

# Municipality of North Cowichan

## Committee of the Whole

### AGENDA

Tuesday, November 10, 2020, 6:00 p.m.  
Electronically

Pages

#### 1. CALL TO ORDER

This meeting, though electronic, is open to the public and all representations to Council form part of the public record. At this time, due to the COVID-19 Pandemic, public access to Council Chambers is not permitted, however, this meeting may be viewed on the District's lived stream webcast at [www.northcowichan.ca/agendas](http://www.northcowichan.ca/agendas).

#### 2. APPROVAL OF AGENDA

Recommendation:

That the Committee of the Whole agenda be adopted as circulated [or as amended].

#### 3. ADOPTION OF MINUTES

##### 3.1. Committee of the Whole meeting held October 13, 2020 for adoption

4 - 5

Recommendation:

That Council adopt the minutes of the Committee of the Whole meeting held October 13, 2020.

#### 4. PUBLIC INPUT

Public Input submissions sent to [Agenda@northcowichan.ca](mailto:Agenda@northcowichan.ca) by 5:00 p.m. on November 9, 2020 will be circulated to Council by way of an Addendum at 6:00 p.m. on November 9, 2020, and can be viewed by visiting [www.northcowichan.ca/agendas](http://www.northcowichan.ca/agendas).

#### 5. BUSINESS

##### 5.1. Official Community Plan (OCP) Draft Principles, Goals and Vision Statement

6 - 36

Purpose: To present the OCP Vision and Goals Survey results and receive Committee input on the Draft OCP Principles, Goals, and Vision Statement.

Recommendation:

That the Committee of the Whole recommends to Council:

That Council accepts the Vision and Goals Survey Summary Report and receives the Draft Principles, Goals and Vision Statement Interim Report for information.

**5.2. Official Community Plan (OCP) Project Status Update** 37 - 39

Purpose: To present an OCP Project status update and to respond to questions regarding the changing timelines of the deliverables.

Recommendation:

That the Committee of the Whole recommends to Council:

That Council accepts the Official Community Plan (OCP) Project Status Update report.

**5.3. Environmental Advisory Committee Terms of Reference** 40 - 49

Purpose: To present options for establishing the new Environmental Advisory Committee and receive direction from Council in relation to defining the Committee's purpose, membership, meeting schedule and resource implications.

**5.4. Local Government and First Nations Relationships Training** 50 - 57

Purpose: To discuss First Nations training facilitation options and select dates for the training.

Recommendation:

That the Committee of the Whole recommends to Council:

That staff be directed to coordinate the "Working Effectively with Indigenous People" virtual training through Indigenous Corporate Training Inc. on November \_\_, 2020 at a cost of \$4,500.

**5.5. Council Training Opportunities** 58 - 67

Purpose: To workshop various training opportunities and prioritize those that which Council believes will help strengthen the functionality of their decision-making process.

Recommendation:

That the Committee of the Whole recommends to Council:

- That Council direct staff to add an additional \$\_\_\_\_\_ to the operational budget for Council training beginning in 2021;
- And that staff be directed to prepare a report to Council outlining a training plan based upon the discussions which took place during the November 10, 2020 Committee of the Whole meeting.

**6. NEW BUSINESS**

**7. QUESTION PERIOD**

A 10-minute recess to be provided to give the public an opportunity to submit their questions by email to [QP@northcowichan.ca](mailto:QP@northcowichan.ca) regarding the business discussed at this meeting. Questions will be read out in the order they are received.

8. ADJOURNMENT

Recommendation:

That the meeting be adjourned at \_\_\_\_\_ a.m./p.m.

# **Municipality of North Cowichan Committee of the Whole MINUTES**

**October 13, 2020, 6:00 p.m.  
Electronically**

Members Present	Councillor Christopher Justice, Chair Mayor Al Siebring Councillor Tek Manhas Councillor Kate Marsh joined at 6:09 p.m. Councillor Rosalie Sawrie Councillor Debra Toporowski
Members Absent	Councillor Rob Douglas
Staff Present	Ted Swabey, Chief Administrative Officer (CAO) Sarah Nixon, Deputy Chief Administrative Officer (D/CAO) Mark Frame, General Manager, Financial and Protective Services Don Stewart, Director, Parks and Recreation Shawn Cator, Director, Operations George Farkas, Director, Human Resources and Corporate Planning Clay Reitsma, Senior Manager, Engineering Jason Birch, Chief Information Officer Megan Jordan, Manager, Communications and Public Engagement Chris Hutton, Community Planning Coordinator Tricia Mayea, Deputy Corporate Officer

## **1. CALL TO ORDER**

There being a quorum present, the Chair called the meeting to order at 6:05 p.m.

## **2. APPROVAL OF AGENDA**

IT WAS MOVED AND SECONDED:

That the Committee of the Whole agenda be adopted as circulated.

CARRIED

## **3. ADOPTION OF MINUTES**

IT WAS MOVED AND SECONDED:

That the minutes of the Committee of the Whole meeting held September 16, 2020 be adopted, as circulated.

CARRIED

## **4. PUBLIC INPUT**

The Committee received no public input submissions prior to the meeting.

## **5. BUSINESS**

## **5.1 Inclusion Workshop**

The Deputy Chief Administrative Officer workshopped with Council to clarify Council's vision for an inclusive community. A copy of the PowerPoint Presentation is on file at the Municipal Hall.

Council provided the Deputy Chief Administrative Officer with suggestions for inclusion initiatives that could be undertaken at North Cowichan in the future.

IT WAS MOVED AND SEONDED:

That staff be directed to include an update on diversity and inclusion in the Council Strategic Plan quarterly reporting.

CARRIED

## **5.2 Public Input on Agenda for discussion**

Council discussed the pros and cons of administering Public Input during WebEx online Council meetings and determined that summarizing the public input is at times onerous on staff, and that circulating the public input to Council half an hour prior to the start of the meeting does not leave Council much time to read the public input.

IT WAS MOVED AND SECONDED:

That Council will only take formal public input on agenda items up until noon on the day before the meeting for the duration of COVID related meetings. (OPPOSED: Sawrie)

CARRIED

IT WAS MOVED AND SECONDED:

That Council continue the present public input practice - that Council will be assumed to have read the public input and that there is no need for a staff summary during the public input portion of the agenda.

CARRIED

## **6. NEW BUSINESS**

None.

## **7. QUESTION PERIOD**

Councillor Justice called for a recess at 9:02 p.m. to allow viewers to submit questions via email on the matters discussed during the meeting. No questions had been submitted when the meeting reconvened at 9:10 p.m.

## **8. ADJOURNMENT**

IT WAS MOVED AND SECONDED:

That the meeting be adjourned at 9:12 p.m.

CARRIED


---

Certified by Corporate Officer

---

Signed by Mayor

# Report

Date	November 10, 2020	File: 6480-30 2019.01 Prospero No: SPP00040
To	Committee of the Whole	
From	Chris Hutton, Community Planning Coordinator	Endorsed: 
Subject	Official Community Plan (OCP) Survey and Draft Principles, Goals and Vision Statement	

## Purpose

To present the OCP Vision and Goals Survey results and receive Committee input on the Draft OCP Principles, Goals, and Vision Statement.

## Background

OCP Vision and Goals is the third deliverable in Phase II of the OCP Project. This part of the project included a community survey on broad topics related to the OCP review and update. A summary of the survey results can be found in Attachment 1 and will be presented at the November 10 meeting.

## Discussion

The survey results were used to assist the project consultant (MODUS) to develop the draft OCP Principles, Goals and Vision Statement document. The OCP Advisory Committee has reviewed the draft document, and their feedback is included as Attachment 2, an interim version of the Statement document. This interim document received further review and comment by the OCP Advisory Committee on November 5. As part of the presentation from MODUS at the November 10 Committee of the Whole meeting, an update on the OCP Advisory Committee's review will be provided, as well as through the Advisory Committee meeting minutes. After receiving feedback and comment from the Committee of the Whole, the document will be updated and will function as a guide for the remainder of the OCP Project.

It is important to note that the draft statements will remain draft until the updated OCP is adopted. Through the many policy considerations remaining in the OCP Project, there may be a need to revisit these statements to ensure they adequately reflect community values.

## Recommendation

That Council accepts the Vision and Goals Survey Summary Report and receives the Draft Principles, Goals and Vision Statement Interim Report for information.

### Attachments:

1. Vision and Goals Survey Summary Report
2. Draft OCP Principles, Goals and Vision Statement - Interim



# VISION AND GOALS SURVEY SUMMARY REPORT

Municipality of North Cowichan, OCP Review & Update

Prepared by: MODUS Planning, Design & Engagement Inc.  
Version: 1.0  
Date: 19 October 2020

# TABLE OF CONTENTS

1	INTRODUCTION .....	1
2	RESULTS .....	4
3	NEXT STEPS .....	17



# 1 INTRODUCTION

## North Cowichan Official Community Plan Update

The Municipality of North Cowichan is currently undertaking an update to its Official Community Plan (OCP) - to 'ThinkForward' and plan for the future of our community.

The project was initiated by Council in 2019 based on direction from Council's 2019-2022 Strategic Plan which states a priority as: To rewrite the Official Community Plan, forming the basis for local area plans throughout the community (Quamichan area, Berkeys Corner and Maple Bay).

The OCP will articulate a guiding vision for our community for the next 20 years. It will be used by Council and staff in budgeting, servicing, planning capital projects, and reviewing development applications. The OCP will also be used by residents and businesses as a reference for investment decisions, and by school districts and community organizations to guide facility planning and service delivery.

## Overview of the OCP Process

The OCP project process is split into the following four key phases. We are currently in Phase 2 of this process.

