in favour, 0 opposed
Result: Carried unanimously.
This amendment supports continuity in leadership, strengthens organizational stability, and allows experienced Executive members to continue serving the Association, subject to re-election by the membership.

Election of Officers

Every year the membership of the FNCPA has a process established to select an Executive to act on its behalf to deal with business as it arises. The elections for positions are staggered so this would allow for continuity and so that not all positions are not elected at the same time. The Executive, in turn, keeps the membership up to date on what these activities are. In person meetings are established as required and routine business is achieved through regular teleconference calls.

On November 4, 2025, elections were held at the Banff Park Lodge & Conference Centre, Banff, Alberta and the following members of the Executive were elected:

President - Chief Dwayne Zacharie, Kahnawake Peacekeepers
Vice President (East) - Chief Grant Buckskin, Blood Tribe Police Service
Secretary / Treasurer – Chief Dean Syniak, Lakeshore Regional Police Service

Past President - The position of past President remains on the Executive consecutively.
Chief Jerel Swamp, Rama Police Service

The next election is scheduled to the fall of 2026 with the positions for: Vice President Central and Vice President West.

Our Condolences to All Policing Families Across the Nation
The First Nations Chiefs of Police Association extends heartfelt condolences to the families, friends, communities, and police services across Canada who have experienced the loss of respected leaders and officers. We also stand in full support of their colleagues, who had the honour of working alongside them and witnessing their dedication to public service.

By-Law Changes

During the Annual General Meeting when an election is imminent, the current By-Laws are provided to members for review. During the election procedures, outside Associate members are requested to leave for the voting process, until the election has been completed in its entirety. The newly elected Executive then are announced and passed by motion of all members present. The new Executive then conduct their first business meeting with the past President to collectively discuss old business and new business.

Membership & Membership Guidelines

Membership in the Association is divided in five (5) classes:

5.1	Active;	5.3	Sustaining;	5.5	Life.
5.2	Honourary;	5.4	Associate; and		

Membership definitions are available on the website at:

https://www.fncpa.ca/members/membership-information/

Other Active Members

Any Active member who has served the Association with honour and distinction may be made a Life member upon recommendation of the Credentials Committee and election by a majority of the votes cast at an annual conference.

FNCPA has members from the following Police Organizations:

Accident Support Services		Akwesasne Mohawk Police Service
Blood Tribe Police Service		Canadian Police College
Canadian Association of Police Governance		Carfax for Police
Corps police des Abenakis & Corps de Wendake		D&R Electronics
Eeyou Eenou Police Force		Federal Signal
File Hills First Nations Police Service		FSET Inc.-Mobile Innovations
Gesgapegiag Police Force		Gillons Insurance Brokers Ltd
Indigenous Policing Bureau, OPP		Indemia (Morpho)
Johnstone & Cowling LLP		Kahnawake Peacekeepers
Kanaton Aski		Nunavik Police Service
Kebaowek Police		Kitigan Zibi Anishinabeg Police Department
Korth Group Ltd.		Kustom Signals Inc.
Lac Seul Police Service		Lakeshore Regional Police Service
Listuguj Police Department	Loon River FN	Long Point First Nation Regional Policing Project
Manitoba First Nations Police Service		MD Charlton Co Ltd
Mohawk Council of Kanestake		Naskapi Police Force
Nishnawbe-Aski Police	Noskey Consulting	Ontario Provincial Police
Ontario Parole Board, Govt		Police Essipit
Police Manawan		Police Pikogan (Conseil d'Abitibiwinni Police Service)
PSP Corp		Public Safety Canada
Rama Police Service		Rampart International
RCMP NCMPUR & RCMP Foundation		Securite Publique de Mashieuiatsch
Securite Publique de Passamit		Securite Publique de Uashat Mak Mani-Utenam
Securite Publique Opitciwan		Service de police de Lac-Simon
Service de Police Wendake		Six Nations Police Service
Stl'atl'imx Tribal Police Service		Surete du Quebec
Squamish Nation	Tecbound Tech	Tyendinaga Police Service
Thunder Bay Police Service		Timiskaming First Nation Public Security
Treaty 3 Police Service	Treaty 8 Organization	Tsuu T'ina Nation Police Service
Tsuu Tina Police Service		WCI Whyte Communications Inc
Wendake Police Service	WP Financial	Whitecap Dakota Nation

Membership Fees

Active Membership
Annual membership fees are $250.00 per member, and each membership remains valid until March 31 of the following fiscal year.

