



Evaluation of Fly-in / Drive-in Policing Models

Evaluation Report

National Program Evaluation Services
March 2025



Aussi disponible en français sous le titre : Évaluation des modèles policiers par rotation ou de service par navette aérienne

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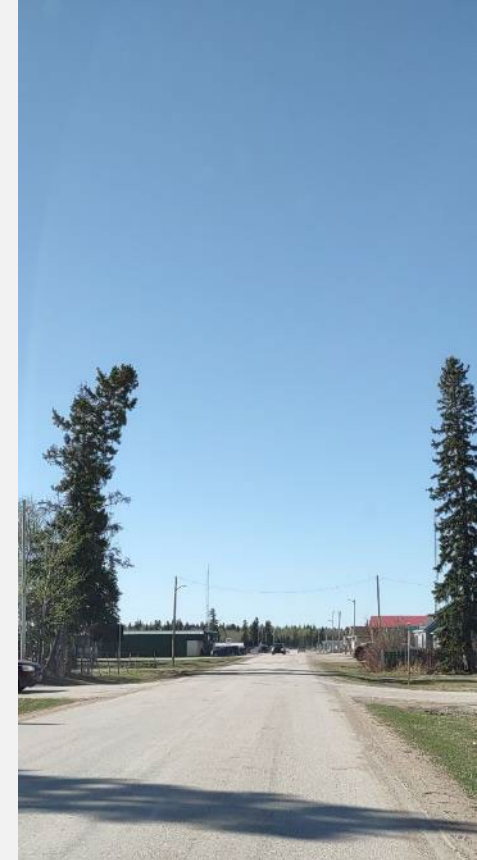
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ACRONYMS

C&IP	Contract and Indigenous Policing
FIDI	Fly-in/Drive-in
GBA Plus	Gender-based Analysis Plus
NHQ	National Headquarters
ODS	Off-duty sick
OPP	Ontario Provincial Police
RCMP	Royal Canadian Mounted Police
RM	Regular Member
SEC	Senior Executive Committee



EXECUTIVE SUMMARY

Context

Fly-in/Drive-in (FIDI) policing models were introduced within the Royal Canadian Mounted Police (RCMP) in an effort to maximize efficiencies, adequately staff certain northern detachments, improve the wellness of Regular Members (RM), and expand on service delivery to northern communities that historically have had challenges with recruitment and retention. The intent was to attract RMs to these northern communities by offering them the opportunity to live with their family in or around a hub location rather than live in the community on a more permanent basis.

Since the initial FIDI models were implemented in D Division (Manitoba), and subsequently in F (Saskatchewan) and B (Newfoundland and Labrador) Divisions, there have been some positive results. Other divisions have expressed interest in implementing FIDI models and a broader discussion around national expansion is becoming more important for the RCMP to address organization-wide staffing challenges.

Evaluation Objective and Scope

The objective of this evaluation was to examine the effectiveness and efficiency of FIDI policing models and whether the organization has the necessary mechanisms in place to consider expanding the models to other northern communities across Canada.

This evaluation focussed its analysis on D, F, and B Divisions, covering a period from 2019/20 to 2024/25.

The evaluation focused on three questions:

1. To what extent are FIDI policing models effectively meeting the needs and expectations of the RCMP and stakeholders?
2. To what extent are current FIDI policing models sustainable?
3. To what extent is the RCMP positioned to support expansion of FIDI policing models?

Key Takeaways

Overall, the evaluation found FIDI models are generally successful in achieving the goals of the divisions that have implemented them; however, there are some challenges that have hindered the level of service delivery to these northern communities and put the sustainability of the models at risk. For example:

- Soft vacancies have hindered the capacity of RMs in these detachments and impacted their relationship with the community they police.
- While key internal services have been able to support the existing models, some resources (e.g., Air Services) have been strained and will limit any future expansion.
- Lack of early engagement with policy centres to ensure standardization of FIDI models has resulted in inconsistent application of relevant policies and directives and lack of coordination to ensure prioritization of resources.
- FIDI models cost more to implement and can require an increased number of RMs.

Despite these challenges, FIDI models are viewed by many as the way of the future for policing certain northern detachments. However, the RCMP is not currently positioned to support expansion of these models, particularly for fly-in locations.

The evaluation resulted in a number of recommendations to address the challenges with FIDI models and ensure the organization has in place the key components required to succeed if there is to be future expansion of the models. These recommendations focus on establishing a national coordinating body, establishing consistent performance and financial metrics, reviewing recruitment and staffing processes, developing an internal and external engagement strategy and, should FIDI models be expanded, developing a national plan.

OBJECTIVE AND SCOPE

The objectives of this evaluation were to examine the effectiveness and efficiency of the FIDI policing models. Additionally, the evaluation examined the relevance of the models and whether the organization has the necessary mechanisms in place to consider expanding the models to other northern communities across Canada.

This evaluation focussed its analysis on the divisions with well-established FIDI policing models (D, F, and B Divisions) covering a period from 2019/20 to 2024/25.



The evaluation focused on three questions:

1. To what extent are FIDI policing models effectively meeting the needs and expectations of the RCMP and stakeholders?
2. To what extent are current FIDI policing models sustainable?
3. To what extent is the RCMP positioned to support expansion of FIDI policing models?

METHODOLOGIES

INTERVIEWS	ONLINE SURVEY	DOCUMENT REVIEW
<p>55 interviews with a total of 114 individuals were conducted in-person and by video conference including:</p> <ul style="list-style-type: none">• 8 with senior management;• 16 with RMs in detachments;• 15 with representatives in the communities;• 13 with internal services; and• 3 with representatives of provincial governments.	<p>3 online surveys were developed and disseminated to all RMs in D, F, and B Divisions.</p> <p>The surveys were active for 5 weeks from June 13, 2024 to July 19, 2024, and concluded with 297 respondents.</p> <p>These respondents included RMs who currently/previously worked in a FIDI model as well as RMs who had no experience working in FIDI models.</p>	<p>Over 100 internal documents from various functions within the RCMP were reviewed, such as:</p> <ul style="list-style-type: none">• relevant directives, policies, and standards;• reports;• business cases;• studies, evaluations and reviews; and• media articles and other publications.
DATA ANALYSIS	SITE VISITS/OBSERVATIONS	COMPARATIVE STUDY
<p>Available RCMP performance and financial data were collected and analyzed, such as:</p> <ul style="list-style-type: none">• TEAM portal extracts;• divisional financial information;• building condition data from Real Property;• Air Services flight management data;• RCMP response time and use of force data;• past survey results; and• public complaints data.	<p>The evaluation team travelled to D Division in March 2024 to conduct site visits in Winnipeg, Thompson, Lynn Lake and Shamattawa.</p> <p>The evaluation team also travelled to F Division in May 2024 to conduct site visits in Prince Albert, Cumberland House, and Wollaston Lake.</p>	<p>Available information was collected to study alternative policing models implemented within the RCMP and external agencies such as the Ontario Provincial Police (OPP), Keewatin Air, and the First Nations and Inuit Branch of Health Canada.</p> <p>Key areas of comparison included mandate, governance, resourcing, scheduling, best practices, challenges, etc.</p>

LIMITATIONS

LIMITATION	MITIGATION
LIMITED DATA	
<ul style="list-style-type: none"> • Incomplete and/or inconsistent collection of key performance data across divisions and detachments made it difficult to establish overall trends. • The level of disaggregation of data for FIDI models was limited, which made it impossible to attribute changes as a result of the implementation of FIDI models. • Financial data covered a static 10-fiscal-year range and, depending on when the FIDI model was implemented, the data may have captured more years during the pre- or post-implementation period. As a result, comparisons of long-term trends were not always possible. 	<ul style="list-style-type: none"> • Multiple data sources were used to validate findings, including perspectives of key partners and stakeholders through interviews, surveys, and documents. • Open sources of information relevant to FIDI models were considered. • The evaluation team consulted key program stakeholders to validate, clarify, and gain understanding of FIDI related performance information.
LIMITED SAMPLE	
<ul style="list-style-type: none"> • Due to the nature of the shift schedule for FIDI models, not all RMs serving FIDI communities were available to participate in an interview. • Since community representatives were selected by the local RCMP contact, there is a risk of bias in the sample. • Obtaining the perspectives of community leaders in FIDI communities were particularly challenging, as many were not available during the conduct of the evaluation. • While the evaluation team provided materials to encourage submission of stories and perspectives from community members, no submissions were received. • The survey was distributed by the implicated divisions, so the number of survey invitations sent out is unknown to the evaluation team. Furthermore, the divisions distributed the survey through varying methods. 	<ul style="list-style-type: none"> • The team relied on the expertise of divisional personnel to ensure adequate participation in the evaluation without impacting operational priorities. The team provided a list of criteria for selection of respondents in an effort to maintain integrity of the methodologies. • When community leadership was unavailable, the team reached out to other key stakeholders in the community who the team viewed as having unique perspectives and insights regarding the local RCMP. • The closing dates for interviews and surveys were left open for as long as possible to ensure ample time for respondents to participate. • A large number of interviews were conducted with multiple groups from diverse backgrounds to ensure all perspectives were captured. • Multiple data sources were used to validate findings, including the review of internal and external documents and analysis of program data.

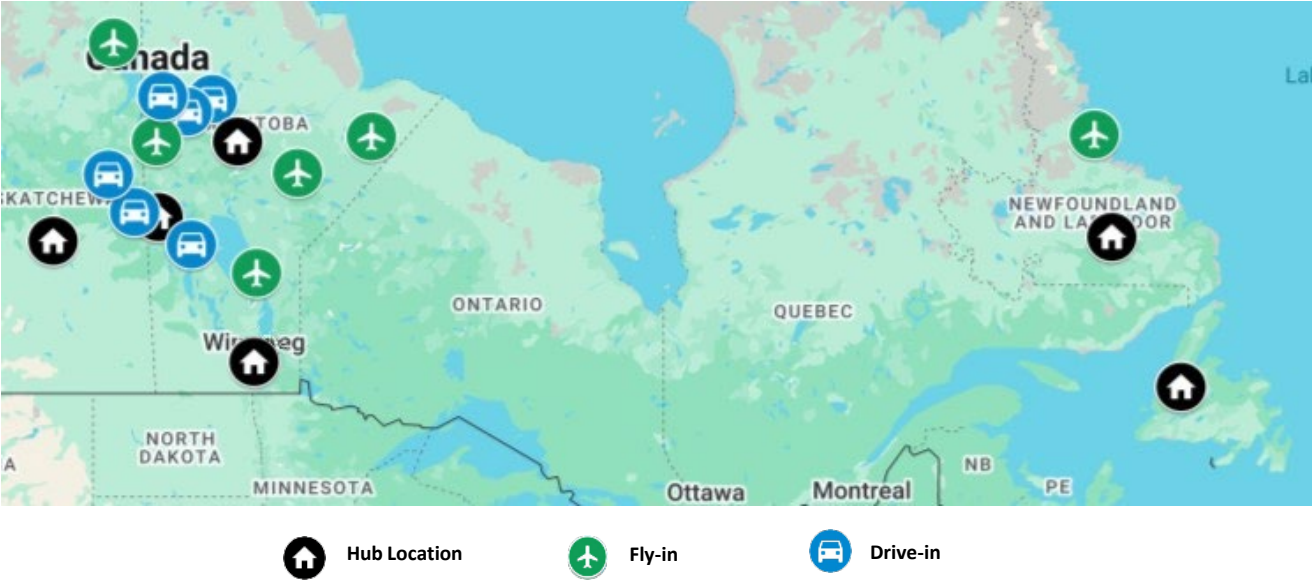
PROGRAM OVERVIEW

FIDI policing models were introduced in an effort to maximize efficiencies, adequately staff certain northern detachments, improve the wellness of RMs, and expand on service delivery to northern communities. RMs working at these types of detachments drive or fly to and from work for a designated time period instead of permanently relocating themselves and their families to the community. As a result, RMs have the opportunity to live with their families in or around the hub city location designated for the detachment. However, they are required to work longer consecutive shifts at the detachment followed by an extended number of consecutive days of rest at home (e.g., 8 days in the community followed by 6 days of rest).