### **Phase 1 - Background, Planning and Launch -Summer 2019 to January 2020**

This phase kicked off the project internally, organizing the internal project team and OCP volunteers, collating background information, issuing the RFP and hiring MODUS Planning, Design, Engagement as the consultant.

### **Phase 2 - Community Vision and Local Character Mapping - February to December 2020**

This phase consists of finalizing project initiation with the consultant, including developing an engagement plan, identified of opportunities and strengths and constraints via a Gap Analysis Report and confirmation of vision and community character values.

### **Phase 3 - Policy Options and Plan Development - October 2020 to March 2021**

This phase focuses on creating the OCP document. Development of growth scenarios and policy direction will include options and selection of urban containment boundaries, land use designations, and growth targets and development of final policies and maps.

### **Phase 4 - Plan Adoption - April to July 2021**

This phase will finalize the plan, with the adoption of the Plan by Council. This phase will be led by staff.

## Purpose of Report

This report provides a summary of the input received from the Visions and Goals Survey as part of Phase 2 of the OCP update.

This feedback will help shape a 20-year vision and develop priorities so we can achieve that vision together. Coming to a common understanding about our collective community values will help us “ThinkForward” as we move through this community-driven process.

## Communication and Outreach

The Vision and Goals Survey was open from August 14<sup>th</sup>, 2020 to September 17, 2020.

The survey was promoted through the following methods:

- Social media posts
- North Cowichan’s website and the [Official Community Plan webpage](#)
- Placespeak project page
- Email blasts
- Printed survey copies distributed at City Hall

SimpleSurvey was used to collect and organize the online survey responses.

## Overview of Analysis

A total of **1201** completed surveys were collected. This includes 18 printed surveys and 1183 online submissions. The number of respondents represents approximately 5% of the North Cowichan population.

Responses to each question were analysed and categorised into key themes or topic areas. The number to the right of each theme or topic indicates the number of times it was generally referenced by respondents.

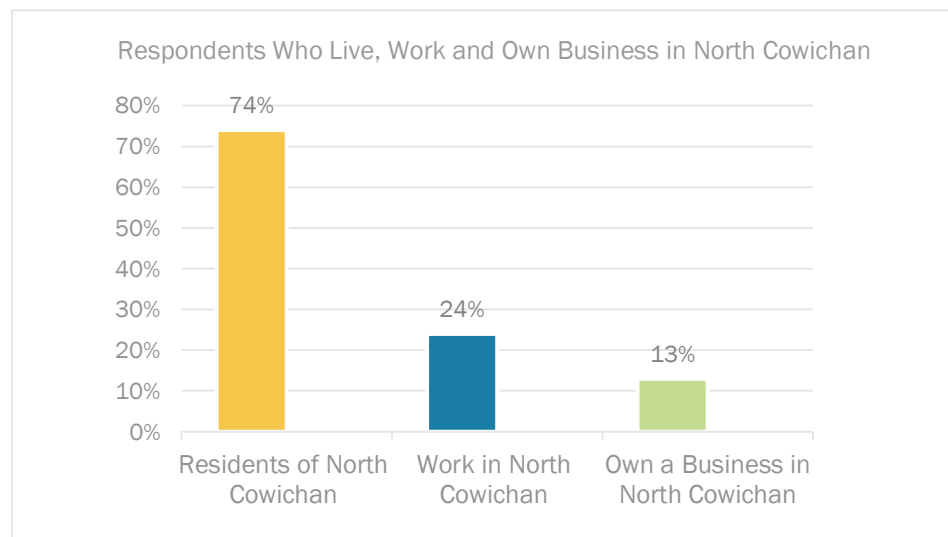
Example: Natural Areas & Green Space (**624**)

## Who We Heard From

The following demographic information was collected from survey respondents who responded online and chose to answer questions regarding their relationship to North Cowichan and their age:

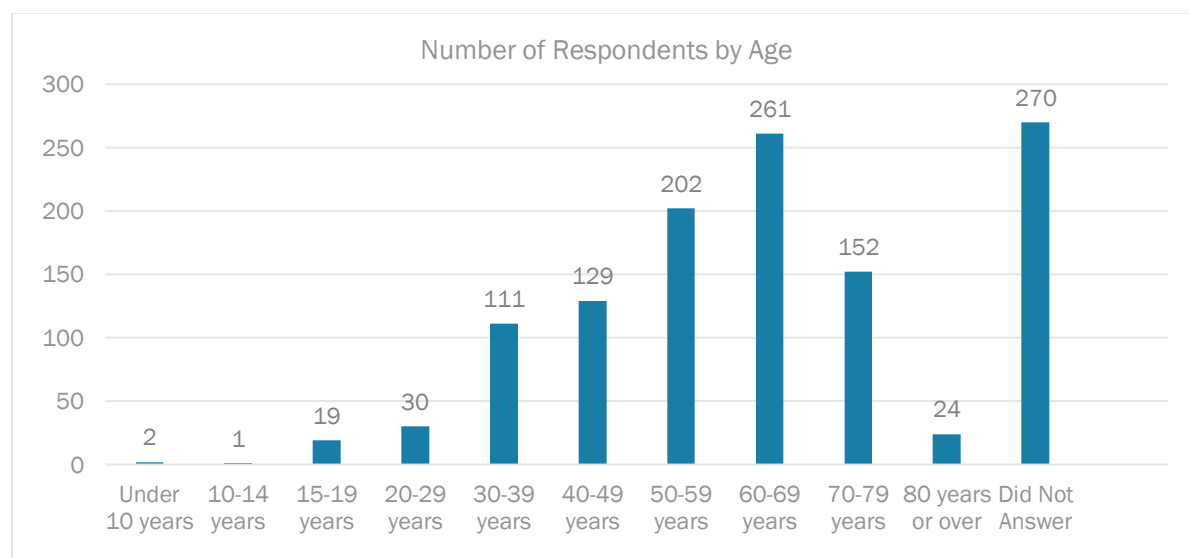
### Respondent Relationship to North Cowichan

The chart below indicates that the majority of respondents (74%) are residents of North Cowichan. Twenty-four percent of respondents work in the Municipality while 13% own a local business.



### Respondent Age Distribution

The chart below reflects the age range of who we heard feedback from. Although 268 respondents (22%) did not specify their age range, the majority (64%) were 40 years and older. Only 14.3% of respondents were younger than 40 years of age.



Total Responses: 1201

## 2 RESULTS

### Overarching Themes

The results presented below summarize key themes from responses for each question that was asked on the survey. However, some themes appeared across all of the responses. The **preservation of natural areas and resources** was the most frequently mentioned topic. This relates to protecting wildlife habitats, limiting extraction of natural resources and implementing strategies to mitigate the impacts of climate change.

Respondents also indicated support for building a **greener economy** focused on investment in renewable resources and new opportunity for sustainable business development.

Another overarching theme was the **concern around drug use** in the community. Many respondents commented on the location of the safe injection site and the perception that prevalence of drug use in a particular area resulted in a higher rate of crime.

**Growth management** was commonly discussed as respondents expressed an interest in preserving the semi-rural character of North Cowichan and the natural and agricultural lands surrounding the community. There was an interest in keeping communities compact and concentrating development within a central core to prevent unregulated sprawl.

### Q1. When you meet a new friend, how would you describe where you live (ex. Chemainus, Maple Bay ...)?

Respondents described the following locations:

- Duncan (254)
- Maple Bay (245)
- Chemainus (126)
- North Cowichan (79)
- Cowichan Valley (74)
- Crofton (62)
- Sahtlam (16)
- Cowichan (14)
- Quamichan Lake (14)
- Cowichan Bay (13)
- Cowichan Lake (10)
- Westholme (9)
- Somenos (7)
- Vimy (7)
- Cowichan Station (6)
- Near Hospital (6)
- Berkeys Corner (5)
- Cobble Hill (5)
- Thetis Island (4)
- Cowichan First Nations Land (3)
- Ladysmith (2)
- Mill Bay (2)
- Saltair (2)
- Yellow Point (2)

## Q2. What do you love most about North Cowichan?

Responses to this question were categorized into the following key themes:

- *Natural Areas & Green Space (624)*  
Natural green spaces and surroundings, specifically the mountains, rivers, forests and ocean
- *Outdoor Recreation (304)*  
Access to outdoors for recreational activities such as hiking, biking, kayaking and swimming
- *Rural & Small-Town Feel (293)*  
Small and quiet community with laid back and peaceful lifestyle.
- *Sense of Community (187)*  
Friendliness of the people in North Cowichan and close-knit environment.
- *Farms & Access to Local Food (115)*  
Access to locally grown and sourced food from nearby farms and an appreciation for the agricultural history of the area
- *Local Business & Community Amenities (96)*  
Amount of local independent businesses and community amenities and activities such as the library, recreational centre, bookstore, farmer's market and bowling alley. This also includes access to wineries and arts and cultural community events.
- *Other Themes:*
  - Good Climate (73)
  - Regional Location (43)
  - City Management + Policy (13)
  - Indigenous Culture (12)
  - Affordability (relative cost of housing & taxes) (7)

## Q3. What is one thing you would change about North Cowichan?

Responses to this question were categorized into the following key themes:

- *Environmental Protection & Preservation (197)*  
Concern for the conservation of natural resources and preservation of forest and green spaces, specifically related to the negative impacts of logging and air pollution. Respondents also expressed a need for stronger plans and policies to address climate change.
- *Growth Management & Development (192)*  
Reduce urban sprawl and a slower rate of development. This includes concern for uncontrolled development that will negatively impact natural areas/resources and may take away from the "semi-rural" character.