To participate in Executive elections, members must have their fees paid in full and be in good standing with the Association.

"The Deputy Chief or equivalent of a police organization recognized by a First Nations of Canada. Only one active member is given voting privileges per police service. (Deputy Chief, Superintendent, Inspector, Staff Sergeant, Lieutenant - proxy to Chief, with voting privileges in the Chiefs absence)"

New Membership
All new associate membership applications must be endorsed by two (2) Active FNCPA Members. Upon submission of their membership request, they must have the identified name of FNCPA Member & Organization.

Annual General Meeting

Each year, the FNCPA hosts an Annual General Meeting in accordance with the FNCPA By Laws which were developed in 1992 at the time of Incorporation. The first day of the AGM is held specifically for the Active members (Chiefs of Police and Deputy Chiefs) in a business environment.

The last in person Annual General Meeting was held on November 4, 2025, at the Le Centre Sheraton Montréal, in Montreal Quebec. At the Annual General Meeting, Members discuss association business such as:

- Approval of Previous Minutes:
  Members approved the Meeting Minutes from the 2024 Annual General Meeting.
- Annual and Financial Reports:
  - FNCPA 2024–2025 Financial Reports were reviewed and approved.
  - The FNCPA Annual Report was presented and accepted.
  - Financial statements for the Matrimonial Real Property (MRP) Training Program were reviewed and approved.
- Project Updates:
  - Executive Development Training Project – Overview provided on upcoming leadership training.
  - UNDRIP Project Completion – Update on project delivery in partnership with Justice Canada.
  - Wounded Warrior Mental Health Initiative – Continued focus on officer wellness.

    - FNCPA Video Project – Media project update to support public awareness and promotion of First Nations policing.
- By-Law and Policy Review: Review of the By-Laws changes regarding the years an Executive member can serve on the Executive Board.
- Federal Support for First Nations Policing – Update from Public Safety Canada:
- Speakers - Teddy Manywoods, Co-chair, Police Commission (Tsuut'ina Nation); Executive, Canadian Association of Police Governance, Dawn Blake and Personal Recovery & Resilience, Helene Roberge and Training Initiatives and Lennard Busch with Mentimeter Survey Review: Survey results were presented to gather member perspectives on First Nations policing priorities.

The First Nations Chiefs of Police Association (FNCPA) recognizes that First Nations police services are best positioned to provide culturally appropriate, community-based policing that reflects the unique needs, traditions, and priorities of First Nations peoples. The Association's vision is for First Nations police services to become the policing service of choice for First Nations communities across Canada.

Special Meetings and Essential Services Legislation

On May 16, 2022, FNCPA held a Special Meeting prior to its Annual Conference, bringing together the First Nations Chiefs of Police Association (FNCPA), Indigenous Police Chiefs of Ontario (IPCO), and l'Association des directeurs de police des Premières Nations et Inuit du Québec (ADPPNIQ). During this meeting, the three associations and their membership collaborated to develop a Joint Position Paper outlining shared priorities and recommendations for legislation recognizing First Nations policing as an essential service.

Although the initial meeting and Joint Position Paper were established in 2022, FNCPA continues to advocate and work collaboratively with First Nations policing organizations, government partners, and stakeholders through ongoing consultations, special meetings, and discussions. The Association recognizes that unity, cooperation, and a collective voice are essential to advancing First Nations policing across Canada. By working together with shared goals and a common vision, First Nations police services can strengthen their advocacy, advance essential services legislation, and build a sustainable future for First Nations-led policing. Through a united effort, we can achieve greater success and ensure that First Nations policing continues to move forward as one collective voice.

Annual Conference

The Annual Conference is coordinated for all FNCPA Members, Police Organizations, Police Boards, Police Associated Organizations and business partners. It is open to the public with persons of interest in policing. The Annual Conference provides a forum for the members to conduct business of the Association and assist in keeping the membership aware of issues that are national and topical.