One of the main goals of FIDI policing models is to attract a higher number of experienced RMs to northern communities that historically have had challenges with recruitment and retention.

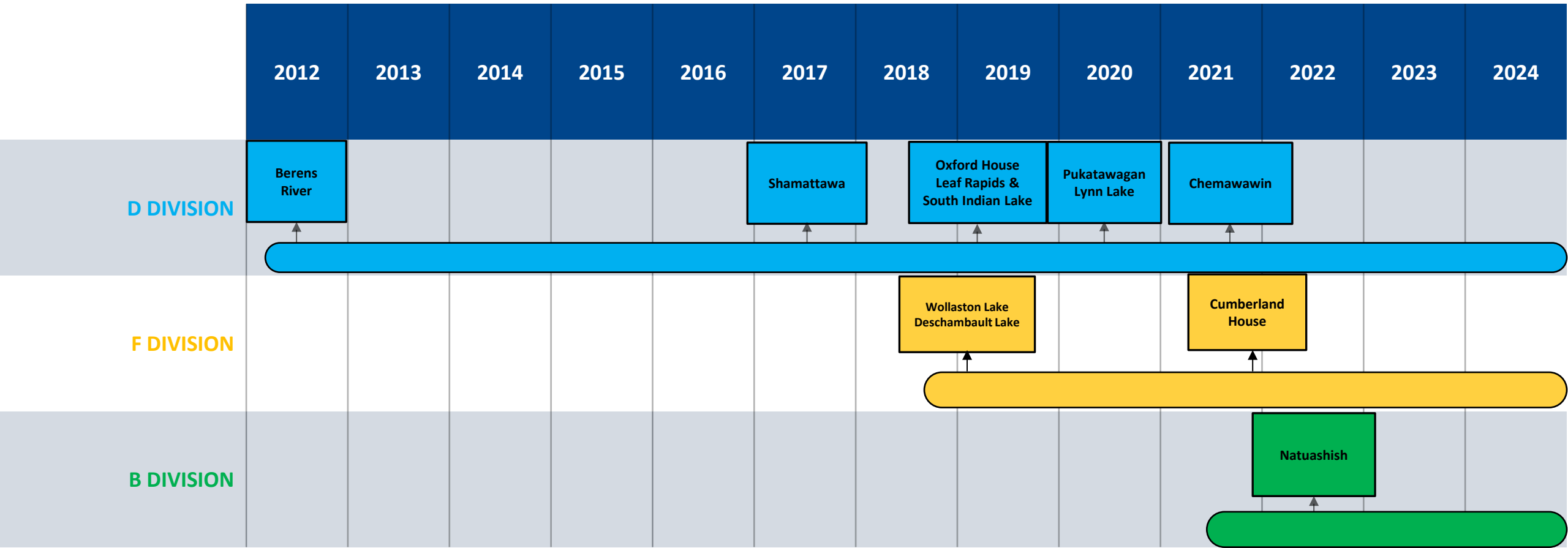
Initial start-up costs, such as additional personnel and/or vehicles and use of aircraft, are generally required. RMs working at FIDI detachments are on travel status for the entirety of their work shifts and receive full travel allowances. Additionally, fly-in detachments require an agreement with RCMP Air Services and may require other commercial air services to facilitate the rotations of RMs in and out of the community.

DIVISION	HUB LOCATION	DETACHMENT	FIDI MODEL
D	Winnipeg	Shamattawa	Fly-in
		Oxford House	Fly-in
		Pukatawagan	Fly-in
		Berens River	Fly-in
	The Pas	Chemawawin	Drive-in
	Thompson	Leaf Rapids	Drive-in
		Lynn Lake	Drive-in
		South Indian Lake	Drive-in
F	Prince Albert	Cumberland House	Drive-in
		Wollaston Lake	Fly-in
		Deschambault Lake	Drive-in
B	Deer Lake / Goose Bay	Natuashish	Fly-in



PROGRAM OVERVIEW

Formalized FIDI models began in D Division in Berens River in 2012, with the establishment of the first fly-in out of Winnipeg. Since then, FIDI models have continued to expand in D Division with the addition of three other fly-in detachments since 2017. The first drive-in detachment was established in October 2019 in South Indian Lake / Leaf Rapids in D Division. With the success of these models, formalized FIDI models have expanded, with similar models being used in F and B Divisions, and ad-hoc models in other divisions. There are also plans to convert La Loche in F Division to a FIDI detachment. Moreover, future expansion is being considered for K (Alberta), M (Yukon) and V (Nunavut) Divisions with modifications to best suit their specific needs.



EVALUATION FINDINGS

TO WHAT EXTENT ARE FIDI POLICING MODELS EFFECTIVELY MEETING THE NEEDS AND EXPECTATIONS OF THE RCMP AND STAKEHOLDERS?

- Impact on the RCMP
- Impact on the community

TO WHAT EXTENT ARE CURRENT FIDI POLICING MODELS SUSTAINABLE?

- Supports to FIDI models
- Policies and directives
- Value for money

TO WHAT EXTENT IS THE RCMP POSITIONED TO SUPPORT EXPANSION OF FIDI POLICING MODELS?

- Prospects for expansion

FINDING 1

Although FIDI models have increased the RCMP's ability to provide policing services in some northern communities where there had been a crisis point for staffing, some gaps still exist.



Many jurisdictions across the country indicated that staffing is a significant challenge for the RCMP. Some detachments reported vacancy rates in excess of 50%, including vacancies in critical leadership positions. This inability to attract and retain experienced RMs has created a lack of consistency, oversight, and direction, ultimately impacting the RCMP's ability to provide adequate policing services to some northern communities.

The National Inquiry into Missing and Murdered Indigenous Women and Girls reported that it is often young, inexperienced officers who take posts in these communities. As suggested by Amnesty International Canada, this trend should be reversed by having the most experienced officers at these posts if the focus is to provide better services to these communities.

FIDI policing models were introduced with a goal to address a number of issues concerning efficiencies, staffing, the wellness of RMs, and service delivery to northern communities. Although all concerns have not been addressed, there is evidence FIDI models have allowed for quality policing services to continue in communities where this had been at risk previously.

As of October 2024, there are approximately 85 RMs employed under a FIDI model across the three divisions, with women (15%), Indigenous persons (20%) and visible minorities (7%) making up the minority of the teams.* Although vacancy rates were not available, multiple data sources suggest that detachments with FIDI models have seen an increased number of applications. Some interviewees stated that positions are "quick to staff" and even have RMs "lined up" for the positions. An exception to the relative success of recruitment for FIDI models is the Thompson-based drive-in models, where staffing remains a challenge.

While recruitment for FIDI positions has improved, some interviewees opined that there will still be vacancies given that shortages exist in most detachments across the RCMP. Despite having some lower vacancy rates, the impact of vacancies in FIDI detachments may be felt more. For example, there are limited options to fill soft vacancies since RMs cannot be pulled from the other team without disrupting their set schedule.

In addition to increased number of RMs applying, their level of experience has also improved. For example, the average years of service when comparing pre-implementation to post-implementation of FIDI models in Deschambault Lake went from 4.6 years to 12.7 years and Shamattawa went from 6.8 to 11.3 years. Some RMs from a number of detachments indicated that they had more than 15 years of service.

The benefits of FIDI models were viewed by some interviewees and survey respondents as contributing to improved retention in their detachment, with some RMs wanting to stay after having fulfilled their posting duration. Furthermore, with the conversion of FIDI positions to a 3-5 year commitment from the previous 2-year commitment, RMs are staying in communities longer.

Table 1. Proportion of years of service for RMs in FIDI models.

Years of Service	Percent of RMs
0 to 4 years	44%
5 to 9 years	12%
10 to 14 years	7%
15 to 19 years	24%
20+ years	14%

*Based on data received from HR Analytics & BI. Attempts to determine number of RMs in FIDI models produced varied results due to inconsistency in data from different data sources. Also, employment equity data is recorded in HRMIS on a voluntary basis only.

When RMs were asked what attracted them to apply to a FIDI model, a number of factors were cited:



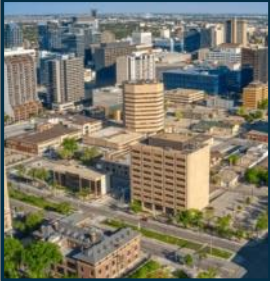
Family

- It was explained that family life is not disrupted to the extent it is in a traditional live-in model. For example, the partner is able to maintain their current place of employment, children are able to maintain the same school system, and families can maintain established social networks, and access to essential services.
- [REDACTED]. RMs highlighted that the models can be more challenging for those with young children compared to those without children or with older children, due to the amount of time they spend away from their family.



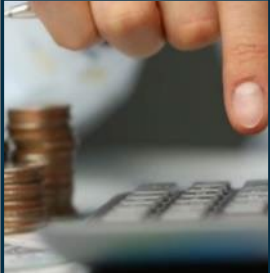
Schedule

- Having unfettered time off was very attractive. Importantly, this time away from the community allowed RMs to fully disconnect from work to focus on their families and/or their personal wellness.
- While each detachment and community may have different operational needs that may favor one schedule over another, the 8 days in / 6 days out schedule was preferred by the majority of RMs. That said, women, persons with a disability, racialized persons, and Indigenous RMs were more receptive to a 2 weeks in / 2 weeks off schedule.



Hub location

- The choice in hub location is essential for attracting RMs to FIDI models, and survey results suggest the hub location can also be a deterrent for some RMs. With more freedom to choose where they and their family reside, RMs described that benefits include not having to uproot their family, having access to more essential services, and having more choice in where to invest for their housing.
- The distance RMs can live from the hub city is undefined in policy and directives. Some RMs mentioned they appreciated the flexibility to decide where to live, with the understanding that they would be responsible to cover all costs to travel to the hub location.