- *Drug Use (159)*  
Prevalence of drug use, including the location of safe injection sites within neighbourhoods, and the perception of criminal activity.
- *Homelessness (126)*  
Additional supports, services, and accommodation for people experiencing homelessness in the community.
- *Other Topic Areas:*
  - Recreation & Active Transportation (i.e. trails, sidewalks, bike lanes) (96)
  - Infrastructure & Roads (traffic) (94)
  - Taxes & Local Economy (78)
  - Political Representation & Leadership (68)
  - Planning & Strategic Direction (53)
  - Safety & Sense of Community (53)
  - Diversity of & Access to Housing (48)
  - More Support for New & Existing Businesses (30)
  - Transit System (22)
  - Impact of Industrial Sites (20)
  - Stronger Progressive & Social Values (20)
  - Bylaws & Enforcement (18)
  - More Support for ALR & Agriculture (14)
  - Access or Improvement to Hospital (7)
  - Access to Beach (6)
  - Downtown Revitalization (4)
  - Strengthened Relationships with First Nations (4)

## PRINCIPLES

### Q4. Sustainability

Existing Definition: Ensuring that decisions balance the right of future generations to a healthy, resource-rich environment with the needs of the current population.

Participants indicated the following level of support for the existing definition:

- 65% Support
- 9% Do Not Support
- 12% Unsure

When asked, “how would you change the definition to make it more meaningful to you?”, respondents commented on the following key themes:

## Focus Areas & Considerations

- *Protection of Natural Environment (85)*  
Preserving the surrounding forests, waters and undeveloped land should be a key part of this principle. Respondents also voiced the importance of protecting wildlife habitat, farmland and maintaining the area's local biodiversity.
- *Emphasis on Future Generations (57)*  
Prioritising the needs of future generations over the current population. Decisions should reflect stewardship of land and resources to provide for future populations of not only humankind, but all living things.
- *Renewable Resources & Extraction (52)*  
Preventing deforestation, habitat destruction and overconsumption of natural resources. This includes the use of more renewable energy alternatives and strategies for reducing resource extraction and urban sprawl.
- *Development & Population Growth (52)*  
Recognizing the environmental impacts caused by development and population growth.
- *Other Focus Area Themes:*
  - Political Leadership & Accountability (39)
  - Financial Considerations & Economic Growth (38)
  - Emphasis on "Current Population" (25)
  - Walkable & Green Communities (14)
  - First Nations Right to Land (9)
  - Holistic View of Sustainability (8)
  - Equity Focus (7)
  - Age-Friendly Planning (5)

## Edits to the Definition

- *Eliminating "Resource-Rich" (68)*  
Without an explanation of the type and use of resources, it could imply mining, clear-cut logging, and further extraction. Respondents suggested changing the phrase to either be more specific (e.g., "healthy and protected waterways, forests and farmland") or eliminating the phrase from the principle's definition.
- *Defining "Needs" (42)*  
Identifying and distinguishing essential needs of the population over our "wants". This includes redefining our needs so that they are not dependent on profit-driven and extractive practices.
- *Change or Describe "Balance" (19)*  
Addressing ambiguity of the word and the need to include stronger language to communicate the urgency of this principle.

## Q5. Economic Opportunity

Existing Definition: Ensuring that a positive environment is in place to promote growth and diversity. Jobs and businesses that are the foundation of the municipality remain important but new economic directions are also encouraged to respond to changes in the global economy and the challenges of demographic shifts.

Participants indicated the following level of support for the existing definition:

- 58% Support
- 12% Do Not Support
- 15% Unsure

When asked, “how would you change the definition to make it more meaningful to you?”, respondents commented on the following key themes:

### Focus Areas & Considerations

- *Local Sustainable Growth (117)*  
Prioritizing environmental sustainability over economic opportunity and the local economy over the global. This also includes specifying the type of growth that is best for the community to prevent uncontained development and sprawl (i.e. focus on infill, not greenfield or ALR development).
- *Maintaining Natural Resources & Environmental Protection (105)*  
Economic growth and the promotion of new industries should not be at the expense of our natural areas, wildlife habitats and resources.
- *Supports for Local Business (89)*  
Respondents expressed a need for greater supports for new and existing businesses, specifically by simplifying the permitting process and providing tax incentives for diverse and innovative industries.
- *Green Economy (61)*  
Attracting sustainable and renewable energy projects to create more green jobs in the area. Suggestions include additional investment in ecotourism, agriculture and technology start-ups.
- *Other Focus Area Themes:*
  - Job Creation & Skill Development (35)
  - Role of Municipal Government (15)
  - Existing Barriers to Development (14)
  - Community Involvement (13)
  - Supporting Agriculture & Farming (12)
  - Childcare & Support for Families (2)



## Edits to the Definition

- *Issues with “Promote Growth” (48)*  
Concern with the idea of encouraging or promoting growth rather than managing or controlling it. Other respondents suggested to remove the term “growth” from the definition as it suggests conflict with the sustainability principle.
- *More Specific (42)*  
General comments that the definition is too vague and leaves too much open for interpretation.

## Q6. Smart Growth

Existing Definition: Encourage vibrant communities by planning for development including redevelopment, infill, mixed use and more compact communities. Smart Growth aims to enhance quality of life, preserve the natural environment and, over time, save money.

Participants indicated the following level of support for the existing definition:

- 61% Support
- 10% Do Not Support
- 13% Unsure

When asked, “how would you change the definition to make it more meaningful to you?”, respondents commented on the following key themes:

## Focus Areas & Considerations

- *Development Restrictions & Protection of Natural Areas (102)*  
Need for more constraints on development and a smaller urban containment boundary. This includes prioritising the preservation of agricultural and natural areas, especially those with sensitive habitats, and incorporating more green spaces and trail networks into new development projects.
- *Compactness & Less Sprawl (64)*  
Focusing development in specific areas that will strengthen existing cores and promote more walkable communities. Respondents expressed interest in densifying these areas to reduce urban sprawl and preserve the more “rural” areas of North Cowichan that should remain low in density.
- *Development & Community Amenities (47)*  
Development that prioritises quality of life and creates vibrant, safe and inclusive communities. As part of this, respondents suggested more transportation options including bike lanes, pedestrian infrastructure and reliable transit.
- *Other Focus Area Themes:*
  - Preservation of Rural Areas (36)
  - Need for Greater Housing Diversity (36)
  - Green Buildings & Climate Action (31)

- Additional Infrastructure & Services (26)
- Concern for Overdevelopment & Congestion (22)
- Planning for Implementation (21)
- Municipal Support & Involvement (19)
- Community Input & Engagement (18)
- Inclusive Community Development (15)
- Cost Concerns (13)
- Support for Mixed-Use Development (12)
- Preservation of Historic Character (7)
- Concern for Homelessness (4)

### Edits to the Definition

- *More Information & Clarity (49)*  
The definition does not provide enough detail or clarity for how this principle may be applied. Participants expressed confusion about specific terms such as “infill” and “complete communities”.

## Q7. Healthy & Safe Communities

Existing Definition: A healthy and safe community is one where access to community services, housing, parks and open space, clean air and water, and other such benefits promote positive interaction and healthy outcomes among all residents.

Participants indicated the following level of support for the existing definition:

- 77% Support
- 3% Do Not Support
- 4% Unsure

When asked, “how would you change the definition to make it more meaningful to you?”, respondents commented on the following key themes:

### Focus Areas & Considerations

- *Access to Housing & Homelessness (87)*  
Concern for the prevalent issue of homelessness in the community. Participants expressed a need for greater access to housing services as well as affordable housing options.
- *Preserve Forested & Natural Areas (73)*  
Respondents expressed a need to include the health of the local ecosystem in the definition of community health. This includes protection of environmental sensitive areas, forested and green spaces (e.g., Quamichan Lake) to protect our healthy air quality and access to clean water.

- Drug Use (70)  
Concern that community safety is negatively impacted by the amount of drug use and the location of safe injection sites nearby schools. This also includes the perception that criminal activity is increasing in the area.
- Social & Community Resources (42)
- Access to health care, education, healthy food options and recreational opportunities to support community physical and mental health.
- *Other Focus Area Themes:*
  - Inclusive of All Community Members (39)
  - Safety & Police Presence (37)
  - Maintaining Parks & Green Space (29)
  - Transit & Active Transportation (25)
  - Outdoor & Community Recreation (21)
  - Implementation & Tracking Progress (14)
  - Affordability & Taxes (6)
  - Public Participation & Involvement (5)
  - Development & Infrastructure (4)
  - Municipal Role & Responsibility (4)
  - Greater Support for First Nations (4)

### Edits to the Definition

- *More Clarity or Information (14)*  
Concern that the definition is too vague and needs specific examples of the type of community services that should be prioritised.

## Q8. Community Engagement

Existing Definition: Ensuring that Council, staff and citizens keep talking to each other in an open and transparent way to ensure that decision-making is in line with the policies, goals and principles of the plan.