The last in person Annual Conference and Awards ceremonies was held on May 13, 14 & 15, 2025, at the Hilton Lac Leamy Lac Leamy in Gatineau, Quebec. Opening remarks were provided by elder Elder Prayer – Frank McGregor from Kitigan Zibi Anishinabeg First Nation and Territory Remarks – Councillor Frank Meness , Kitigan Zibi Anishinabeg First Nation. Opened by traditional drum group – Rama Police Service

A summary of the information about the conference presentations were:

Transformational Leadership in Challenging Times
Dan Bellegarde, Knowledge Keeper

Dan Bellegarde presented on *Transformational Leadership in Challenging Times*, highlighting the importance of strong leadership, accountability, and effective governance in First Nations policing. He emphasized the separation between Police Governing Boards and the operational responsibilities of Chiefs of Police, while promoting transparency, collaboration, and community trust. He also discussed sustainable funding, recruitment and retention, culturally appropriate policing, and the importance of recognizing First Nations policing as an essential service. His presentation encouraged transformational leadership, stronger partnerships, and continued efforts toward self-determined, community-based First Nations policing across Canada.

Empowering First Nations Police Governance
Teddy Manywounds

Teddy Manywounds presented on *Empowering First Nations Police Governance*, emphasizing the importance of strong governance structures that reflect First Nations traditions, cultural values, and community needs. He discussed the importance of leadership, accountability, capacity building, and clearly defined roles and responsibilities within Police Governing Boards and Commissions. He highlighted the need to respect Treaty and inherent rights while strengthening community involvement in policing decisions. Teddy also emphasized the importance of including Elders, youth, women, and girls in governance to ensure diverse perspectives and culturally appropriate approaches to public safety. His presentation encouraged collaboration, community empowerment, and the development of sustainable First Nations-led policing governance structures.

Give a Human Face on your Leadership
Marc Andre Morel

Marc André Morel delivered a keynote presentation titled *Give a Human Face to Your Leadership*, emphasizing the importance of compassionate, collaborative, and people-focused leadership. He addressed workplace challenges such as staffing shortages, employee turnover, increasing demands, limited resources, and employee well-being. Marc highlighted the importance of building trust, strengthening communication, recognizing employee contributions, and creating positive working relationships. His presentation encouraged leaders to connect with employees on an emotional level, demonstrate appreciation, and promote teamwork and engagement to create stronger, more supportive, and effective organizations.

Leadership and Value Creation Enhancement
Through Truth and Reconciliation Calls to Action
Cadmus Delorme (Zoom)

Cadmus Delorme's presentation focused on the importance of leadership, reconciliation, and creating meaningful change through the Truth and Reconciliation Commission's Calls to Action. The session explored the role of leadership in building trust, strengthening relationships, recognizing Indigenous history, and promoting respect, understanding, and accountability. It also highlighted the importance of collaboration, cultural awareness, and incorporating reconciliation into organizational values and decision-making. The presentation encouraged leaders to support positive change, strengthen partnerships with Indigenous communities, and advance reconciliation through meaningful actions and shared responsibilities.

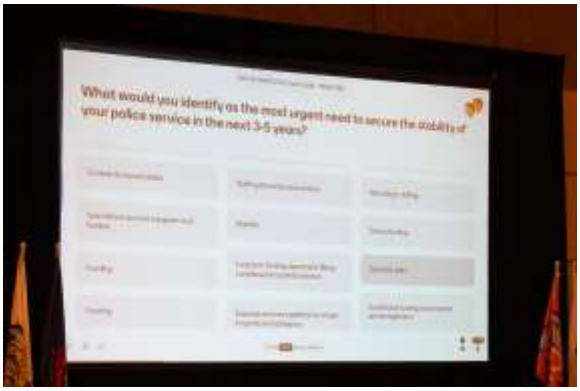
Public Safety Canada Updates
Chris Moran, Assistant Deputy Minister

Chris Moran, Assistant Deputy Minister of Public Safety Canada, provided an update on federal initiatives and priorities relating to First Nations policing across Canada. The presentation addressed the importance of continued collaboration between the federal government, First Nations leadership, and Indigenous police services to strengthen community safety and support culturally appropriate policing. Key areas of discussion included sustainable funding, recognition of First Nations policing as an essential service, ongoing legislative discussions, and the challenges facing Indigenous police services. The session highlighted the importance of continued engagement, consultation, and partnerships to advance First Nations-led policing and address the unique needs of Indigenous communities.

FNCPA Elders Promotional Video (12:30)

FNCPA highlighted its Elders Promotional Video initiative, recognizing the important role Elders play in First Nations communities and policing. The initiative emphasizes the value of traditional knowledge, cultural teachings, respect, and the guidance Elders provide in strengthening relationships between police services and the communities they serve. It promotes cultural awareness, community engagement, and the importance of incorporating First Nations traditions and values into policing practices. Through this initiative, FNCPA continues to support culturally appropriate policing, honour Indigenous knowledge, and encourage stronger connections between Elders, police officers, and future generations.