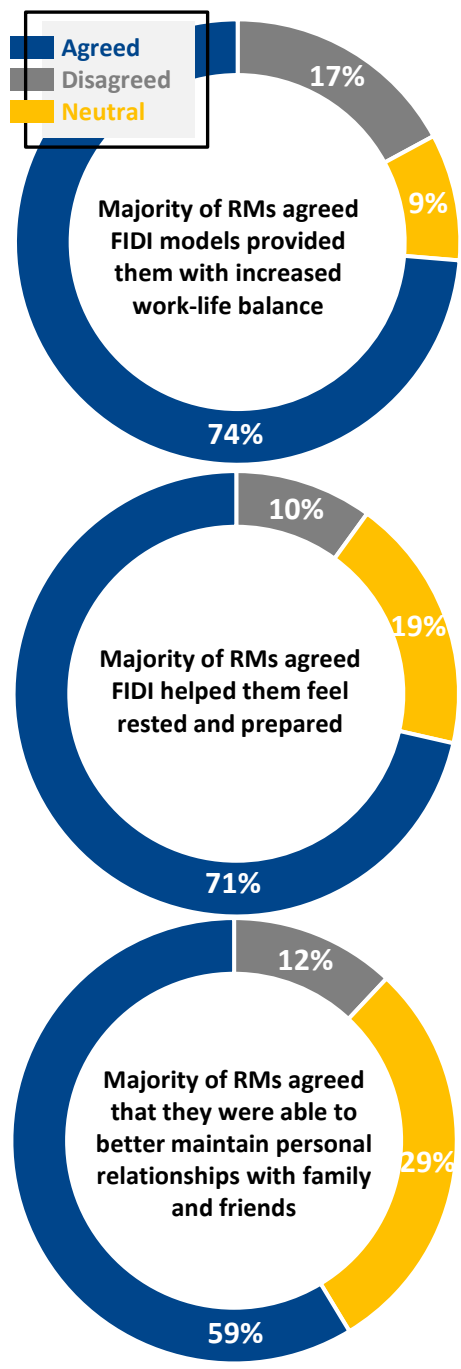
Pay and benefits

- Data suggests that financial incentives, such as travel allowances for meals and incidentals, is another factor attracting RMs to FIDI models; however, many of the RMs interviewed who cited this often described it as a less influential bonus when compared to the more impactful factors identified above.



Professional development

- The opportunity for promotion, as well as the unique experience of policing in a northern community, were factors for some RMs applying for FIDI models.



Mental Health and Wellness

Mental health and wellness of RMs is essential in contributing to effective and efficient delivery of services to northern communities. The RCMP has made this a priority by seeking to modernize its approach to policing in the north and ensuring resource levels required for operational duties are always maintained.

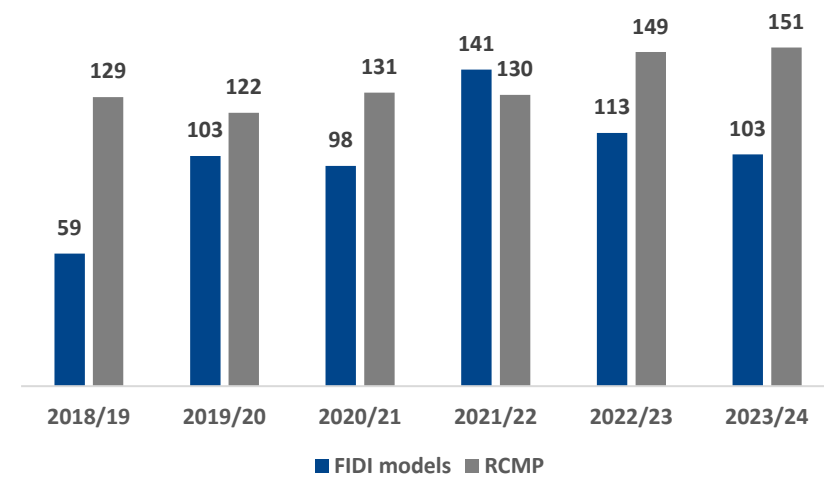
Data suggest the mental health and wellness of RMs under FIDI models have improved as compared to when the positions were under traditional live-in models. When comparing the average rate of Off-duty Sick (ODS) days for RMs in FIDI models with the RCMP overall, the rates in FIDI models were generally lower. A key factor that contributed to improved mental health and wellness of RMs was the unfettered time-off they received. For example, RMs in Wollaston Lake and Deschambault Lake who responded to the survey reported their level of agreement with the following statements, pre- and post-implementation:

- Whether they have enough time to decompress from their workday, increased from 20% to 86%.
- Whether they feel rested and energetic after their days off work increased from 50% to 93%.
- Whether they are satisfied with their work/life balance increased from 40% to 93%.

Divisional Health Services indicated that some divisions did not require RMs to complete a northern or isolated post medical assessment for FIDI models. This was highlighted as a risk since RMs policing FIDI communities are exposed to the same risks as RMs policing traditional live-in communities. While RMs largely agreed that mental health and wellness under the FIDI model have improved, burnout and stress remain key risks.

Similar to other northern communities policed by the RCMP, RMs working in FIDI communities face challenges such as high call rates, isolation while in the community, and being overworked due to staffing shortages.

Average number of sick days for RMs in FIDI models compared to the RCMP overall by fiscal year



Why it matters

Attracting RMs to work in northern communities is becoming increasingly difficult, and there is a risk that the RCMP may not be able to provide quality policing services in these areas using the traditional live-in policing model. It is clear that an innovative approach is required to address this challenge. By understanding why FIDI models have been effective in addressing staffing challenges, the RCMP can make more informed decisions on leveraging those successes while filling in gaps using the models.

FINDING 2

Although there is some evidence that the implementation of FIDI models has helped improve policing services from a community perspective, this sentiment is inconsistent and largely dependent on detachments being fully staffed and the personal suitability of RMs.

The evaluation assessed a number of factors to gauge the level of service being provided to communities. While the implementation of FIDI models has improved service delivery in a number of areas, there is variation in the perceptions of the RCMP and some FIDI community members.

Presence and visibility

Numerous documents showed the levels of police presence and visibility in communities have improved under the FIDI models, citing improved service availability and longer duration postings.

While it was noted there were at times fewer than the desired number of RMs working in detachments, documents indicated the presence of RMs in the community on a daily basis is as good or better now than pre-implementation of FIDI models.

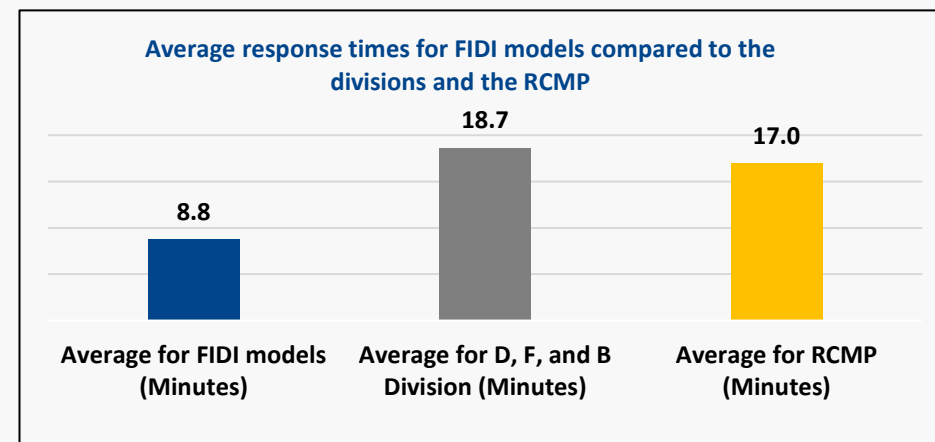
Community representatives who were interviewed had mixed opinions – evenly split between there being enough presence and lack of presence of RMs in the community.

For community representatives who commented there was a lack of presence, their community had been identified as one that was understaffed.

Response times

FIDI models create opportunities for a permanent presence and improved response times in areas with limited resources. For example, the implementation of a drive-in model in South Indian Lake allowed for staffing of a new detachment that previously relied on police presence from a nearby town (Leaf Rapids).

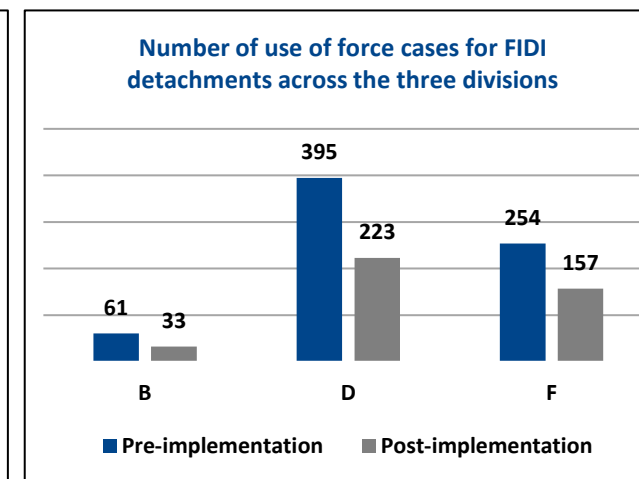
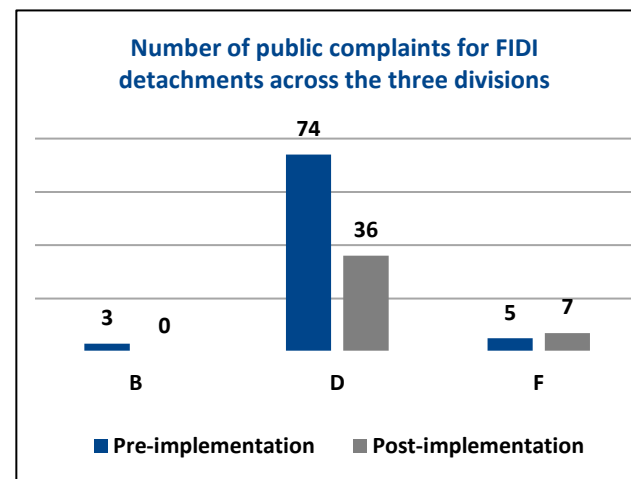
While a few interviewees from the communities noted the response times were too long, available data indicates FIDI detachments had quicker response times compared to their divisional averages and the overall average for the RCMP.



Public complaints and use of force incidents

Generally, RMs indicated the number of public complaints and use of force incidents have been minimal or decreased since the implementation of the FIDI model.

The main factors cited for this benefit included having more experienced RMs present to provide supervision and RMs having more opportunity to assess the situation since they feel more refreshed.



Community satisfaction

Perceptions of community satisfaction were mixed. The majority of interviews with community representatives, and as reported by a number of media articles, indicate less satisfaction with the RCMP since the implementation of the FIDI model. A major factor cited by community representatives was the feeling that RMs were not invested in the community because they and their families did not live there. That said, due largely to HR shortages, complaints about lack of engagement have been expressed in traditional live-in communities as well.

This sentiment differed from documents and reports which noted increased community involvement and significantly increased overall satisfaction with the policing service provided. RMs largely believed the level of satisfaction within their community had improved as a result of RMs feeling more refreshed and being better able to focus on their work, and having more experienced RMs active within the detachment.

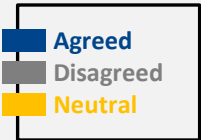
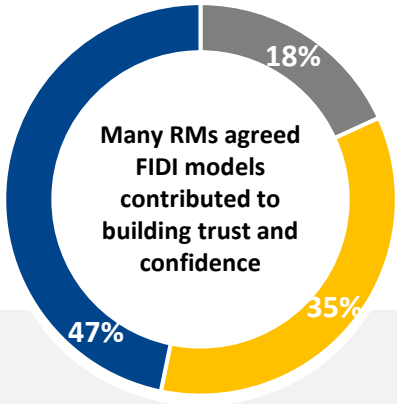
While some community interviewees acknowledged there was apprehension with the FIDI models when they were first implemented, they believed this has largely subsided as community members are now more aware of the benefits the models bring.