Participants indicated the following level of support for the existing definition:

- 75% Support
- 3% Do Not Support
- 5% unsure

When asked, “how would you change the definition to make it more meaningful to you?”, respondents commented on the following key themes:

North Cowichan is currently conducting a survey to collect resident feedback on current engagement practices as part of a project to create a new Community Engagement Framework Policy

## Considerations for Engagement

- *More Transparency (75)*  
Participants expressed a need for greater transparent and open communication from staff and Council on decision-making processes. This includes a clear understanding of how public input will be incorporated into decisions and the availability of all relevant information.
- *Better Communication (49)*  
Prioritising regular communication between Council and staff and the public. Some respondents suggested using social media to connect with more constituents, particularly a younger demographic.
- *Special Interests & Bias (39)*  
Concern that not all community voices are heard equally and that some interests are prioritised over others.
- *Other Focus Area Themes:*
  - Focus on “Listening” (30)
  - Ensure Liability & Accountability (29)
  - Various Formats for Engagement (i.e., digital) (26)
  - Loss of Trust (24)
  - Addressing Barriers to Participation (17)
  - Acting on Feedback (16)
  - Reaching a Wider Audience (14)
  - Need for Flexibility in Plans (11)
  - Reliable Data & Information (9)
  - Staff & Council Unreliability & Inaccessibility (9)
  - First Nations Partnerships (7)
  - Regional Collaboration & Involvement (3)
  - Too Much Engagement (3)
  - More Holistic Planning (2)

## Q9. Most Important Principles

Participants were asked “what are the most important principles to you” and responded with the following feedback:

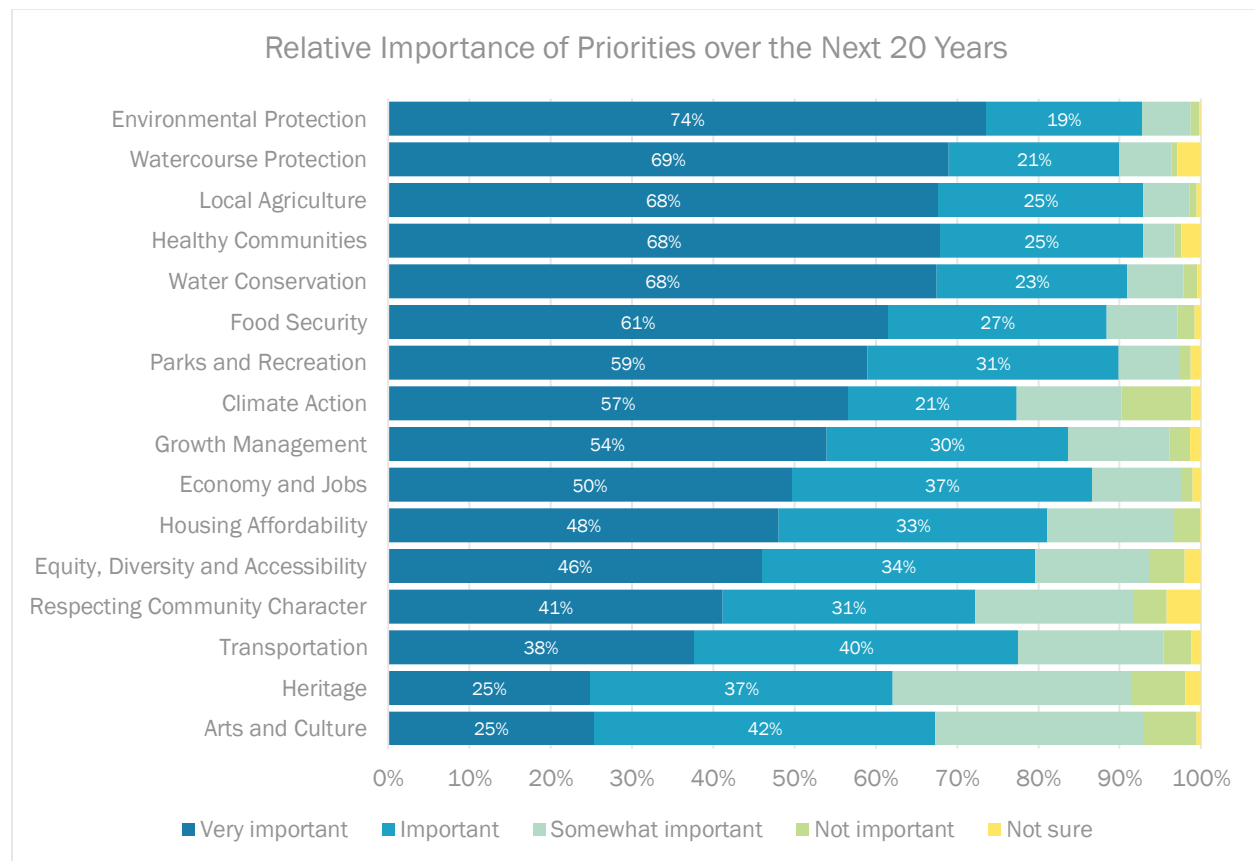
### Key Themes

Generally, participants identified Sustainability, Smart Growth, Healthy and Safe Communities and Community Engagement as the most important principles.

- *Smart Growth & Sustainability (207)*  
The need for “smart growth” by investing in the green economy and prioritising areas of density to reduce urban sprawl. This includes a greater focus on climate action and sustainable development.

- *Community Health & Safety (199)*  
Prioritising healthcare, affordability and sense of safety to ensure a high quality of life for community members.
- *Preserving Natural Resources & Areas (170)*  
The protection of forests, water and wildlife to respect a healthy ecosystem, maintain access to natural spaces, and ensure availability of resources and food supply.
- *Collaborative Planning & Engagement (146)*  
Open and transparent communication and fair decision-making that prioritises unbiased, inclusive citizen involvement.
- *Other Important Topics:*
  - Economic & Business Development (66)
  - Implementation & Accountability (58)
  - Inclusivity for All Members of Community (44)
  - Recreation, Community & Pedestrian Amenities (41)
  - All 5 Principles Are Important & Interdependent (34)
  - Access to Housing (27)
  - Affordability & Taxes (22)
  - Food Security & Agriculture (21)
  - City Management & Public Services (20)
  - Reconciliation & First Nations Partnerships (20)
  - Maintaining Rural (Low Density) & Open Spaces (16)
  - Considering Needs of Future Generations (14)
  - Role of Local Government (8)
  - Historic Preservation (5)
  - Excellence in Planning (2)

## Q10. Thinking about North Cowichan over the next 20 years, how important are the following priorities to you?



Approximately 18% of the 1201 total respondents did not answer this question. Of those who answered, environmental protection was perceived as the most important priority over the next 20 years, with 74% of participants selecting it as a very important priority.

Almost all of the environmentally related priorities (i.e., Environmental Protection, Watercourse Protection, Local Agriculture, Water Conservation, Food Security, Parks and Recreation) were rated “very important” or “important” by 88% - 93% of total respondents.

Arts and Culture and Heritage were the least prioritised by respondents with 62%-67% of respondents rating them “very important” or “important”.

## Q11. What other emerging priorities should North Cowichan be planning for?

Responses were categorized into the following key themes:

## Key Themes

- *Accessible Social Services (146)*  
Participants expressed a need for more accessible healthcare, social and mental health services. This particularly relates to a main concern for drug use and homelessness in the community.
- *Natural Resources & Areas (118)*  
Preservation of forested land, wildlife and waterways, specifically Quamichan Lake. Concern for continued logging and air pollution from resource-intensive industries.
- *Growth Management (62)*  
Concern for negative impacts of development and rapid population growth. This includes increased density and the need for additional infrastructure in specific areas, particularly transit, to reduce urban sprawl.
- *Other Topic Areas:*
  - Affordable Housing (54)
  - Sustainability & Green Economy (54)
  - Safety & Policing (43)
  - Natural Disaster Preparedness (41)
  - Jobs & Businesses (36)
  - Public Infrastructure & Municipal Services (36)
  - Tourism & Recreation (33)
  - Improved Transit & Active Transportation (31)
  - Reconciliation & First Nations Partnership (31)
  - Inclusive Communities (29)
  - Support for Families & Children (24)
  - Age-Friendly Communities (23)
  - Education (23)
  - Food Security & Access (21)
  - Covid-19 Informed Planning (17)
  - Political Leadership & Accountability (7)
  - City Self Sufficiency (6)

## Q12. Please complete the sentence: In 20 years, North Cowichan will be...

A successful OCP is framed around an inspiring, values-based and hopeful future vision of the community. It should be grounded in progressive planning practices yet realistic in implementation and consistent with other municipal goals. When asked to envision the next 20 years of North Cowichan, respondents suggested vision statements that were categorized into the following key themes:

## Key Themes



- *Preservation of Resources, Green & Natural Spaces (175)*  
*North Cowichan will be...*  
“A leader in conservation of its natural beauty; it will be a livable and affordable community and a place where specialized agriculture thrives.”
- *Vibrant & Diverse Community (152)*  
*North Cowichan will be...*  
“A vibrant community which respectfully integrates the perspectives and needs of its peoples while protecting and celebrating its farms and natural areas.  
  
“A diverse and welcoming community, working alongside First Nations, where people can work, live, and play in our amazing and clean natural environment, and where active and sustainable transportation, and sustainable local food systems are the norm”
- *Sustainable & Green Industries (139)*  
*North Cowichan will be...*  
“Known as a community that has supported positive growth while maintaining its rich history of agriculture and natural resource industry along with diversity and inclusiveness in population”



- *Safety & Support for Families (76)*  
*North Cowichan will be...*  
“A thriving community of families, neighbourhoods & businesses within a well-preserved natural environment that welcomes visitors from all over the world, a pristine holiday and recreational destination.”
- *Other Topic Areas:*
  - Business Mix & Thriving Economy (60)
  - More Populated & Compact (58)
  - Adequate Housing & Social Services (51)
  - Food Security & Protected ALR Land (51)
  - Parks & Outdoor Recreation (45)
  - Regional Destination & Example (44)
  - Additional Transportation & Pedestrian Options (27)
  - Age-Friendly Community (25)
  - Relationship with First Nations (22)
  - Transparent & Collaborative Leadership (17)
  - Amalgamate Municipalities in Region (12)
  - Job Opportunities (12)

### 3 NEXT STEPS

Once this information is received by Council, we will update the vision statement, revise the goals and principles as directed. These recommendations will be presented to the OCP volunteers, community and Council during Phase 3 when we update the OCP policies.