Mentimetre Survey
Lennard Busch



FNCPA Executive Director Lennard Busch conducted a Mentimeter survey to gather feedback from First Nations police services on their operational challenges, resource requirements, recruitment and retention concerns, equipment needs, and policing priorities. The survey provided members with an opportunity to share their experiences, identify gaps, and highlight areas requiring additional support. The information collected will assist FNCPA in identifying common challenges, developing future initiatives, strengthening advocacy efforts, and supporting the continued advancement of First Nations policing across Canada. Survey findings will be reviewed and used to guide discussions, strategic planning, and future training and development opportunities.

Wounded Warriors Peer Course Support Training Update
Dawn Blake

Inspector Dawn Blake of the Tsuut'ina Nation Police Service presented on the importance of mental health, wellness, and peer support for First Nations police officers. She highlighted FNCPA's partnership with Wounded Warriors Canada, which supported 14 officers from across Canada to attend a three-day Peer Fundamentals Training Program in Alberta. The training focused on recognizing workplace trauma, building resilience, and providing meaningful peer-to-peer support. Dawn shared positive feedback from participants who emphasized the importance of having mental health resources specifically designed for Indigenous policing. She also discussed the unique challenges officers face when policing their own communities and encouraged continued collaboration, training, and support to strengthen officer wellness and mental health across First Nations police services.

First Nations Chiefs of Police Association (FNCPA), Indigenous Police Chiefs of Ontario (IPCO), and Association des directeurs de police des Premières Nations et Inuit du Québec (ADPPNIQ)

he First Nations Chiefs of Police Association (FNCPA), Indigenous Police Chiefs of Ontario (IPCO), and Association des directeurs de police des Premières Nations et Inuit du Québec (ADPPNIQ) participated in a panel discussion highlighting the importance of national collaboration and a unified approach to advancing First Nations policing across Canada. The discussion focused on shared challenges, including sustainable funding, recruitment and retention, police governance, and the recognition of First Nations policing as an essential service. The panel emphasized the importance of continued advocacy, consultation, knowledge sharing, and strengthening partnerships among Indigenous policing organizations. Through collective efforts and a unified voice, the associations continue to promote self-determination, culturally appropriate policing, and stronger, sustainable First Nations police services across Canada.

 # Canadian Association of Chiefs of Police - Policing with Indigenous Peoples Committee
Dwayne Zacharie & Warren Brown

Dwayne Zacharie and Warren Brown provided an overview of the Canadian Association of Chiefs of Police (CACP) Policing with Indigenous Peoples Committee, highlighting its role in strengthening relationships between Indigenous communities and police services across Canada. The presentation focused on collaboration, reconciliation, cultural awareness, and advancing Indigenous perspectives within national policing discussions. It emphasized the importance of partnerships, knowledge sharing, and addressing the unique challenges facing First Nations policing, including community safety, leadership, and culturally appropriate policing practices. The session reinforced the importance of continued engagement between CACP, FNCPA, and Indigenous police leaders to support meaningful progress in First Nations policing.

Mentorship Training
Helene Roberge
Hélène Roberge, FNCPA Training Programs Specialist and Mentorship Program Coordinator, presented an overview of the inaugural 2025 Mentorship Program for First Nations Police Leaders. She highlighted the program's purpose of strengthening leadership capacity, professional development, and succession planning within First Nations policing. The nine-month program connects emerging police leaders with experienced Chiefs of Police and senior officers to provide guidance, share knowledge, build relationships, and support career development. Hélène emphasized the importance of culturally appropriate mentorship, mutual respect, trust, and collaboration. She also discussed FNCPA's partnership with the Québec Association of First Nations and Inuit Police Directors to develop a French-language mentorship program, further expanding leadership development opportunities across Canada.

Micro-leadership
Lennard Busch
Lennard Busch, Executive Director of FNCPA, presented on *Micro-Leadership*, focusing on the importance of everyday leadership actions in strengthening First Nations policing organizations. The presentation explored how small, consistent actions, effective communication, accountability, and positive relationships can contribute to stronger teams and workplace environments. It emphasized the value of leading by example, recognizing employee contributions, encouraging collaboration, and supporting professional development. The session highlighted how leadership at all levels can help build trust, improve morale, and create a positive organizational culture within First Nations police services.