Trust and confidence

The majority of community representatives interviewed for this evaluation expressed that FIDI models did not contribute to increased trust and confidence in the RCMP. Responses suggest it may not solely be due to FIDI models, but rather the negative reputation of the RCMP and historical trauma experienced by communities. Understanding this perspective, the implementation of FIDI models may not have contributed to decreased trust and confidence in the RCMP; however, it has not contributed to improving it either.

RMs had a more positive perception of building trust and confidence under the FIDI model. The main factor cited was the conversion of FIDI positions to 3-5 year posts from 2-year limited duration posts. RMs indicated that, since they are in the community longer, they have more time and opportunity to get to know the community and gain their trust and confidence. Some past divisional documents have also highlighted examples of community members who reported a good working relationship with RMs after FIDI models were implemented.

As further insight regarding building trust and confidence within FIDI communities, a study from the University of South Australia on the “Social Effect of Fly-in-Fly-out and Drive-in-Drive-out Services for Remote Indigenous Communities” found that when the service providers coming to a community are always different, this can result in de-personalised services. Having two teams can also impact trust if one team is more proactive than the other. This study supports the notion that proactively encouraging improved services through community engagement is essential to building trust and confidence within FIDI communities.





Community engagement activities conducted in FIDI communities:

- School trips
- School presentations
- Community feasts
- Sporting events
- Cultural day events
- Meetings with community leadership



The OPP had also employed rotational models out of large centers and has demonstrated positive community engagement can be accomplished.

By having a consistent team of assigned officers to the communities, the OPP found that engagement had been enhanced.

Community Engagement

When asked about community engagement and building relationships, surveyed RMs were generally positive, expressing that they were more apt to participate in community engagement activities when they feel more refreshed. This was supported in previous reviews of the models as well. However, RMs in D Division were more varied between feeling neutral or even negative. Limited resources may be a contributing factor as 74% of survey respondents felt their detachment did not have enough resources to complete investigations and do proactive policing.

Interview data and news articles indicate there may have been some challenges with the roll-out of FIDI models. For example, there is a general sentiment that RMs are only in the community to do their job and are not interested in getting to know the community, as quoted in a news article from Mushuau Innu First Nation Chief John Nui for the community of Natuashish:

“They're just going to come in, do their work, go back to their homes and off they go again. I think it's going to be hard to communicate with them and have a good relationship that way.”

While the COVID-19 pandemic was a factor in past years that resulted in a reduction of police interactions with the community, some RMs from FIDI communities acknowledged that there is room for more community engagement now. Unfortunately, this may not be possible when they are experiencing staffing shortages, resulting in community engagement falling lower on their list of priorities.

Policing northern communities requires particular suitability. RMs posted to the north must have a certain level of fortitude to manage the relative isolation, while also being motivated to engage with the community and build relationships. A few interviewees commented that there seemed to be a shift with the newer generation of RMs, who seem less interested in living full time in northern communities and engaging with the local community after their work day ends.

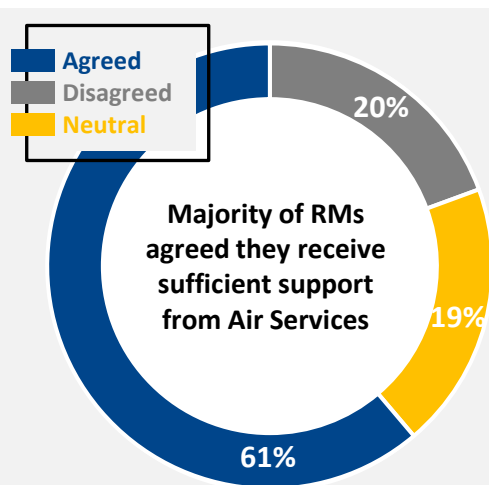
An opportunity cited to improve engagement between the RCMP and FIDI communities is to leverage local individuals with knowledge of the community to serve as a liaison. These individuals would be particularly useful for newer RMs entering the community because they can introduce them to people in the community and provide them with local knowledge.

Why it matters

Many of the communities where FIDI models have been implemented are Indigenous, with deep rooted history and negative experiences with the RCMP. Moving forward, it is essential that regardless of policing model, reconciliation and building trust and confidence in the RCMP is prioritized. While it is clear that FIDI models have had positive impacts on RMs and the organization, these benefits may not have fully translated into positive sentiments from the communities’ perspective. This divide in sentiment highlights the need to gauge success based on multiple perspectives in order to understand the full picture and find solutions that can meet the needs of all those impacted.

FINDING 3

While the current FIDI detachments are adequately supported, challenges related to internal support services may hinder their sustainability and the RCMP's ability to provide quality policing services to these communities.



The success of FIDI models has been dependent on numerous RCMP internal support services, including Air Services, Real Property, Career Development and Resourcing, Relocation Services, and Health Services. While representatives from these support services highlighted the current demands for the FIDI models are generally being met, there are issues that may put these existing models at risk in the future.

Air Services

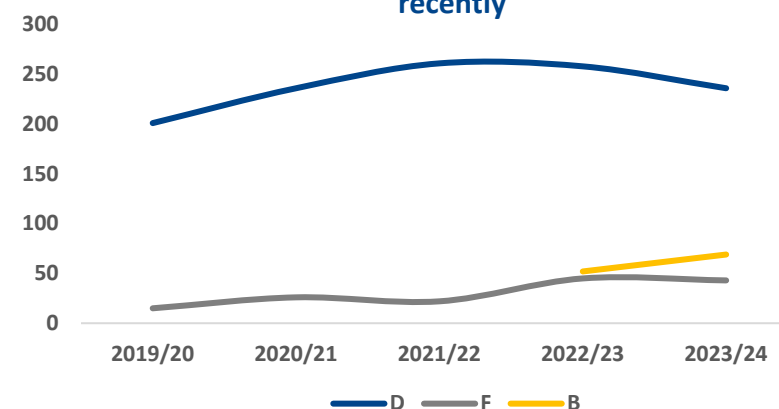
The current demand for air transportation related to fly-in models has largely been met, but has put enormous strain on the RCMP's Air Services Program and taken limited resources away from other operational needs in the divisions.

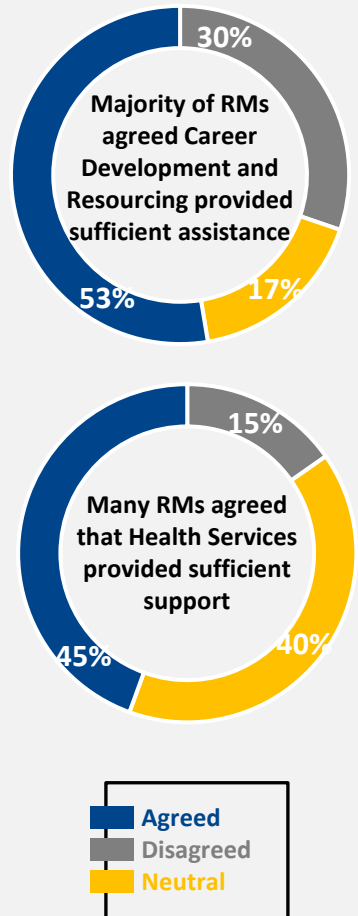
Based on data collected during the 2023/24 RCMP's Air Services evaluation and interviews within the divisions, aircrafts becoming unavailable due to maintenance has been a concern. This has led to forced reliance on commercial and charter options, resulting in increased costs and challenges to operational readiness. For example, this has been the case for the B Division fly-in model for a number of months.

The Air Services evaluation also found that, in addition to the many concerns expressed about the inadequacy of some of the aircrafts, availability of pilots and aircraft maintenance staff due to vacancies and/or minimum staffing levels were also noted as significant challenges.

While it is clear that Air Services faces many challenges that impede the delivery of services for fly-in policing models, there are several benefits to using Air Services over charter or commercial options, such as: charter or commercial flights into the community may not be available when transportation is required; the community may not have the appropriate air strip to accommodate the commercial or charter aircraft; it is easier to transport certain goods such as firearms with Air Services; and, RMs can travel in uniform on Air Services aircraft, thereby saving time.

Number of flights for FIDI models have generally increased, with D Division seeing a decrease recently





Career Development and Resourcing

Staffing FIDI models has become increasingly difficult, due largely to the fact that originating detachments are not able to release RMs since they cannot backfill their positions. Unfortunately, there is no easy solution for this. Posting newly graduated RMs to FIDI locations would not be ideal, since the detachments may be under-resourced and a new RM cannot work independently while in field coaching.

Health Services

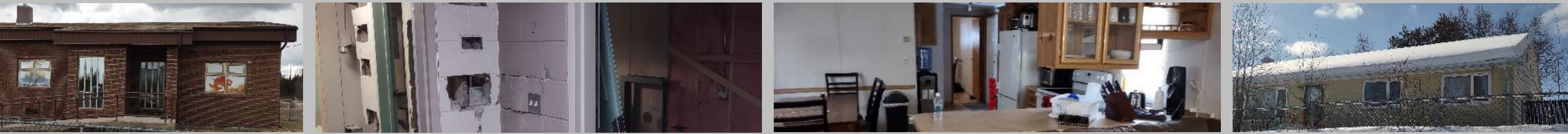
The level of support from Health Services was cited by some interviewees as being sufficient and complementary to the FIDI model. Due to the set schedules of RMs in FIDI detachments, appointments are much easier to coordinate and there is easier access to medical resources in larger centers. Although not specific to FIDI models, Health Services have implemented the use of virtual care since the COVID-19 pandemic, which has improved efficiencies. This has allowed RMs to seek medical assessments and receive regular care regardless of where they may be situated.

As previously mentioned, RMs being considered for FIDI postings are not required to complete a northern or isolated post medical assessment unless specifically directed to by their division management, which is the case in F Division only. While this has simplified and sped up the staffing process for FIDI positions, Health Services have expressed concerns because these RMs are exposed to the same risks as other RMs policing northern communities.

While Health Services noted that there has been improved mental health and wellness of RMs under the FIDI model, there is still a need to ensure they have regular access to psychological care through annual check-ins.

Relocation

An issue that is becoming more of a focus as interest in expanding FIDI models grow is the policy around how far RMs are permitted to live outside of their designated hub location. Interviews with policy centers at National Headquarters (NHQ) highlighted there is a gap in defining “in and around” a hub location, a term widely used to describe where RMs are allowed to reside when out of the FIDI community. Without defining limits to the distance away from the hub location, there is a risk of increased relocation costs.