# DRAFT PRINCIPLES, GOALS & VISION STATEMENT: INTERIM REPORT

Municipality of North Cowichan, OCP Review & Update

Prepared by: MODUS Planning, Design & Engagement Inc.  
Version: 4.0  
Date: 04 November 2020

# TABLE OF CONTENTS

1	INTRODUCTION .....	2
2	DRAFT PRINCIPLES.....	2
3	EMERGING PRIORITIES.....	11
4	DRAFT GOALS.....	13
5	DRAFT VISION STATEMENT .....	14
6	CONCLUSION.....	16

# 1 INTRODUCTION

This report compiles information collected during the visions and goals stage of the OCP update and presents draft principles, goals and a vision statement.

Establishing a common understanding about our collective community values is crucial to update the OCP. The vision, goals and principals are key components of the update and set the foundation for moving forward into Phase 3 when we focus on growth management and policy development.

The 2011 OCP does not include a long-term vision for North Cowichan. This is fundamental to the OCP and common practice in other jurisdictions. The principles, goals and vision communicate where the Municipality wants to go and how it wants to get there.

The vision statement sets a broad, aspirational purpose to work towards over the life of the OCP. The principles reflect the values of the community members and the goals translate these values into measurable actions.

The draft principles, goals and vision statement presented in this document are informed by:

- Results from the Vision and Goals Survey conducted with the public in August and September 2020. We received 1201 responses on this survey. See the Survey Results document for more information
- The feedback we collected from staff, Council (via a survey) during the gap analysis stage of the OCP update in May and June 2020. See the gap analysis for more information.
- Feedback we collected from the OCP Advisory Committee and Community Ambassadors (via meetings) in June 2020 and from the OCP Advisory Committee October 28 to November 1, 2020.

These draft statements are also informed by and will ultimately align with Council's Strategic Plan, the Climate Action and Energy Plan Update (in process), Housing Needs Assessment (in process) and Master Transportation Plan (in process).

These statements will not formally be adopted until the OCP update is complete in 2021 and may be fine-tuned as we navigate through the remaining stages of the OCP update.

## 2 DRAFT PRINCIPLES

Guiding principles underpinning a plan reflect the shared values of the community. Such principles give us better assurance that the decisions we make and actions we take are true to those values. The principles reflect what we value, and they shape how we plan to achieve our goals. These principles are critical in guiding the development of all policy, programs and actions pursued under the plan. All principles are connected and must be considered holistically when making decisions.

The changes outlined in blue text represent the suggestions from the OCP Advisory Committee from the meeting on October 28, 2020 and their written feedback.

## Sustainability

### Existing Definition:

Adopting the principle of sustainability means ensuring that decisions balance the right of future generations to a healthy, resource-rich environment with the needs of the current population. Sustainability underpins all of the five key goals, as well as the overall direction of the plan. Sustainability is a fundamental principle in assessing whether or not a particular course of action is appropriate.

Survey Participants indicated the following level of support for the existing definition:

- 65% Support
- 9% Do Not Support

### Proposed Definition with Tracked Changes:

Sustainability means balancing the environmental, social and economic needs of the current population while safeguarding ~~the earth's~~ **the our** ecosystem for future generations. It underpins all of the goals, as well as the overall direction of the plan.

Sustainability is a fundamental principle **that must be applied** when assessing whether or not a particular course of action is appropriate. **It acknowledges that we have inherited the earth from our ancestors and must ensure it remains intact for future generations.**

### Proposed Definition without Tracked Changes:

Sustainability means balancing the environmental, social and economic needs of the current population while safeguarding our ecosystem for future generations. It underpins all of the goals, as well as the overall direction of the plan.

Sustainability is a fundamental principle that must be applied when assessing whether or not a particular course of action is appropriate. It acknowledges that we have inherited the earth from our ancestors and must ensure it remains intact for future generations.

## Economic Opportunity

### Existing Definition:

Ensuring that a positive environment is in place to promote growth and diversity. Jobs and businesses that are the foundation of the municipality remain important but new economic directions are also encouraged to respond to changes in the global economy and the challenges of demographic shifts.

Survey participants indicated the following level of support for the existing definition:

- 58% Support
- 12% Do Not Support

### Proposed Definition:

Economic opportunity means ensuring that a positive setting is in place to attract and retain great talent, promote local, sustainable jobs and businesses that lead to the prosperity of all of our community members and reduces social and economic inequality.

## Smart Growth

### Existing Definition:

Encourage vibrant communities by planning for development including redevelopment, infill, mixed use and more compact communities. Smart Growth aims to enhance quality of life, preserve the natural environment and, over time, save money.

Survey participants indicated the following level of support for the existing definition:

- 61% Support
- 10% Do Not Support

### Proposed Revision:

This principle has been moved to the goal section.

## Healthy & Safe Communities

Existing Definition: A healthy and safe community is one where access to community services, housing, parks and open space, clean air and water, and other such benefits promote positive interaction and healthy outcomes among all residents.

Participants indicated the following level of support for the existing definition:

- 77% Support
- 3% Do Not Support

### Proposed Definition with Track Changes:

A healthy, inclusive, safe and **resilient** community is one where access to community social services, affordable housing, parks, **trails** and open space, clean air and water, locally grown food ~~and other such benefits~~ promote positive interaction and healthy **(physical and mental)** outcomes among all residents.

### Proposed Definition without Track Changes:

A healthy, inclusive, safe and resilient community is one where access to community social services, affordable housing, parks, trails and open space, clean air and water, locally grown food promotes positive interaction and healthy (physical and mental) outcomes among all residents.

## Community Engagement

### Existing Definition:

Ensuring that Council, staff and citizens keep talking to each other in an open and transparent way to ensure that decision-making is in line with the policies, goals and principles of the plan.

Participants indicated the following level of support for the existing definition:

- 75% Support
- 3% Do Not Support

### Proposed Definition with Track Changes:

Ensuring that Council, staff and community members communicate with each other in an open and transparent way to ensure that decision-making ~~is in line with the policies, goals and principles of the~~ **aligns with the OCP, other plans, policies and bylaws.**

#### Proposed Definition with Track Changes:

Ensuring that Council, staff and community members communicate with each other in an open and transparent way to ensure that decision-making aligns with the OCP, other plans, policies and bylaws.

### Other Proposed Principles

#### 1) Reconciliation and Relationship Building:

- *Strengthening cooperation and mutual support by working collaboratively with First Nations towards respective community goals and objectives is vital to fostering more resilient and connected communities. This important work involves a collective journey towards Reconciliation, as well as revisiting and creating new government to government protocols and processes based on meaningful consultation respecting matters of mutual interest (Source: Squamish OCP)*
- Ongoing collaboration with local and senior governments to implement the OCP's vision, goals and objectives. As a member of the CVRD, North Cowichan is committed to the Regional Collaboration Framework- 2050

#### 2) Resilience

- A resilient community means we are able to respond and adapt to emerging issues in a unified way.

#### 3) Climate Change

- Ensure all municipal decisions are made through the lens of the climate emergency.

#### 4) Responsible Governance and Active Leadership

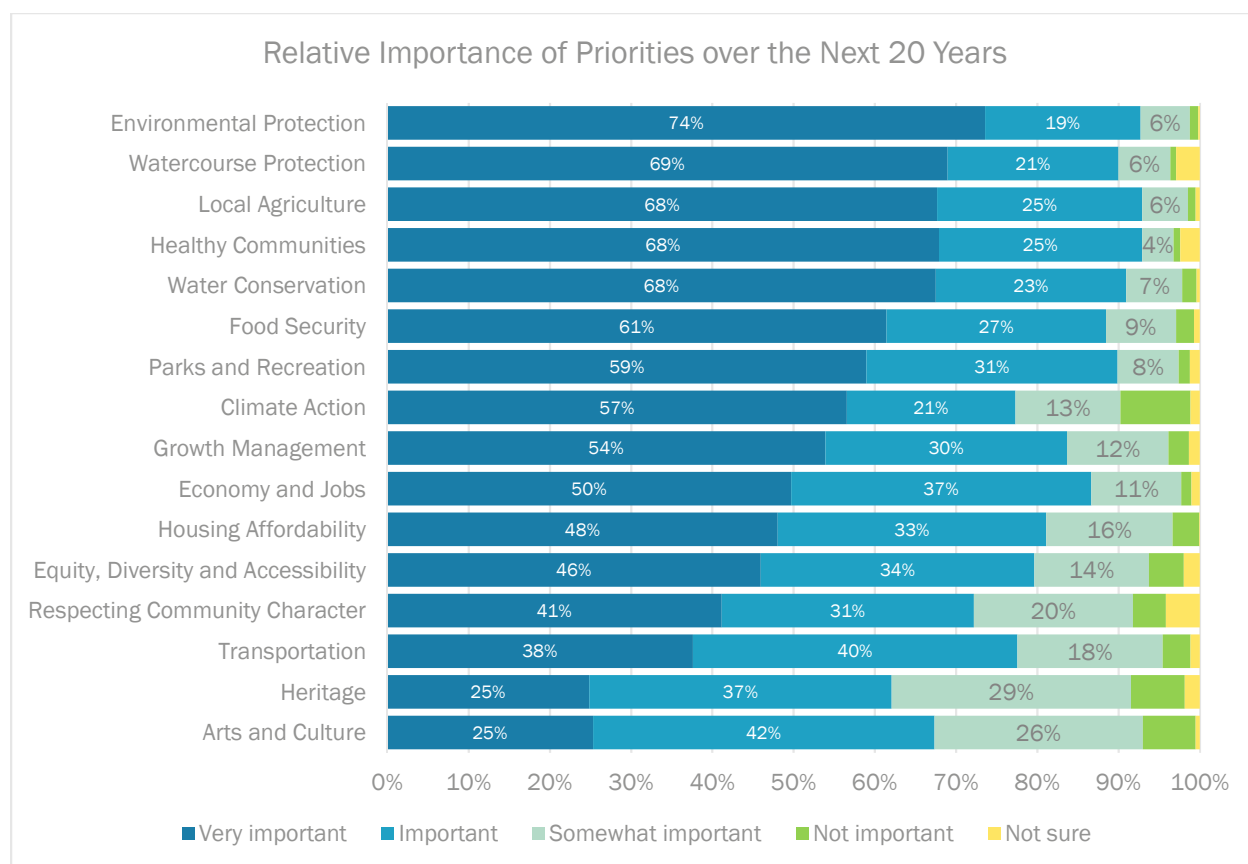
- Engage our residents continually, seeking open and transparent input into its decision-making, while demonstrating accountability through prudent management of our shared assets. We embrace opportunities and addresses challenges proactively, recognizing the key role of local government in supporting its community. We provide responsive, efficient, transparent service that contributes value to the community.