 # Conference Take Away Discussions
Helene Roberge
FNCPA conducted a membership survey and interactive group discussion during the May 2025 Annual Conference to gather feedback on presentations, leadership development, police governance, cultural activities, and future training opportunities. A total of 27 completed evaluations were received, with participants expressing strong satisfaction with the conference, particularly the networking opportunities, guest speakers, mentorship initiatives, and mental health discussions. Members emphasized the importance of collaboration, knowledge sharing, and strengthening relationships among First Nations police services. Recommendations included more interactive sessions, leadership training, culturally relevant programming, and discussions on emerging policing challenges. The feedback provides valuable direction for FNCPA's Executive in planning future conferences, training initiatives, and membership engagement activities.

Annual Awards
Officers were nominated for the following awards:

1) Years of Service (20 Years of Service or more)
Officers that have twenty (20) years of service or more.

2) Bravery Awards
This award is for Officers that have performed an act of bravery that could best demonstrate the qualities of heroism.

3) Lifesaving Awards
This award is for Officers whereby the officer defies the instinct for self-preservation and risks his/her own life to protect others, and as a result have saved a life or lives, including their own.

4) Distinguished Services Awards (Investigative, Community Services & Crime Prevention)
This award is open to active police officer (s) or staff member (s) who has demonstrated exemplary leadership and commitment to his/her service through work that have benefited to their peers, their service, and the community.

Investigative
An Officer that has shown dedication with their work in regards to their investigational activities: who has worked diligently and has proven to have strong investigating skills which resulted in successful arrests; who is motived in preparing, drafting, and execution of warrants and arrests; who works in a team environment to complete projects in a safe manner for all members involved; and who shows dedication to their department and proven to be a team player.

Community Services or Crime Prevention
This award is for an individual (s) who have demonstrated self-initiative in the development of Community Crime Prevention Strategies and initiatives for the communities they serve; and who have actively participated and donated their time to a community, and community-based fundraising events.

The following members and staff received awards:

Distinguished Services: Community Policing Award
Services distingués : Prix de la police de proximité

Akwesasne Mohawk Police Service
Cst. Norman King

Nishnawbe Aski Police Service
Cst. Shannon Jacob
Sgt. Kip McKenzie
Cst. Nickolson Farray

Tsuut'ina Police Service
Martin Schiavetta

Bravery Award - prix de bravoure

File Hills First Nations Police Service
Chief Paul Avanthy

Cst. Courtney Bambridge

Manitoba First Nations Police Service
Cst. Travis Pashe
S/Sgt. Steve McArthur

Lifesaving Award - Prix de sauvetage

Nishnawbe Aski Police Service
Cst. Galen Cushway Cst. James Anderson
Cst. Logan Isjford Cst. Natish Kalra

Rama Police Service
Cst. Brittany Buchanan

Treaty Three Police Service
Cst. Brent Adams
Cst. Kyle Campbell

Bravery & Lifesaving Awards - Prix de bravoure et de sauvetage

Manitoba First Nations Police Service
Cst. Cale Laurence

Six Nations Police Service
Cst. Colin Burning Cst. Richard Smith

Years of Service - années de service
Akwesasne Mohawk Police Service
Dep. Chief LeeAnn O'Brien
Sgt. David Thompson

Lac Seul Police Service
Det. Doug Tinney

Nishnawbe Aski Police Service
Dep. Chief Brad Duce

Presidents Commendation
Éloges du Président

Nishnawbe Aski Police Service
Band Cst. Ernest Tait
Michelle Dorschner

Rama Police Service
Cst. Brent Trivett Cst. Brittany Buchanan
Cst. Erin Harris Arlana Bickell
Jamie Batisse

Tyendinaga Police Service Cst. Marcel Maracle

More pictures of all awards recipients can be found on FNCPA Social Media Facebook page albums or by request to FNCPA administration at: admin@fncpa.ca. Pictures of all media events are also emailed via dropbox to Chiefs of Police after the Awards.

Matrimonial Real Property (MRP) Training Project

FNCPA is pleased to report the continued success of the MRP Training Program, with member police services either enrolled in or having completed the training. Several First Nations police services have also made the training mandatory for their officers, demonstrating its value and importance. Building on this success, FNCPA has initiated a Train-the-Trainer Program, which focuses on developing a training workbook and providing police services with the tools and resources needed to deliver training independently within their own organizations. This initiative will strengthen training capacity, promote long-term sustainability, and support future training opportunities that enhance the professional development and skills of First Nations police officers across Canada.