Real Property Management

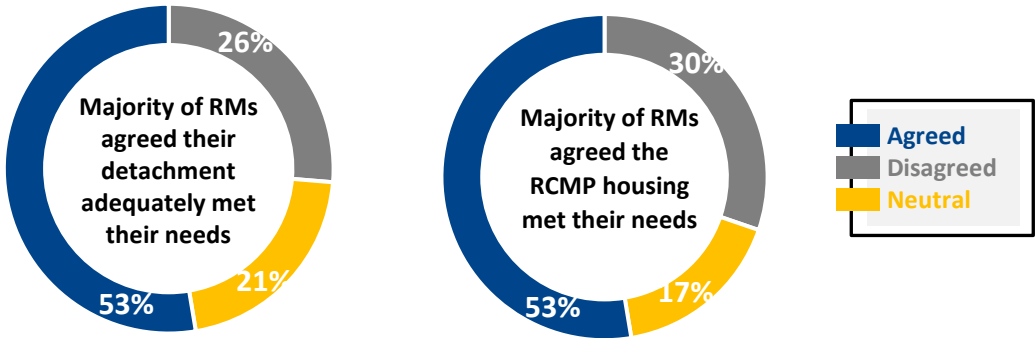
While it had been proposed in some documents that the implementation of FIDI models do not require additional infrastructure purchases and generally requires little change to existing infrastructure, Real Property Management has not yet completed an assessment of accommodations to ensure alignment with existing policies and FIDI policing models. That said, it is important that the infrastructure meets northern police services needs. For example, some detachment buildings present risks to the safety and security of personnel due to the lack of a secure bay to transfer prisoners and the placement of holding cells.

The average age of the detachments and housing in FIDI communities is 20 years old, with the full range being built between 1971 to 2014. According to RCMP inspection documents, some maintenance is being done to keep a “satisfactory” or “superior” score for building inspections. Despite this, RMs cited many critical gaps in support received from Real Property Management, including: frequency of site visits to properties; lack of understanding regarding key aspects and requirements of working in the community; significant delays in receiving services; and lack of communication and consultation. While interview data suggests a more negative sentiment regarding the infrastructure in the communities, survey responses were more positive.

While not specific to FIDI models, RMs also described a number of issues with housing, including the presence of asbestos, sewage backup, access to clean drinking water, mould, bat infestations, vandalism, and properties generally not being well maintained.

A challenge in terms of maintaining the housing where RMs temporarily reside is that, in some communities, the housing is band-owned so the RCMP has limited control.

With RMs no longer living permanently in the community with their families, there is no longer a need for single family housing. Real Property has been moving towards implementing shared accommodations in FIDI communities. This poses other challenges for RMs. For example, it limits personal space and privacy. It also raises Gender-based Analysis Plus (GBA Plus) considerations, with female RMs expressing concern with living in a shared space with all or mostly men. Another issue cited was RMs not fulfilling their obligation for cleanliness and upkeep of shared accommodations. In some communities, this issue is further compounded when guests also take up residence in the house. Recognizing these issues, Real Property Management are working towards additional infrastructure changes where it is required.



Why it matters

The success of existing FIDI models is heavily reliant on internal support services. Understanding and addressing the issues and challenges associated with internal services is critical not only to the sustainability of existing models but also for successful implementation of any expansion.

FINDING 4

FIDI models have been implemented inconsistently, resulting in inequities for RMs, ambiguous alignment with policies and directives, and a lack of national prioritization of resources.

The decision to utilize FIDI models was at the discretion of Commanding Officers in order to fulfill operational needs. There is no process in place to inform decisions on the roll-out of FIDI detachments at the national level with consideration of organizational level priorities or resources.

Additionally, policies that support FIDI models are generally applied independently and in a piece-meal fashion rather than in a comprehensive and holistic manner. There is no national policy specific to these models, and related policies and directives, such as the Travel Directive, Policy on Relocation, and the collective agreement for RMs, have not always been updated to consider FIDI models.

- The majority of RMs described being informed of FIDI models through “word of mouth” only.
- Background information related to FIDI models is limited, with only minimal information available on divisional intranet sites.
- In some divisions, there is a practice for RMs to sign a letter of expectation outlining their role and responsibilities in the FIDI model; however, this practice is not applied as a standard across all locations using FIDI models.

As FIDI models were developed/implemented, there was a lack of early engagement with policy centers. While policy centers have been cited as being receptive to FIDI models and understanding the need to be innovative in order to staff these detachments, inconsistencies and gaps exist in defining how the models should be implemented and reflected in policies.

One such inconsistency is the different kinds of financial incentives RMs receive as a result of where they live. For example, the Natuashish detachment has RMs living in Goose Bay who receive isolated post incentives as well as travel allowances, while their colleagues living near Deer Lake receive travel allowances only. Furthermore, the existence of two hub locations for this particular model has increased the complexity and cost of the support provided by Air Services.

Another gap is the lack of clarity in relocation policy about where RMs can live in relation to the designated workplace and hub city location. RMs felt that restrictions on where they are permitted to live, in relation to their hub location, is contrary to one of the goals of the models – allowing RMs to work in northern communities without having to uproot their families. RMs further explained that this was not an issue in the past, as guidance from their management allowed them to live outside their hub location, with the understanding that they are responsible for any extra expenses and report to the hub in time for work.

Lastly, the designated workplace as it relates to FIDI models needed to be further defined, as it impacts how policy instruments such as relocation and travel should be applied.



Concurrent to the development of the evaluation report, policy issues related to hub locations and designated work locations were raised to the Senior Executive Committee (SEC) in October 2024. Based on these discussions, SEC has approved next steps in developing standard guidance documents, continuing consultations, establishing processes for the authorization of hub locations, and making revisions to the Transfer Notice process.



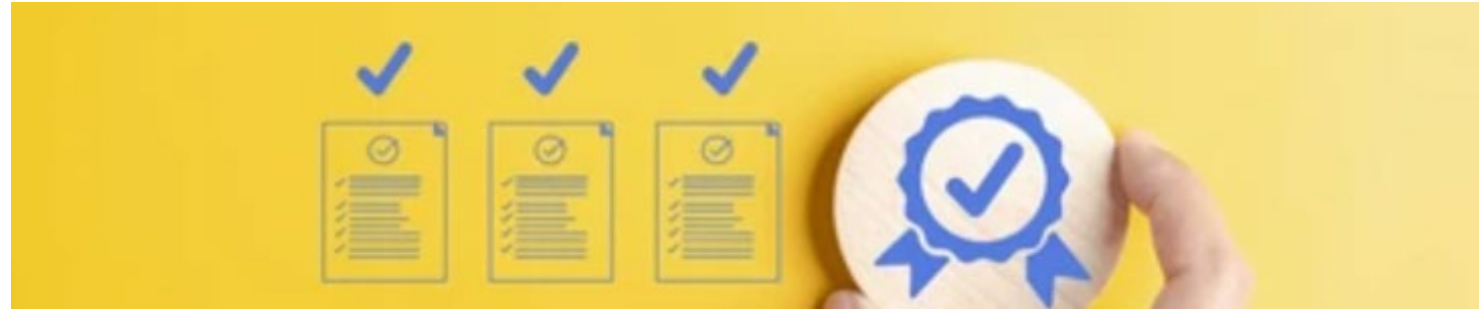
Recognizing the importance of hub locations in FIDI model success, the evaluation compiled key factors to be considered for ideal hub locations and communities to support FIDI models:

Hub locations

- Having in place existing infrastructure required for the models (e.g., airport)
- Within acceptable distance from intended FIDI communities
- Attractive locations for RMs due to available services, including opportunities and resources for family
- A reasonable housing market for ownership, rental, or resale
- Larger city centers are preferred over smaller cities

FIDI communities

- Need for continuous permanent service from the RCMP
- Difficulties with staffing positions
- Lack of available services in the community
- Infrastructure that favors a fly-in model or a drive-in model
- Near an attractive hub location



Standardization of FIDI models

While D Division has been cited as well-placed to share best practices with divisions looking to implement FIDI models, it was noted that there is no guide on how to implement these models. Some interviewees identified a need for established processes and some level of standardization for FIDI models.

While standardization is key, a few interviewees also highlighted there is a need to leave some flexibility as each community is different – not a “one size fits all approach”. Establishing minimum standards would address inconsistencies in the implementation of these models and lay a solid foundation for potential new FIDI models in the future.

As interest in FIDI models increase, there is also a need to prioritize implementation based on RCMP resources and capacity of internal support services.

Why it matters

As more divisions and detachments show interest in adopting a FIDI model, it is important to ensure policies and directives are updated to reflect the unique needs and considerations related to these models. While each division should have flexibility in employing policing models that meet their distinct operational needs, this should be balanced with setting minimum standards and standardizing FIDI models to align with policies and directives to ensure consistency and equity across the organization.

FINDING 5

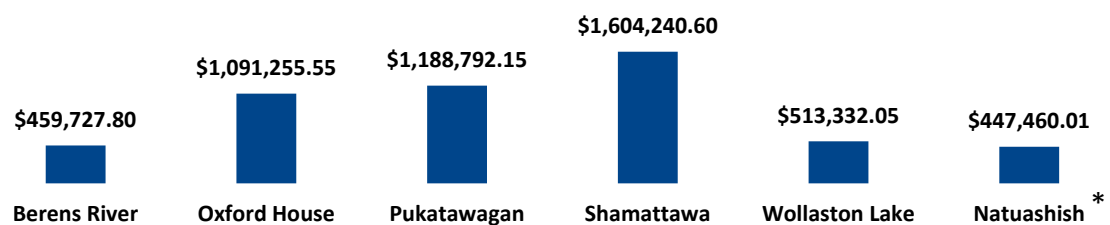
Although FIDI models cost more to implement than traditional live-in models, there was general agreement they provide value for money based on the benefits for the organization.

A comprehensive costs-benefit analysis could not be completed for FIDI models, as there were significant challenges and inconsistencies with the available data (See Limitations, p.7).

Based on the data available (see Appendix B), the evaluation was able to reliably support a number of observations regarding expenditures associated with FIDI models.

While all FIDI detachments saw an increase in their annual expenditures once their FIDI models were implemented, the level of variance between the averages of fiscal years prior to implementation compared to the years post-implementation varied significantly (from as low as 3% to as high as 81%). It should be noted that of the six fly-in models, Natuashish is the only one that employs a cost recovery model for Air Services, which may inflate overall expenditures for B Division compared to F and D Divisions. Based on the data received, Air Services costs are not included under the individual detachment cost centers for D and F Division.