## 3 EMERGING PRIORITIES

In the Vision and Goals Survey we asked each respondent to:

*Think about North Cowichan over the next 20 years, how important are the following priorities to you?*

These responses along with other feedback received were used to create the draft goals in the next section.



Approximately 18% of the 1201 total respondents did not answer this question. Of those who answered, environmental protection was perceived as the most important priority over the next 20 years, with 74% of participants selecting it as a very important priority.

Almost all of the environmentally related priorities (i.e., Environmental Protection, Watercourse Protection, Local Agriculture, Water Conservation, Food Security, Parks and Recreation) were rated “very important” or “important” by 88% - 93% of total respondents.

Arts and Culture and Heritage were the least prioritised by respondents with 62%-67% of respondents rating them “very important” or “important”.

We also asked survey participants:

*What other emerging priorities should North Cowichan be planning for?*

Responses were categorized into the following key themes:

## Key Themes

- *Accessible Social Services*  
Participants expressed a need for more accessible healthcare, social and mental health services. This particularly relates to a main concern for drug use and homelessness in the community.
- *Natural Resources & Areas*



Preservation of forested land, wildlife and waterways, specifically Quamichan Lake. Concern for continued harvesting and air pollution from resource-intensive industries.

- *Compact Growth and Development*  
Concern for negative impacts of development and rapid population growth. This includes increased density and the need for additional infrastructure in specific areas, particularly transit, to reduce urban sprawl.
- *Other Topic Areas:*
  - Affordable Housing
  - Sustainability & Green Economy
  - Safety & Policing
  - Natural Disaster Preparedness
  - Jobs & Businesses
  - Public Infrastructure & Municipal Services
  - Tourism & Recreation
  - Improved Transit & Active Transportation
  - Reconciliation & First Nations Partnership
  - Inclusive Communities
  - Support for Families & Children
  - Age-Friendly Communities
  - Education
  - Food Security & Access
  - Covid-19 Informed Planning
  - Political Leadership & Accountability
  - City Self Sufficiency

## 4 DRAFT GOALS

Goals help translate our principles into action. They are important to help direct North Cowichan's action and decision making over the life of the OCP. During phase 3 of the OCP update we will propose targets associated with the goals. It is important to be able to monitor and measure whether we are meeting these goals over the life of the OCP.

Current OCP Goals:

1. Preserve our rural setting
2. Guard our environment
3. Adjust to climate change
4. Encourage economic opportunity
5. Build strong communities

These draft goals below are based on the results from the emerging priorities identified in the above section and from the feedback on the gap analysis. The changes outlined in blue text represent the suggestions from the OCP Advisory Committee from the meeting on October 28, 2020 and their written feedback.

1) ~~Protect and~~ Enhance our natural environment by ~~preserving~~ **protecting** our rural countryside, forests, rivers, lakes and ocean.

**Enhance our natural environment** by protecting our rural countryside, forests, rivers, lakes and ocean.

2) Build ~~strong~~, **resilient**, supportive, inclusive communities that enhance the health and well-being and **provide opportunities** for all residents.

**Build resilient, supportive, inclusive communities** that enhance the health and well-being and provide opportunities for all residents.

3) Focus growth and development **in established centres** to ~~create~~ strengthen our vibrant ~~mixed-use centres~~ **communities** and to ~~enhance~~ **while respecting** individual ~~community and rural~~ character. Using innovation and best practices to foster liveable, **compact** communities will preserve natural and rural areas and ~~promote less reliance on cars~~ **encourage climate-friendly and active ways to move around**. **Growth and development will occur in a low-impact, site adapted manner integrating natural features / ecological systems.**

**Focus growth and development** in established centres to strengthen our vibrant communities while maintaining individual character. Using innovation and best practices to foster liveable, compact communities will preserve natural and rural areas and encourage climate-friendly and active ways to move around. Growth and development will occur in a low-impact, site adapted manner integrating natural features and ecological systems.

4) **Encourage and enable a diverse mix of housing types, tenures and levels of affordability** to accommodate the needs of the community.

5) **Support a thriving economy** that focusses on sustainable jobs and **local** businesses including green technologies and small-scale innovative agriculture **by responding to regional economic change.**

**Support a thriving economy** that focusses on sustainable jobs and local businesses including green technologies and small-scale innovative agriculture by responding to regional economic change.

6) **Enhancing food security in North Cowichan by encouraging local food production.**

Enhancing food security in North Cowichan by encouraging local food production.

## 5 DRAFT VISION STATEMENT

A successful OCP is framed around an inspiring, values-based and hopeful future vision of the community. It should be grounded in progressive planning practices yet realistic in implementation and consistent with other municipal goals. When asked to envision the next 20 years of North Cowichan, respondents suggested vision statements that were categorized into the following key themes:



- *Preservation of Resources, Green & Natural Spaces*  
*North Cowichan will be...*  
“A leader in conservation of its natural beauty; it will be a livable and affordable community and a place where specialized agriculture thrives.”
- *Vibrant & Diverse Community*  
*North Cowichan will be...*  
“A vibrant community which respectfully integrates the perspectives and needs of its peoples while protecting and celebrating its farms and natural areas.  
  
“A diverse and welcoming community, working alongside First Nations, where people can work, live, and play in our amazing and clean natural environment, and where active and sustainable transportation, and sustainable local food systems are the norm”
- *Sustainable & Green Industries*  
*North Cowichan will be...*  
“Known as a community that has supported positive growth while maintaining its rich history of agriculture and natural resource industry along with diversity and inclusiveness in population”

- *Safety & Support for Families*

*North Cowichan will be...*

“A thriving community of families, neighbourhoods & businesses within a well-preserved natural environment that welcomes visitors from all over the world, a pristine holiday and recreational destination.”

## Proposed Vision

The changes outlined in blue text represent the suggestions from the OCP Advisory Committee from the meeting on October 28, 2020 and their written feedback.

### Version with Tracked Changes

North Cowichan’s unique ~~towns and neighbourhoods~~ communities are set in spectacular natural environments defined by forests, rivers, lakes, coastline and ~~rural countryside~~ farmland. As a steward and leader of environmental and social wellbeing, ~~North Cowichan~~ we will prioritize the conservation of its our natural areas, provide supports for a thriving local economy, ~~promote~~ foster strong, resilient, welcoming and inclusive communities and maintain its our attraction as a hub for outdoor recreation. Our decisions and relationships must be collaborative, transparent, and demonstrate resilience in the face of future challenges and opportunities.

### Version without Tracked Changes

North Cowichan’s unique communities are set in spectacular natural environments defined by forests, rivers, lakes, coastline and farmland. As a steward and leader of environmental and social wellbeing, we will prioritize the conservation of our natural areas, provide supports for a thriving local economy, foster resilient, welcoming and inclusive communities and maintain our attraction as a hub for outdoor recreation. Our decisions and relationships will be collaborative, transparent, and demonstrate resilience in the face of future challenges and opportunities.


### Shorter Statement

North Cowichan’s spectacular natural areas and bucolic farmlands surround distinct, resilient communities where families and individuals of all backgrounds have the opportunity to thrive and prosper.

## 6 CONCLUSION

This report compiles information collected during the visions and goals stage of the OCP update and presents draft principles, goals and vision. These statements will not formally be adopted until the OCP update is complete and may be fine-tuned as we move through the community character, growth scenario options and the OCP policy updates.

# Report

Date	November 10, 2020	File: 6480-30 2019.01
To	Committee of the Whole	Prospero No: SPP00040
From	Chris Hutton, Community Planning Coordinator	Endorsed: 
Subject	Official Community Plan (OCP) Project Status Update	

## Purpose

To present an OCP Project status update and respond to questions regarding the changing timelines of the deliverables.

## Background

Since Council endorsed the OCP Project Plan and timeline in April 2019, the project has overcome a number of unforeseen risks to its timelines. As a result, it is behind schedule by approximately two months. Procurement was delayed three months due to a procurement backlog and the 2019 holiday break. The COVID-19 pandemic and necessary 60-day pause on engagement resulted in a delay of the gap analysis deliverable from March to June and a delay of the engagement plan deliverable from May to June.

The "Digital Engagement Plan also impacted the budget for this deliverable." Increases in the scope of the vision and priorities survey and high response rate led to a rise in the cost of compiling the survey data. At this point, the project is approximately \$9,000 over budget. Additional funding to see the project through to completion will be discussed with Council during the 2021 budget review.