Please find attached the final year-end budget for this fiscal year, outlining the financial expenditures and overall budget reporting for the year.

FIRST NATIONS CHIEFS OF POLICE ASSOCIATION
MATRIMONIAL REAL PROPERTY - TRAIN THE TRAINER - TRAINING PROGRAM
April 1 - 2025 to March 31, 2026

		Budget Proposed 2024-2025	Year to date - Ending March 31, 2025	Budget Starting April 1, 2025	Budget Starting April 1, 2026	To year end	
	BUDGET ADJUSTED BY PSC						
	FUNDING	$ 131,326.06					Funding received to date
	Variance 2024-auditor*admin fees	$ 15,268.12					
		$ 146,594.18					
	Salaries						
A	Coordinator	$ 61,620.00	$ 57,539.04	$ 4,080.96	$ 4,080.96	-$ 0.00	Professional Fees
B	Facilitator/Support	$ 2,500.00	$ 1,750.00	$ 750.00	$ 750.00	$ -	Facilitation
	Travel						
C	Coordinator	$ 5,000.00	$ 3,368.57	$ 1,631.43	$ 1,766.34	-$ 134.91	MRPC Travel
D	Facilitator/Support	$ 2,500.00		$ 2,500.00	$ 583.16	$ 1,916.84	Facilitator Travel
D	Trainees	$ -		$ -	$ 1,823.08	-$ 1,823.08	
	Expenses						
1	Administrative Fees (15%fncpa)	$ 17,028.09	$ 17,028.09	$ -		$ -	
2	Audit Costs	$ 7,500.00	$ 7,500.00	$ -	$ 8,413.62	-$ 8,413.62	Increased Access & Reporting - Audit
3	CPKN-CPC/Professional Fees	$ 5,000.00	$ -	$ 5,000.00	$ 7,000.00	-$ 2,000.00	Updates/Revisions
4	Communications/Various Tools	$ -	$ -	$ -		$ -	Notification of Updates
5	Communications/Updates	$ 2,000.00	$ -	$ 2,000.00	$ 2,000.00	$ -	Communications/Various
6	Meetings/Facilitation	$ 15,440.03	$ -	$ 15,440.03	$ 13,213.67	$ 2,226.36	Facilities/Rentals/Catering/Perdiems
7	Meetings/Executive/MRPC	$ 8,000.00	$ -	$ 8,000.00	$ 6,814.22	$ 1,185.78	Liaison Travel/per diems
8	Office Supplies	$ 1,000.00	$ 872.87	$ 127.13	$ 125.99	$ 1.14	Office Supplies
9	Office Equipment	$ -	$ -	$ -		$ -	IT Equipment
10	Office Equipment Maintenance	$ -	$ -	$ -		$ -	IT Equipment maintenance
11	Promotional Materials, workshop materials	$ 5,000.00	$ -	$ 5,000.00	$ 5,240.85	-$ 240.85	promotions/workshop materials
12	Professional Fees	$ 5,000.00	$ -	$ 5,000.00	$ 5,092.66	-$ 92.66	Design & Audio Visual/Professional Fees
13	Research - Workshops (on-site)	$ 2,500.00	$ -	$ 2,500.00	$ 125.00	$ 2,375.00	Development/Research - Executive Meeting
14	Translation Costs	$ 5,000.00	$ -	$ 5,000.00		$ 5,000.00	Translation
15	Website Maintenance	$ 1,506.06	$ 1,506.06	$ -		$ -	Communications/Various
						$ -	
	TOTAL	$ 146,594.18	$ 89,564.63	$ 57,029.55	$ 57,029.55	-$ 0.00	Total Remaining to Year End

Strategic Plan & Outcomes

The Strategic Plan is based on two strategic conversations with most of the FNCPA Executive and staff. The first was in November 2023 in Calgary and the second was in Gatineau in December 2023. The plan is also based on an open conversation with the membership in Vancouver where the membership was invited to share issues, concerns, and initiatives they are undertaking that could involve the FNCPA.