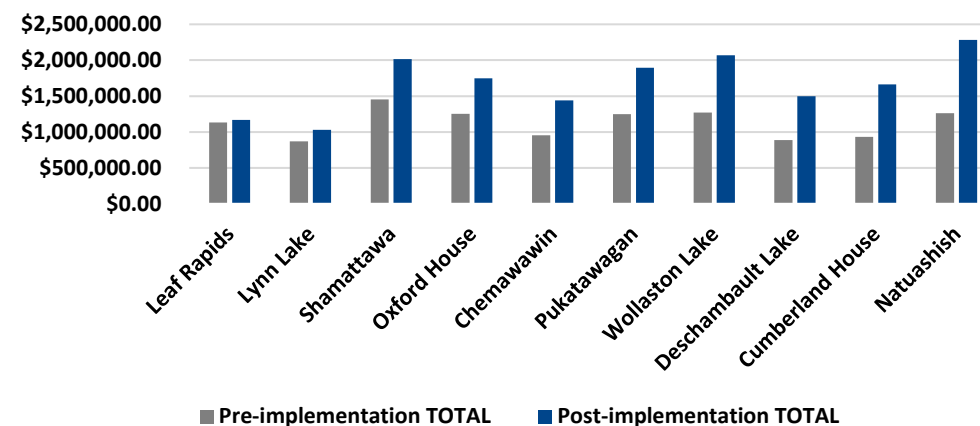
Estimated total costs for Air Services to support fly-in models from 2019/20 to 2023/24



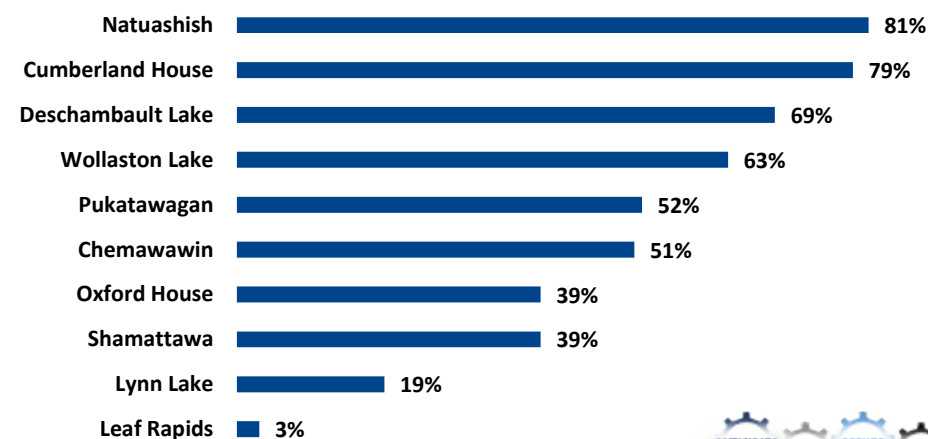
* Costs for Natuashish include only fiscal years 2022/23 and 2023/24

Member Pay and Operations and Maintenance expenditures made up the majority of the increased expenditures, due to FIDI models requiring more RMs compared to the traditional live-in model and all RMs receiving extra pay and benefits as a result of their travel status while in the community. While Member Pay made up the majority of the annual expenditures for all detachments, Operations and Maintenance expenditures increased at a much higher rate post-implementation. For example, while the model in Cumberland House saw an average increase of 69% in Member Pay expenditures, there was also a 156% increase in Operations and Maintenance expenditures.

Comparison of average total expenditures for FIDI models (pre- and post-implementation)



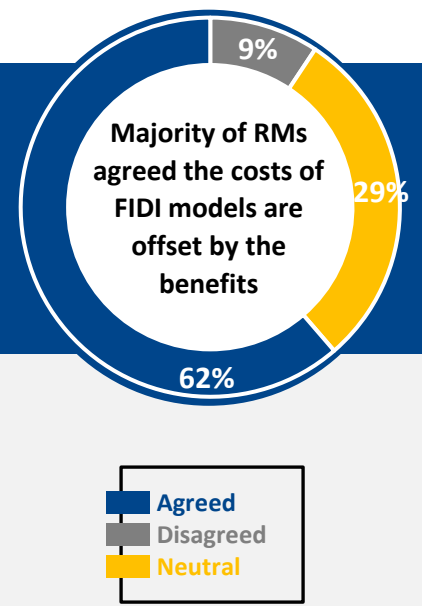
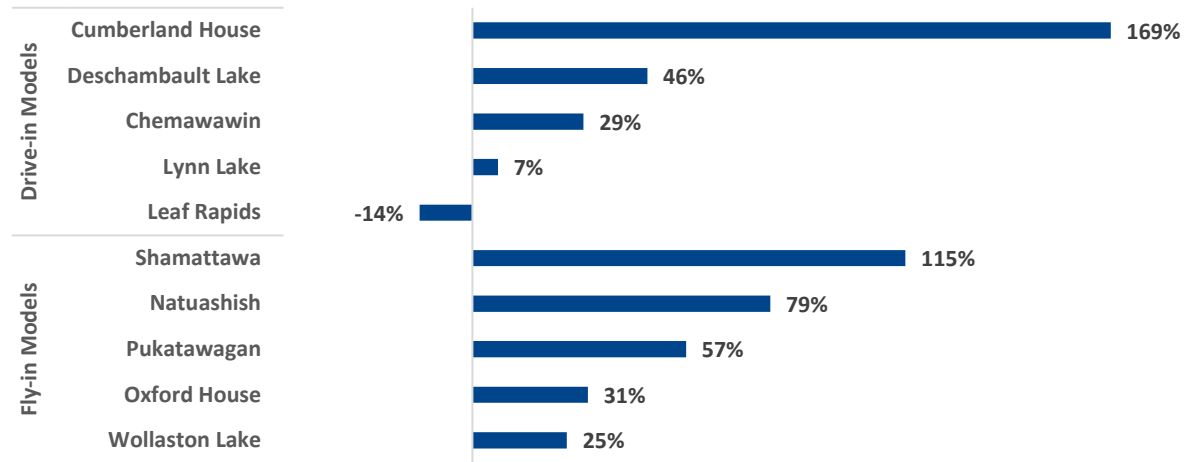
Variance between pre-implementation and post-implementation average total expenditures



The evaluation also looked at fuel costs for vehicles across all FIDI models to better understand the extent to which this may contribute to increased costs for drive-in models.

Data showed fuel costs for all drive-in and fly-in models increased post-implementation; however, increases were varied regardless of which model the detachment had implemented. Even though drive-in models require RMs to be transported to and from the hub location for each team’s weekly rotation, data shows the choice in model may not be the main contributor to increased costs. Of note, Leaf Rapids saw a decrease in fuel costs, which may have been a result of the establishment of South Indian Lake as its own FIDI detachment instead of having RMs from Leaf Rapids drive between the two areas prior to FIDI implementation.

Variance between pre-implementation and post-implementation average fuel expenditures



Due to the type of performance data collected and inconsistencies in outcome data, it was impossible to assign a dollar value to FIDI outcomes. However, while there have been increases in expenditures across all the FIDI models, a number of offsetting intangible benefits were described, including:

FIDI models ensure services remain available
Communities with FIDI models have historically been difficult to staff. The RCMP is now able to provide adequate levels of policing services in these detachments as the number of applications has increased and there has been more interest from experienced RMs for these positions. Putting this plainly, as described by a few interviewees, “If the difference is having a police service or not, then you can’t look at the price tag” and, “Without any other options, the only option that was left was to have no police officers in the communities.”

Reduction in number of transfers to the detachment as an off-setting cost
FIDI positions have changed from 2-year to 3-5 year duration posts. As a result of this change, reports and a few interviewees have cited that the organization stands to save on transfer costs since there will be far fewer RMs transferring in and out over a five-year period. Additionally, less frequent transfers may alleviate the workload of divisional staffing and relocation groups.

Improved mental health and wellness of RMs
As described earlier, FIDI models support the mental health and wellness of RMs. A few interviewees explained that while the models cost more, with RMs feeling consistently more refreshed, the level of service being offered to communities will be more sustainable with lower rates of RMs taking long-term medical leave.

Potential savings due to having common living quarters
Savings may be realized through maintaining only one dwelling for RMs in the community rather than multiple individual dwellings; however, shared accommodations may raise GBA Plus and other considerations (e.g., privacy, cleanliness, space for guests).



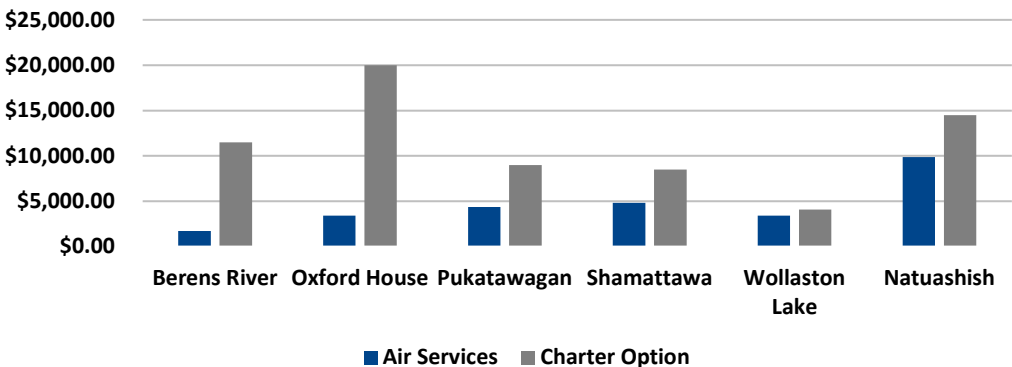
Possible adjustments to the current models

A number of potential adjustments to existing models were identified to address resourcing issues, such as providing RMs more flexibility on where they want to live (e.g., traditional live-in model rather than at the hub location or living outside the division), and the schedule they prefer to work (i.e., 8 days in / 6 days out vs 2 weeks in / 2 weeks out). While this may pose more challenges for coordinating logistics, it may also attract additional RMs to the positions as they are given more options to fit their needs.

Additionally, understanding that Air Services may not be available to support all requests related to FIDI models, charter or commercial options may be considered where they are accessible. However, when comparing the costs per round trip between Air Services and charter options, there are significant cost savings by utilizing Air Services (see Appendix C). Commercial options are also much more limited, as almost all would land at locations far from the intended FIDI community and would require additional logistical planning to ensure RMs have another mode of transportation to take them into the community.

In light of these challenges and limitations, it is essential for divisions that employ fly-in models to have back-up options to ensure continuity of operations and services to communities.

Comparison of costs for Air Services vs charter options



Possible supplements to the current models

Many community representatives described the benefits of supplementing their detachment with more community-based policing options such as community safety officers, auxiliaries, special constables or First Nations safety officers. A key benefit is that these individuals are typically from the community so they retain local knowledge and will be better positioned to act as a liaison between the RCMP and the community.

Other options that were described to help supplement the current models included using reservists and leveraging available relief team resources to fill temporary gaps.

Comparison with other similar models

A number of similar fly-in models were reviewed as part of a comparative analysis, including models employed by the RCMP Thompson rural detachment, the OPP, Keewatin Air, and nursing stations under the First Nations and Inuit Branch of Health Canada (see Appendix D).

All models share a similar mandate to provide stable staffing solutions in northern communities where employees are deterred from accepting more permanent relocation options. Additionally, all models offer employees a weekly/bi-weekly schedule working in the community and then allowing them to live outside the community. Employees in these models also receive either overtime or daily per diems or both as a financial benefit. Similar successes to RCMP FIDI models were noted, including reduced staffing challenges, improved mental health and wellness, better work-life balance, and mitigation of burnout and other long-term medical leave.

While there are slight variations between the models, there was no clear alternative to the FIDI model or traditional live-in policing model that would be better suited for the northern communities in which FIDI models are currently implemented. For instance, while Thompson’s rural detachment employs an ad-hoc fly-in model and is regarded fairly positively, it is best suited for low call volume communities only.