## Discussion

Staff have worked with the project consultants (MODUS) to identify efficiencies in the timeline and project budget to keep the project as on schedule as possible while continuing to ensure the OCP project's objectives are achieved:

### *Thematic Objectives:*

- Revising our Approach to Growth Management
- Respect Individual Community Character
- Incorporate Climate Adaptation, Mitigation, and Resilience
- Strengthen Natural Environment
- Consider Employment and Economic Changes

### *Procedural Objectives:*

- Vetted Deliverables and Workshops
- Meaningful Public Consultation
- Project Alignment
- Creating an Accessible Plain Language Plan and Planning Process
- Intergovernmental Consultation
- First Nations Engagement

The status of other projects that have interdependencies with the OCP project include:

- *Remodelling of current and forecast emissions has been completed.* Council directed Staff to use a net-zero target for the OCP project, which is timely going into Phase III, where growth scenarios will be discussed. Staff, MODUS, and CAEP consultants, SSG, will meet before the end of the year to determine how the next phase of the OCP Project can utilize the CAEP update findings and tools to inform plan development. Funding for climate impact modeling of draft OCP land use scenarios will be proposed in the 2021 budget.
- *The Master Transportation Plan (MTP) has been awarded to Watt Consulting.* Staff will be working with MODUS and Watt over the coming weeks to coordinate the two projects.
- *The CVRD-led Regional Housing Needs Assessment has produced a background report.* This report includes valuable data on housing needs in the region and North Cowichan. This regional project is also being undertaken by MODUS and will assist with OCP housing policy development in the new year. These projects continue to be well aligned as we advance.

A timeline illustrating the updated OCP project schedule, including the deliverables for each phase is attached. The revised timeline reflects a delay of approximately two months. However, this delay has helped to align the project schedule with other interdependent municipal and regional initiatives as noted above. The project schedules' alignment is anticipated to improve deliverables and achieve more meaningful public engagement during the COVID-19 pandemic.

#### *Coming Up:*

The next deliverable in the OCP Project process is Community Character Mapping. This step in the OCP is critical to meeting Council's direction to update the OCP to address local area planning better. Recognizing the unique communities in the Municipality and their individual characters will be invaluable to:

- differentiate individual community character from overall North Cowichan character;
- inform district-wide community planning such as OCP growth scenarios and policy statements;
- inform community-level policy, including providing local detail to development permit areas and guidelines, as well as policy rationale for future local area development/revitalization planning; and,
- support and inform other future community planning initiatives (i.e. heritage, agricultural, environmental planning).

The community profiles will acknowledge the existing Local Area Plans and other key local community planning information and incorporate community-level survey data. This engagement step focuses on identifying features and assets within the natural and built environments valued by residents and contributes to North Cowichan's communities' character and identity.

#### **Recommendation**

That Council accepts the Official Community Plan (OCP) Project Status Update report.

Attachment: OCP anticipated timeline.

## ATTACHMENT 1





# Environmental Advisory Committee Terms of Reference



Committee of the Whole  
November 10, 2020



# Presentation Objectives

- Provide Council with additional details related to the creation of a new Environmental Advisory Committee for discussion
- Confirm the purpose of the committee
- Establish membership and committee size
- Determine meeting schedule
- Consider resourcing implications

# Council Resolution, October 21, 2020

... North Cowichan reinstate its Environmental Advisory Committee as an advisory body to serve at the will of Council and to work with staff and help Council 1) ***develop and integrate practical CAEP policies*** and programs through both the pending CAEP and OCP processes, and 2) to ***provide council with advise (sic.) on other environmental issues***, such as natural areas, watershed protection, air quality, climate adaptation, as directed by Council.

# 2021 EAC Purpose (for discussion)

- Develop and integrate practical CAEP policies and programs through both the pending CAEP and OCP processes
- Advise Council on other environmental issues, such as natural areas, watershed protection, air quality, climate adaptation, as directed by Council

Staff suggest the following clarification:

- Direction from Council should be aligned with environmental priorities in the 2019 – 2022 Council Strategic plan.

# Membership

In order to broadly represent North Cowichan as a community, it may be necessary to have representatives from a variety of community groups.

Staff recommend the following representation:

- MNC council (consider up to 3 members of Council, possibly non voting)
- First Nations
- Environmental Stewardship
- Youth
- Business/Commerce
- Education
- Qualified Environmental Professional
- Social Work / Health Care
- Agriculture/Farming
- Development/Construction

# Membership Cont'd

- Council should determine who and how a chairperson should be selected within the terms of reference. For example:
  - *It is not necessary for a Councillor to be the "Chair" of the committee. The Chair and alternate should be selected by vote at the inaugural meeting.*

# Schedule

## Original EAC

- Meetings were held at the call of the chair and/or the schedule proposed by the "Corporate Officer".
- In the most recent 2 years of the EAC, 2017 and 2018, 4 meetings were held each year.

# Schedule Cont'd

## Staff Recommendation:

- Meetings are to be held on a quarterly basis with the first meeting of each year being in January, and on a schedule proposed by the Corporate Officer. Additional meetings may be held at the discretion of the chair
- Holding EAC meetings quarterly will allow for sufficient time for complex issues referred to the committee to be discussed among members and with staff and consultants. A high frequency of meetings, e.g., bi monthly, may be taxing on committee members' schedules and their capacity to provide insight on complex issues.

# Considerations:

## Logistics of Supporting the EAC

- The creation of an EAC will result in an increase in technical and administrative support work by staff to the committee.
- Virtual meetings will create demands on IT and support staff to ensure a smooth experience for members.
- Monthly meetings would be expected to have a workload similar to past peak EAC experience. Staff are evaluating overall resourcing needs



# Discussion...

# Report

Date November 10, 2020  
To Committee of the Whole  
From Michelle Martineau, Manager, Legislative Services  
Subject Local Government and First Nations Relationship Training

File:

Endorsed:



## Purpose

To discuss First Nations training facilitation options and select dates for the training.

## Background

At the September 2, 2020, regular meeting, Council directed staff to coordinate a training session related to Local Government and First Nations relationship building.

### 8.3 Leadership Development Opportunities

IT WAS MOVED AND SECONDED:

That staff be directed to research various training opportunities and coordinate a workshop at a future Committee of the Whole meeting so that Council can undertake a self-assessment of themselves as a decision-making body. CARRIED

IT WAS MOVED AND SECONDED:

That staff be directed to coordinate a Local Government and First Nations Relationships training session. CARRIED

## Discussion

Staff reached out to three potential First Nations training facilitators, Indigenous Corporate Training Inc., who was recommended by staff, Alan Dolan, & Associates the consultant currently engaged by North Cowichan for engagement on the municipal forest reserve, and a consultant out of the Okanagan. Unfortunately, the consultant from the Okanagan had to withdraw her proposal for personal reasons, and Alan Dolan, & Associates were not able to undertake this training, however they did highly recommend Bob Joseph with Indigenous Corporate Training Inc.

Indigenous Corporate Training Inc. (<https://www.ictinc.ca/>) offers the following courses delivered through in-person or virtual workshops, as well as online self-paced courses:

- Indigenous Awareness (see Attachment 1 for course details)
- Indigenous Relations (see Attachment 2 for course details)
- Working Effectively with Indigenous Peoples (see Attachment 3 for course details)
- Indigenous Consultation and Engagement (see Attachment 4 for course details)
- How to Negotiate with Indigenous Peoples (see Attachment 5 for course details)
- Working with the UN Declaration on the Rights of Indigenous Peoples (see Attachment 6 for course details)

Due to the COVID-19 pandemic, Indigenous Corporate Training Inc. is not offering any in-person workshops at this time; however, they can facilitate a virtual workshop with Council in November or December.

Staff discussed Council's training needs with a training support specialist at Indigenous Corporate Training Inc. and determined that either of the following two courses would be appropriate.

- Indigenous Relations (would satisfy Council's immediate needs)
- Working Effectively with Indigenous Peoples (a combination of Indigenous Relations and Indigenous Awareness)

## Options

Option 1 (Recommended): That staff be directed to coordinate the "Working Effectively with Indigenous People" virtual training through Indigenous Corporate Training Inc. on November \_\_, 2020, at the cost of \$4,500.

Option 2: That staff be directed to coordinate the "Indigenous Relations" virtual training through Indigenous Corporate Training Inc. on November \_\_, 2020, at the cost of \$3,000.

Option 3: That staff be directed to research additional First Nations training facilitators for Council's consideration.

## Implications

A single-subject virtual workshop is \$3,000, whereas the combined workshop is \$4,500, a savings of \$1,500 if taken separately. Taking the combined course (Working Effectively with Indigenous Peoples) will increase Council's knowledge and understanding of historical events, the implications from major court cases, and help Council to begin to understand the cross-cultural perspectives of similar issues.

## Recommendation

That the Committee of the Whole recommends to Council:

That staff be directed to coordinate the "Working Effectively with Indigenous People" virtual training through Indigenous Corporate Training Inc. on November \_\_, 2020, at the cost of \$4,500.