The FNCPA, established in 1993, represents self-administered First Nations police services nationally. It advocates for culturally grounded policing, public safety, and community wellness. This Strategic Plan aims to strengthen the organization by stabilizing operations, improving advocacy, and supporting member services. A Summary of the review:

SWOT Overview

- Strengths: Strong reputation, national voice, experienced leadership, trusted community relationships, growing visibility, national partnerships, and diverse policing expertise.
- Weaknesses: Capacity and staffing limitations, unstable funding, limited French communication, conservative risk approach, inconsistent federal relationships, jurisdictional challenges, and lack of member engagement.
- Opportunities: Expanded communication and advocacy, training and leadership programs, new policing legislation, recruitment and retention initiatives, costing tools, partnerships, mental health strategies, and community safety planning.
- Threats: Loss of federal funding, jurisdictional disputes, political pressures, and reactive government support tied only to crises.

Strategic Directions

1. Stability and Growth of FNCPA

   Goal: Secure long-term funding and strengthen capacity.

   Actions: Engage Public Safety Canada and all political parties on First Nations policing; explore new funding sources; expand partnerships; increase federal advocacy.

2. FNCPA Programs and Projects

   Goal: Deliver meaningful initiatives that support member services.

Key Projects:

- Indigenous policing recruitment and retention strategy
- First Nation police costing guide
- Leadership, oversight and board governance training
- Police chief development and induction training
- Mental health initiative for First Nations police officers
- Community workshops and knowledge-sharing

3. Relationship with Assembly of First Nations (AFN)

   Goal: Rebuild collaboration and align priorities.

   Actions: Request leadership meetings, provide briefing notes, engage in essential services discussions, and seek AFN support for policing legislation.

4. Stabilization of First Nations Policing

   Goal: Support federal legislation that recognizes First Nations policing as essential.

   Actions: Continue providing expert input to Public Safety Canada and advocate for strong legislative protections and resources.

5. FNCPA Policy and Procedure Review

   Goal: Strengthen organizational governance.

Actions: Update internal policies to ensure transparency, accountability, and guidance for FNCPA operations.

6. Advocacy for Membership Initiatives

Goal: Support member priorities and national collaboration.

Focus Areas: National First Nations policing training centre, pensions and benefits, capacity-building, and ongoing engagement with Chiefs of Police.

Communication & Social Media

As part of the FNCPA Strategic Plan, the Executive continues to strengthen communication, information sharing, and accessibility for its membership through the Association's website at www.fncpa.ca. Over the past year, the website has been refreshed with an updated design, improved navigation, and enhanced mobile accessibility to ensure members can easily access information and resources. The website provides links to member police services, contact information, photo galleries, upcoming events, and important Association updates. Additional improvements include dedicated resources for the Matrimonial Real Property (MRP) Training Program, providing members with registration information, training materials, and direct access to the Canadian Police Knowledge Network (CPKN) training platform. These ongoing enhancements support FNCPA's commitment to effective communication, professional development, and ensuring First Nations police services.

FNCPA Social Media and Communications

The FNCPA uses multiple communication tools to keep members, partners, and the public informed about First Nations policing initiatives. The organization maintains an active online presence through:

- **Facebook** – Shares updates, announcements from the Executive, and highlights of community policing activities.
- **Twitter (now X)** – Provides timely posts on FNCPA events, advocacy work, and First Nation police service news.
- **LinkedIn** – Used for professional networking, recruitment, and promoting FNCPA leadership and partnerships.
- **YouTube** – Features videos on training initiatives, FNCPA events, and promotional content.

In addition to social media, the FNCPA has increased its national visibility through promotional advertising campaigns on APTN, CTV, and CBC, helping raise awareness about the importance of First Nations policing across Canada. Together, these tools support stronger communication, engagement, and advocacy for FNCPA members.

Financial Review

The FNCPA Financial Statement encompasses all funding received and expenditures incurred up to March 31, 2026, marking the conclusion of the previous Contribution Agreement and the transition to a new funding agreement. The statement reflects the final year-end financial position, including any remaining funds from the previous agreement. The final unexpended balance will be deducted from the funding allocation under the new Contribution Agreement, ensuring continuity in financial reporting, accountability, and the appropriate management of FNCPA funding. The FNCPA Executive remains committed to financial transparency and accountability to its membership.