Why it matters

It is clear that, if the RCMP is to be able to continue delivering quality policing services in certain northern communities, the organization needs to implement innovative strategies that appeal to employees and support employee wellness. Although it is acknowledged FIDI models cost the RCMP and contract partners more money, there is general agreement that this may be the policing model of the future. Better understanding of the costs and potential savings may aid in future forecasting and allocation of RCMP resources.



FINDING 6

Although FIDI models appear to be the way of the future for policing certain northern detachments, the RCMP is not currently positioned to support their expansion, particularly the fly-in model.

FIDI models have presented the RCMP with a number of benefits and have been described by RMs as the “way of the future for policing northern communities.” Unsurprisingly, expansion of FIDI models has captured the interest of multiple divisions; however, the organization as a whole is not ready for expansion. There are a number of missing key components and areas that need to be strengthened that should be addressed prior to expansion.

Governance and decision-making

There are indications that a formalized governance structure for FIDI models is limited and specific to each division that currently has them. The divisions have discretion to reallocate resources and change business processes, as long as they continue to meet their mandate under their respective Police Services Agreement. Governance and decision-making structures of FIDI models within divisions were cited as being well understood and generally following the standard chain of command model, with the Commanding Officer, senior management, Operational Strategy Branch and other divisional stakeholders (e.g., Air Services) engaged to varying extents.

As these models to date have been divisionally-led, there are challenges related to working in “silos”; limited coordination has led to gaps in awareness, guidance, and strategic planning around prioritization of resources. To support the continuation and possible expansion of FIDI models, there is a need for greater involvement of NHQ policy centres to ensure enhanced levels of coordination and consultation with key senior management decision-makers at the national-level, as well as external stakeholders such as bargaining agents, provincial/territorial partners, and Indigenous leaders.

Performance measurement to track progress of FIDI models

RMs were largely unaware of any specific performance measurement in place to gauge progress of FIDI models. However, they believe their respective division headquarters have been keeping track of key metrics such as rates of ODS, vacancies, costs, and community data. While it is evident that data is being tracked, it is not collected specifically for the purpose of gauging the performance of FIDI models, and is not always easily accessible. It was also at times unclear which data owner was responsible for retaining the most accurate/reliable data. The one exception was Air Services, which kept track of all flight data and costs associated with fly-in models on its database.

A number of evaluations conducted in the past within D and F Division identified similar metrics to gauge success of their FIDI models. With this said, if FIDI models were to expand nationally, a standardized set of performance measurement tools applicable to all divisions would be essential to ensure the organization is accountable and transparent in its use of resources, and in a position to conduct a fulsome cost-benefit analysis in the future.



Capacity of internal services to support potential expansion of FIDI models



Air Services

Servicing the current fly-in models across the three divisions is already taxing existing Air Services resources. Documents and interview data indicate there would not be sufficient resources to support expansion of the models.

Air Services are also routinely unavailable due to increases in regular maintenance of aircraft, restrictions on flying hours for pilots, weather conditions, pilot shortages, and other unforeseen priorities.

While charter and commercial options can be an alternative, relying on those options will increase the costs of the models significantly. A review of government use of aircraft conducted in 2019 concluded that any significant change to the model of operation would require a large upfront investment (e.g., common fleet, facilities construction) to achieve long-term efficiencies.

Although Air Services has developed a plan in response to the 2022 evaluation which sets strategic priorities and goals to attain a renewed and enhanced fleet of transport aircraft, expansion of the fly-in models will be challenging until those goals have been realized.



Real Property Management

Interview data suggests that there are many opportunities to improve the existing housing for RMs in FIDI communities and other northern communities. The most often cited example is to increase the amount of crown-owned housing, as this would enable greater control over maintenance and standardization. It was also noted that future expansion of FIDI models should line up with retrofit schedules; however, this will require ample time to plan and coordinate.



Career Development and Resourcing

While interviews with division career development and resourcing personnel indicated that they have the capacity to support expansion of FIDI models, the organization as a whole is facing staffing challenges. Given that FIDI models require more RMs than do traditional live-in models, they place greater strain on already limited resources and make it more difficult to find RMs who are releasable without leaving resourcing gaps elsewhere.



Relocation

While there is support for the expansion of FIDI models, interview data suggest that there are gaps in defining how FIDI models are implemented and what is stated in applicable policies and directives. It was noted that discussions are ongoing and a collaborative approach will be taken to ensure standardization of these models and updating of applicable policies and directives.



Health Services

Documents and interview data did not identify any challenges related to Health Services if FIDI models were to expand. With advancements in technology, accessibility of telehealth consultations have increased substantially in remote locations.

Why it matters

The RCMP is a national organization and, although there is a need to be responsive to divisional issues, there is also a need for national coordination and oversight to ensure consistency in policies and directives, fairness to employees and effective management of limited resources. Without these national considerations and adequate resources, not only is the sustainability of existing FIDI models at risk, but the organization will not be in a position to effectively support expansion of these beneficial models in other areas.

CONCLUSION

The RCMP is facing an enormous challenge with providing adequate service to northern communities, with a number of them at a crisis point. The implementation of FIDI models has been undertaken in recognition of this challenge and is aimed at maximizing efficiencies, adequately staffing certain northern detachments, improving the wellness of RMs, and expanding on service delivery to northern communities.

Although the implementation of FIDI models has had a positive impact in these areas, it should be recognized the models have not solved all issues associated with policing these communities, and there are factors that put the sustainability of these models at risk.

A main factor that hinders the level of service delivery to these northern communities continues to be staffing shortages. Soft vacancies and insufficient resources in some of these detachments have resulted in RMs being overworked and limiting engagement with their communities. While community members emphasize the importance of engagement as a factor impacting satisfaction with policing services, engagement activities are often sacrificed in favour of being able to respond to calls for service.

Another key factor impacting the success of FIDI models is the numerous supporting internal services these models depend on. While the current FIDI detachments are adequately supported, prioritization of resources to internal enablers such as Air Services and Real Property Management is needed to ensure continued support is available for the existing models going into the future.

While FIDI models require more investment of money and resources, it is believed the benefits may outweigh those additional costs. With this in mind, should a decision be made to expand the models, a number of key components will need to be strengthened or established to ensure future models are positioned to succeed. These components should include a governance body to ensure standardization and consistency, alignment of FIDI models with policies and directives, prioritization of resources to support services, and engagement with impacted communities.



RECOMMENDATIONS*

1. Establish a national coordinating body in consultation with key decision makers to develop a national framework for FIDI models, inclusive of minimum standards, consistent policies and directives and prioritization of resources.
2. Develop a standard methodology for calculating costs associated with FIDI models, as well as a consistent approach to performance measurement.
3. Review recruitment and staffing processes to ensure applicants to FIDI positions have the appropriate suitability and preparedness for policing in northern communities.
4. Develop an internal and community-level engagement strategy to enhance awareness of FIDI models and how individuals should be consulted to better understand their needs.
5. Should FIDI models be expanded, conduct an environmental scan to inform the development of a national plan for their expansion.

Key insights for potential expansion

While the evaluation found the RCMP is not in a position to expand FIDI models based on existing resources, particularly fly-in models, a number of key insights should be considered that would aid in the initial planning of future FIDI models.

Key items to be considered for a national plan for future expansion should include:

- An approval process for the implementation of new FIDI detachments involving senior management in divisions and at NHQ;
- Business case(s) for requesting resources required for expansion in consultation with key internal services; and,
- Engagement with communities early and throughout implementation.

**Due to the number of key stakeholders involved in FIDI models across the organization, a number of functional areas may be designated as having responsibilities related to one or more of these recommendations.*



APPENDICES

A. MANAGEMENT RESPONSE AND ACTION PLAN

B. DETACHMENT ANNUAL EXPENDITURES

C. AIR SERVICES ANNUAL EXPENDITURES AND CHARTER/COMMERICAL QUOTES

D. COMPARATIVE ANALYSIS MATRIX

E. SCALE OF INTERVIEW RESPONSES

APPENDIX A - MANAGEMENT RESPONSE AND ACTION PLAN

MANAGEMENT RESPONSE

Contract & Indigenous Policing (C&IP) senior management accept the findings and recommendations set out in the Evaluation of Fly-in/Drive-in Policing Models completed by National Program Evaluation Services. C&IP will work collaboratively with key stakeholders and in consultation with relevant policy centres to develop the proposed action items.

ACTION PLAN

Recommendation	Lead / Area(s) of Responsibility	Planned Action(s)	Diary Date
1. Establish a national coordinating body in consultation with key decision makers to develop a national framework for FIDI models, inclusive of minimum standards, consistent policies and directives, and prioritization of resources.	Contract & Indigenous Policing (C&IP) in consultation with relevant policy centers	<p>Agree. C&IP agrees and will formally establish a national coordinating body that will be responsible for setting up a framework for FIDI models. This group will be essential for establishing a more structured approach to the existing models, as well as setting up the foundation for future expansion. Initial steps will involve compiling a list of appropriate members from across the organization with the right expertise and developing a Terms of Reference and workplan to clearly articulate milestones and deliverables.</p> <p>Position Responsible: C&IP, Director General Strategic Policing Agreements Branch</p>	<p>Completion Date: A list of national coordinating body members, Terms of Reference – June 2025</p> <p>Workplan – September 2025</p>
2. Develop a standard methodology for calculating costs associated with FIDI models, as well as a consistent approach to performance measurement.	C&IP in collaboration with Corporate Management and Comptrollership and consultation with relevant policy centers	<p>Agree. C&IP agrees and will work with Corporate Management and Comptrollership and relevant policy centers in establishing a FIDI performance measurement strategy and financial metrics that will be tracked in all FIDI detachments to be able to identify the cost of the model.</p> <p>Position Responsible: C&IP, Director General Strategic Policing Agreements Branch and Corporate Management and Comptrollership, Director General Financial Management</p>	<p>Completion Date: Performance Measurement Strategy – March 2026</p> <p>Identification of financial metrics – March 2026</p>

APPENDIX A - MANAGEMENT RESPONSE AND ACTION PLAN

Recommendation	Lead / Area(s) of Responsibility	Planned Action(s)	Diary Date
<p>3. Review recruitment and staffing processes to ensure applicants to FIDI positions have the appropriate suitability and preparedness for policing in northern communities.</p>	<p>C&IP in collaboration with Human Resources and consultation with relevant policy centers</p>	<p>Agree. C&IP agrees and will work with Human Resources to review the recruitment and staffing processes for FIDI models. A coordination of efforts will take place between National Headquarters policy centers, divisions, and external stakeholders as required (e.g. National Police Federation should there be implications to the collective agreement). Through a review, proposed options will be drafted to address the following:</p> <ul style="list-style-type: none"> • Members have the appropriate suitability for, and expectations about, policing northern communities • Members understand that community engagement is an essential part of the posting requirement • Members have the appropriate medical assessments for policing northern communities • Options to backfill vacancies are prioritized <p>Position Responsible: Chief Human Resources Officer, Executive Director Human Resources Policy and Strategy Program, Executive Director Occupational Health and Safety Branch, C&IP, Director General Strategic Policing Agreements Branch</p>	<p>Completion Date: Proposed options for recruitment and staffing process for FIDI models – March 2026</p>
<p>4. Develop an internal and community-level engagement strategy to enhance awareness of FIDI models and how individuals should be consulted to better understand their needs.</p>	<p>C&IP in consultation with National Communications Services and relevant policy centers</p>	<p>Agree. C&IP agrees and in consultation with National Communications Services and relevant policy centres will develop internal and community level engagement strategies with clear communication, awareness and consultation efforts as key components.</p> <p>Position Responsible: C&IP, Director General Strategic Policing Agreements Branch</p>	<p>Completion Date: Internal engagement strategy – March 2026 Community-level engagement strategy – March 2027</p>

APPENDIX A - MANAGEMENT RESPONSE AND ACTION PLAN

Recommendation	Lead / Area(s) of Responsibility	Planned Action(s)	Diary Date
5. Should FIDI models be expanded, conduct an environmental scan to inform the development of a national plan for their expansion.	C&IP in consultation with relevant policy centers and stakeholders	<p>Agree. C&IP agrees and in consultation with relevant policy centers and stakeholders will conduct an environmental scan to gain a better understanding of the number of potential communities that would benefit from a FIDI model, along with associated hub locations appropriate to support these models (e.g. housing). This scan will be used to inform any future growth considerations in the FIDI model.</p> <p>Position Responsible: C&IP, Director General Strategic Policing Agreements Branch</p>	<p>Completion Date: Environmental Scan – March 2027</p>

APPENDIX B - ANNUAL EXPENDITURES FOR DETACHMENT

Financial data limitations and considerations

The evaluation relied on data extracted from TEAM which covered a static 10-fiscal-year range (from 2014-15 to 2023-24). Depending on when the FIDI model was implemented within the 10-fiscal-year range, the data may capture more years during the pre- or post-implementation period.

Due to the implementation date of the fly-in model for Berens River, no data was available from TEAM to cover years prior to the implementation of the model. Similarly, South Indian Lake did not have data prior to its drive-in model, as it was not a standalone detachment until the model was implemented.

Detachment	Pre-Implementation AVERAGES						Post-Implementation AVERAGES						TOTAL (since FIDI)
	Fiscal Years Covered	Member Pay	O&M	Relocation	Training	Pre-implementation TOTAL	Fiscal Years Covered	Member Pay	O&M	Relocation	Training	Post-implementation TOTAL	
Berens River	0						10	\$1,116,089.74	\$227,606.86	\$7,206.33	\$4,568.06	\$1,355,471.00	\$13,554,709.98
South Indian Lake	0						5	\$808,085.50	\$268,382.11	\$2,506.62	\$5,598.92	\$1,084,573.14	\$5,422,865.72
Leaf Rapids	5	\$789,159.20	\$285,604.53	\$46,664.73	\$10,610.15	\$1,132,038.61	5	\$806,673.97	\$328,296.13	\$26,438.59	\$7,737.22	\$1,169,145.92	\$5,845,729.58
Lynn Lake	5	\$651,029.51	\$162,872.13	\$44,679.75	\$9,877.68	\$868,459.07	5	\$814,007.89	\$188,752.37	\$20,846.78	\$6,347.97	\$1,029,955.01	\$5,149,775.07
Shamattawa	3	\$999,927.42	\$323,833.12	\$117,050.06	\$11,084.82	\$1,451,895.42	7	\$1,440,474.38	\$479,847.07	\$80,519.88	\$13,945.31	\$2,014,786.64	\$14,103,506.48
Oxford House	4	\$913,799.12	\$261,707.90	\$66,123.17	\$11,691.47	\$1,253,321.65	6	\$1,230,123.03	\$415,783.18	\$90,848.69	\$9,111.58	\$1,745,866.48	\$10,475,198.86
Chemawawin	6	\$731,092.82	\$164,544.01	\$48,284.34	\$9,008.71	\$952,929.88	4	\$1,097,747.76	\$316,681.97	\$20,008.72	\$7,044.83	\$1,441,483.28	\$5,765,933.13
Pukatawagan	5	\$928,190.19	\$232,953.91	\$72,217.50	\$14,134.56	\$1,247,496.16	5	\$1,360,479.27	\$443,613.90	\$83,135.45	\$7,472.69	\$1,894,701.31	\$9,473,506.57
Wollaston Lake	5	\$871,877.72	\$313,932.30	\$65,810.26	\$18,300.67	\$1,269,920.95	5	\$1,348,425.17	\$595,979.44	\$115,106.74	\$10,252.34	\$2,069,763.68	\$10,348,818.40
Deschambault Lake	5	\$560,376.61	\$275,302.74	\$38,653.72	\$12,479.30	\$886,812.37	5	\$938,016.09	\$499,701.97	\$53,116.36	\$6,099.88	\$1,496,934.29	\$7,484,671.47
Cumberland House	8	\$734,393.85	\$144,091.07	\$43,305.78	\$11,034.43	\$932,825.12	2	\$1,240,560.05	\$368,948.04	\$41,523.69	\$14,349.92	\$1,665,381.69	\$3,330,763.38
Natuashish	8	\$833,778.43	\$301,800.56	\$121,840.89	\$2,734.25	\$1,260,154.13	2	\$1,445,135.59	\$632,925.53	\$198,145.50	\$6,243.67	\$2,282,450.29	\$4,564,900.58

APPENDIX C - AIR SERVICES ANNUAL EXPENDITURES AND CHARTER / COMMERCIAL QUOTES

Data received from Air Services Branch was prepared considering the following factors:

- Average fuel costs per hour based on 2024 rates:
 - a. PC12 – 275 litres/hour * \$1.17 per litre = \$321.75
 - b. Twin Otter – 340 litres/hour * \$1.17 per litre = \$397.80
- Aircraft hourly rate:
 - a. PC 12 - \$872/hour
 - i. Average aircraft purchase price, amortized over the 15 year Expected Life Estimate of the aircraft (with the exception of the Twin Otter);
 - ii. Average cost of betterments over the expected life of the aircraft and then amortized over the Expected Life Estimate of the component in years (e.g. 5 years for an engine; 2 engine overhauls over the life of a PC-12 Pilatus); and
 - iii. To calculate an hourly rate, the average flight time (i.e. hours elapsed from engine on to engine off) was used across the fleet by aircraft type, over a 4-year period from 2016 to 2019. Note that 2020 usage data was excluded due to the impact of the COVID-19 pandemic on flight reduction.
 - b. Twin Otter - [REDACTED]
 - i. Current lease rate with contract partner
- Nav Canada User Fees
 - a. PC12 - [REDACTED] (MB/SK) & [REDACTED] (Atlantic)
 - b. Twin Otter - [REDACTED] (Atlantic)

Detachment	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Berens River	\$89,871.60	\$93,328.20	\$93,328.20	\$93,328.20	\$89,871.60	\$459,727.80
Oxford House	\$210,772.10	\$190,374.80	\$234,568.95	\$234,568.95	\$220,970.75	\$1,091,255.55
Pukatawagan	\$74,027.35	\$278,691.20	\$304,818.50	\$283,045.75	\$248,209.35	\$1,188,792.15
Shamattawa	\$338,243.50	\$299,587.10	\$328,579.40	\$338,243.50	\$299,587.10	\$1,604,240.60
Wollaston Lake	\$50,993.25	\$88,388.30	\$74,790.10	\$152,979.75	\$146,180.65	\$513,332.05
Moncton/Deer Lake/Goose Bay	-	-	-	-	\$84,613.49	\$84,613.49
Natuashish from Goose Bay	-	-	-	\$174,703.88	\$188,142.64	\$362,846.52

Air Services provided a list of quotes for various charter companies to fly-in communities; however, the list was only current up until 2016. New quotes were obtained through informal calls to a sample of charter companies in each division by the evaluation team and flight searches through Google Flights for commercial options.

Detachment	Air Services per round trip (Approximate)	Charter per round trip (Approximate)	Commercial per round trip (Approximate per person)
Berens River	\$1,728.30	[REDACTED]	
Oxford House	\$3,399.55	[REDACTED]	
Pukatawagan	\$4,354.55	[REDACTED]	
Shamattawa	\$4,832.05	[REDACTED]	
Wollaston Lake	\$3,399.55	[REDACTED]	
Moncton/Deer Lake/Goose Bay	\$6,508.73		[REDACTED]
Natuashish from Goose Bay	\$3,359.69	[REDACTED]	[REDACTED]
Deer Lake to Natuashish	\$9,868.42	[REDACTED]	[REDACTED]

APPENDIX D - COMPARATIVE ANALYSIS MATRIX

	RCMP Fly-in/Drive-in policing model	RCMP Traditional Isolated Post “Live-in” policing model	Ontario Provincial Police remote location staffing model	Keewatin Air remote location staffing model	RCMP Thompson Rural (Ad-hoc Deployments)	RCMP Reserve Program	Nursing Station remote location staffing model First Nations and Inuit Health Branch Health Canada
Mandate	To attract a higher number of members with more years of experience to northern communities.	From coast-to-coast-to-coast, at the community, provincial, territorial and federal levels, the RCMP works to prevent crime, enforce the law, investigate offences, keep Canadians and their interests safe and secure, and assist Canadians in emergency situations/incidents	[REDACTED]	[REDACTED]	Provide a 3-day 2-night inland patrol per month to our northern communities and to respond to calls as soon as possible when necessary and when flights are available.	The RCMP Reserve Program is designed to provide options to address temporary Regular Member vacancies, transfer of corporate knowledge, offer mentoring /coaching and allow backfill support for all units.	To ensure First Nations and Inuit communities have access to health services; assist First Nations and Inuit communities in addressing health barriers and disease threats, attain health levels comparable to other Canadians living in similar areas; and build strong partnerships with First Nations and Inuit communities to improve the health system.
Schedule	8 days on followed by 6 days off. Also, 2 weeks on and 2 weeks off.	Live in community year-round.	[REDACTED]	[REDACTED]	6 days on 3 days off.	As and when required. No predetermined weekly hours of work.	2 weeks in, 2 weeks out, 1 week in, 1 week out, with Mondays being the change over days.
Post Duration	3 – 5 years	2 years	[REDACTED]		2 years	As required	
Benefits and/or incentives	Members will be on travel status for the entirety of their work shifts and will be entitled to full travel allowances.	Rates of isolated post allowance paid are calculated based on location using criteria under the National Joint Council's Isolated Posts and Government Housing Directive Limited Duration Post credits based on division.	[REDACTED]	[REDACTED]	Staff receive per diem for meals and incidental as per the National Joint Council directive.	In lieu of annual leave, a reservist will be paid four percent for all regular and overtime hours worked.	Incentives for travel status include paid travel time from home to community and daily incidentals. An education bonus is also available.
Medical exams	Not required (exception F Division)	Northern Medical			Northern Medical	Fit for duty qualification No northern medical requirement	Medical clearance required.

APPENDIX E - SCALE OF INTERVIEW RESPONSES

DESCRIPTOR	MEANING
All	Findings reflect the views and opinions of 100% of interviewees
Most	Findings reflect the views and opinions of at least 75% but less than 100% of interviewees
Many	Findings reflect the views and opinions of at least 51% but less than 75% of interviewees
Half	Findings reflect the views and opinions of 50% of interviewees
Some	Findings reflect the views and opinions of at least 25% but less than 50% of interviewees
A few	Findings reflect the views and opinions of at least two respondents but less than 25% of interviewees

ENDNOTES

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