First Nations Chiefs of Police Association
Program Funding
April 1, 2025 - March 31, 2026

			Carry Over Budget April 1, 2025	Year to date	Remaining to year end
	SOURCE OF FUNDS				
	Funding				
	Carry Over		$ 1,324,182.94		
	Less Variance (deduct from salaries)				
		TOTAL FUNDS	$ 1,324,182.94		
	EXPENDITURES				
	Salaries		$ 339,227.28	$ 290,933.78	$ 48,293.50
	Travel - Executive Director		$ 40,000.00	$ 13,024.48	$ 26,975.52
	Travel - Project Researcher		$ -	$ -	$ -
	Travel - Project Trainer		$ 37,500.00	$ 20,593.21	$ 16,906.79
	Travel - Communications		$ 1,500.00	$ 1,166.20	$ 333.80
	Travel - Administrative Support		$ 41,000.00	$ 39,950.03	$ 1,049.97
	Travel - Executive		$ 80,000.00	$ 62,801.78	$ 17,198.22
Administrative Expenses	**Administrative Fee**		$ 20,000.00	$ 20,000.00	$ -
Administrative Expenses	**Postage/Telephone/Fax/Internet/Cell**		$ 10,000.00	$ 8,331.10	$ 1,668.90
				$ -	$ -
Ceremonial Items	**Cultural/Traditional Protocols**		$ 20,000.00	$ 15,557.24	$ 4,442.76
Ceremonial Items	**Miscellaneous**		$ 500.00	$ -	$ 500.00
				$ -	$ -
Equipment, Supplies, Materials	**Equipment Purchases**		$ 30,000.00	$ 28,132.41	$ 1,867.59
Equipment, Supplies, Materials	**Equipment/Office Maint/Subscriptions**		$ 10,000.00	$ 9,058.09	$ 941.91
Equipment, Supplies, Materials	**Office Supplies**		$ 15,000.00	$ 7,459.07	$ 7,540.93
				$ -	$ -
Expenses Related to Commun/Advert/outreach mat	**Promotional Materials-Communications**		$ 40,000.00	$ 39,663.86	$ 336.14
Expenses Related to Commun/Advert/outreach mat	**Photocopying-Xerox**		$ 5,000.00	$ 3,441.79	$ 1,558.21
Expenses Related to Commun/Advert/outreach mat	**Shipping/Purolator**		$ 15,000.00	$ 12,973.80	$ 2,026.20
				$ -	$ -
Honorariums	**Honorariums**		$ 5,000.00	$ 1,230.20	$ 3,769.80
				$ -	$ -
Hospitality - Meetings/Training/Ceremony expens	**Meetings - Facilitation/Membership**		$ 120,000.00	$ 107,675.48	$ 12,324.52
Hospitality - Meetings/Training/Ceremony expens	**Meetings - Facilitation/Executive**		$ 120,000.00	$ 107,296.77	$ 12,703.23
				$ -	
Hospitality - Meetings/Training/Ceremony expens	**Training - Executive Dev. Mentor/ee**		$ 60,000.00	$ 59,976.51	$ 23.49
Hospitality - Meetings/Training/Ceremony expens	**Training - Wounded Warrior**		$ 60,000.00	$ 6,500.00	$ 53,500.00
Hospitality - Meetings/Training/Ceremony expens	**Training - Membership**			$ 2,137.53	$ 2,137.53
				$ -	
Professional Fees	**Contract Insurance**		$ 3,500.00	$ 3,028.32	$ 471.68
Professional Fees	**Contracts (Technical Unit)**		$ 5,000.00	$ 5,000.00	$ -
Professional Fees	**Professional Fees (Auditor/Other)**		$ 35,955.66	$ 23,696.62	$ 12,259.04
Professional Fees	**Professional Fees (Legal/Speakers/Other)**		$ 70,000.00	$ 61,282.33	$ 8,717.67
Professional Fees	**Professional Fees (Other/Executive)**		$ 70,000.00	$ 63,004.34	$ 6,995.66
AV-IT Communications Equipment	**Translation Expenses**		$ 25,000.00	$ 19,737.50	$ 5,262.50
IT/Communication Equip-Professional Fees	**IT Support/Technicians/Audio Visual**		$ 35,000.00	$ 28,386.50	$ 6,613.50
Rent and Utilities	**Rent**		$ 10,000.00	$ 3,557.82	$ 6,442.18
		TOTAL EXPENSES	$ 1,324,182.94	$ 1,065,596.76	$ 258,586.18

NOTE: The FNCPA Annual General Meeting (AGM) and Conference take place during or immediately after the fiscal year-end (March 31), as well as the Mentorship Program. While some expenses are recorded before March 31, additional costs may carry over into the following fiscal year. Each year, the financial report is included in the FNCPA Annual Report and presented to members at the next AGM. The financial report reflects a one-year fiscal period based on the Headquarters budget. FNCPA is audited every year.