Attachment(s):

- (1) Indigenous Awareness Agenda
- (2) Indigenous Relations Agenda
- (3) Working Effectively With Indigenous Peoples Agenda
- (4) Indigenous Consultation and Engagement Agenda
- (5) How to Negotiate with Indigenous Peoples Agenda
- (6) Working with the UN Declaration on the Rights of Indigenous Peoples Agenda



## Indigenous Awareness

Instructional Time: 3 hours

### Agenda:

- Welcome, Introductions & Objectives
- Historical Background of Indigenous Peoples
  - Pre-contact
  - Post-contact
- Constitutional, Political and Legal Context
  - *British North America Act, Indian Act*, other legislation
  - Legal Decisions
- Modern Treaties
- Indigenous Self-Government
- Indigenous Understanding
  - Terms
- Practical Hints & Tips
- Wrap-up and Evaluations

### At This Training You Will:

- Review historical events and their relation to the present day
- Review major court cases and their implications
- Begin to understand the cross-cultural perspectives of the same issue
- Become familiar with terminology and know what terms to use in different situations



## Indigenous Relations

Instructional Time: 3 hours

### Agenda:

- Welcome, Introductions & Objectives
- Indigenous Population
  - Linguistic Differences
  - Hereditary and Elected Chiefs
  - Reserves
  - Misconceptions, Perspectives & Realities
- The Business Case for Working Effectively with Indigenous Peoples®
  - Managing Risk Exposure, Increasing Reward Potential, Corporate Social Responsibility
  - Strategies for Industrial Developers
  - Strategies for Government
- Indigenous Consultation
  - Risk, Consultation, Accommodation Model
  - Risk Assessment
- RESPECT Model
- Practical Hints & Tips
- Wrap-up and Evaluations

### At This Training You Will:

- Review perceptions, misconceptions and realities of Indigenous Peoples
- Explore business reasons for developing Indigenous relations
- Explore individual and organizational strategies for developing relationships
- Learn the RESPECT model for building Indigenous relations



## Working Effectively with Indigenous Peoples®

Instructional Time: 6 hours

### Agenda:

- Welcome, introductions & objectives
- Historical Background of Indigenous Peoples
  - Pre-contact
  - Contact History
  - Post-Contact History
  - Recent History
- Constitutional, Political and Legal Context
  - British North America Act, Indian Act, Other Legislation
  - Political Will
  - Legal Decisions
- Modern Treaties
- Indigenous Self-Government
- Indigenous Population
  - Linguistic Differences
  - Hereditary and Elected Chiefs
  - Reserves
- Misconceptions, Perspectives & Realities
- Indigenous Understanding – Terms
- The Business Case for Working Effectively with Indigenous Peoples®
  - Managing Risk Exposure, Increasing Reward Potential, Corporate Social Responsibility
  - Strategies for Industrial Developers
  - Strategies for Government
- Indigenous Consultation
  - Risk, Consultation, Accommodation Model
  - Risk Assessment
- RESPECT Model
- Practical Hints & Tips
- Wrap-up and Evaluations

### At This Training You Will:

- Review historical events and their relation to the present day
- Learn what to say and not say when working with Indigenous Peoples
- Review major court cases and their implications
- Begin to understand the cross-cultural perspectives of the same issue
- Explore business reasons for developing Indigenous relations
- Explore individual and organizational strategies for developing relationships

*This is a general guideline of what we cover in the course. Each session could be slightly different due to learner participation, time constraints, etc.*



## Indigenous Consultation & Engagement

Instructional Time: 6 hours

### Agenda:

- Welcome, Introductions & Objectives
- Key Information Review
- Consultation, Engagement & Accommodation
- What is the Intent of Consultation?
- Consultation vs. Engagement
- Ways to Strengthen Consultation
- What Constitutes Accommodation?
- Accommodation Exercise
- Anticipating Questions & How to Respond
- Western Science vs. Indigenous Knowledge (formerly TEK)
- Community Research Exercise
- Evaluate Consultation Efforts
- Community Meeting Practice
- Wrap-up & Evaluations

### At This Training You Will:

- Review and build on the elements of consultation
- Know the difference between consultation and engagement
- Review what constitutes accommodation
- Review ways we can strengthen our consultation practices
- Become familiar with the use of the Risk Assessment Tool
- Prepare for questions your Indigenous counterparts will ask you
- Know how to deal with issues related to Western Science and Indigenous Knowledge
- Practice protocol and interactions



## How to Negotiate with Indigenous Peoples

Instructional Time: 3 hours

### Agenda:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>● Welcome, Introductions &amp; Objectives</li><li>● Research &amp; Process Overview</li><li>● Evaluation &amp; Critical Issues</li><li>● Strategize<ul style="list-style-type: none"><li>○ Our Goal for the First Meeting</li><li>○ Our Interests Their Interests and Areas of Alignment</li><li>○ Appointing a Spokesperson</li><li>○ Community Mandate</li></ul></li></ul> | <ul style="list-style-type: none"><li>○ Setting the Table and Tone</li><li>○ Initial Agenda &amp; Plan</li><li>● Present<ul style="list-style-type: none"><li>○ Protocol</li><li>○ Agenda</li><li>○ Progress</li></ul></li><li>● Transform Relationships</li><li>● Wrap-up and Evaluations</li></ul> |
|--|--|

### At This Training You Will:

- Learn the essential steps in how to negotiate with Indigenous Peoples
- Explore common issues that may be barriers to achieving effective negotiation
- Gain guidance on where to begin preparation for a negotiation
- Learn how to set the tone for a negotiation
- Learn how to create and review an agenda





## Working with the United Nations Declaration on the Rights of Indigenous Peoples

Instructional Time: 3 hours


### Agenda:

- Welcome, Introductions & Objectives
- What is the Declaration?
- What is the Purpose of the UN Declaration on the Rights of Indigenous Peoples?
- Government Reaction, Policy, and Implementation
- The UN Declaration and the Nation-to-Nation Relationship
- Legal Effect of the UN Declaration
- Indigenous Peoples and Aboriginal Peoples
- Consent, Veto, and Reconciliation
- Impacts on Extractive Development
- What Can We Do to Implement the Declaration?
- Wrap-up and Evaluations

### At This Training You Will:

- Become familiar with the Declaration
- Understand the purpose of the UN Declaration on the Rights of Indigenous Peoples
- Review the government's reaction, policy, and implementation of the UN Declaration
- Understand Free Prior and Informed Consent and the Duty to Consult
- Learn how to adopt the Truth and Reconciliation Commission Calls to Action around the UN Declaration into your policy and core operational activities
- Explore impacts on resource development

# Report

Date	November 10, 2020	File:
To	Committee of the Whole	
From	Michelle Martineau, Manager, Legislative Services	Endorsed: 
Subject	Council Training Opportunities	

## Purpose

To workshop various training opportunities and prioritize those which Council believes will help strengthen the functionality of their decision-making process.

## Background

At the September 2, 2020 regular meeting, Council directed staff to research various opportunities where additional coaching or training may be beneficial to help Council improve their performance and effectiveness as a decision-making body (see resolutions from that meeting below).

### 8.3 Leadership Development Opportunities

IT WAS MOVED AND SECONDED:

That staff be directed to research various training opportunities and coordinate a workshop at a future Committee of the Whole meeting so that Council can undertake a self-assessment of themselves as a decision-making body. CARRIED

IT WAS MOVED AND SECONDED:

That staff be directed to coordinate a Local Government and First Nations Relationships training session. CARRIED

In addition to First Nations relationship building training, Council endorsed the First Nations Relations Committee recommendation to include additional First Nations cultural training at their November 4 2020 regular meeting (see resolution below). This training was intended to be in addition to the training identified in their motion adopted on October 20, 2020.

### 13.6 First Nations Cultural Training

IT WAS MOVED AND SECONDED:

That Council direct staff to bring forward First Nations Cultural Training information (for Council and senior staff) to the upcoming Committee of the Whole meeting where professional development will be discussed. CARRIED

When Councillor Toporowski introduced the motion at the November 4<sup>th</sup> meeting, she advised Council that the additional training that she was referring to in her motion was Island Health's online Cultural Safety course. The details and links regarding this training have been included in the Specific Focus Areas for Consideration in Attachment 1, page 3.

## Discussion

Appended to this report is a list of training opportunities (Attachment 1) that have been grouped together in themes of (1) leadership competencies, (2) meeting facilitation, and (3) specific focus areas for consideration. Each theme is split into four categories, (1) group training that could be provided either online or in-person, (2) webinars that members could participate, (3) online courses that could be completed individually, and (4) other resources which provide links to best practice guides, articles, books, videos, and related websites.

Attachment 2 includes a list of familiar local government consultants whom staff could work with to develop workshops customized to meet Council's needs. Also included in that attachment is a list of local government education programs and resources for Council to consider during the workshop.

Staff will be seeking Council's feedback and direction on whether any of the workshops and courses identified in Attachments 1 or 2 meet their needs as in achieving Council's goal of improving their performance and/or effectiveness as a decision-making body.

## Next Steps

Based on the discussion during the Committee of the Whole meeting:

- (1) Identify the annual training budget for improving meeting performance and effectiveness;
- (2) Identify, if desired, specific facilitator(s) and/or session(s) Council would like facilitated and prioritize those sessions in order of importance, including how training is to be delivered, such as in-person or online group training, by attending an upcoming webinar, or participating in an online course; and
- (3) Schedule training needs as directed by Council.

## Implications

Currently Council's training budget does not include funds earmarked for training outside of the annual conferences identified in Council's Conference Attendance Policy (e.g. UBCM, FCM, AVICC, LGLA, and VIEA with some additional dollars set aside for miscellaneous seminars and conferences). However, an additional \$15,000 has been tentatively added to Council's training budget as a placeholder for this training. Any unused training funds would become part of the unappropriated surplus at the end of the year.

In addition to adding budget amounts that are earmarked for improving meeting performance, staff will be bringing forward a report to the next regular Council meeting to consider amending the Council Conference Attendance Policy to allocate \$1,000 per year to the Mayor and \$500 per year to each Councillor to use at their discretion for personal training or professional development in relation to their role on Council. These amounts have also been tentatively added to Council's training budget for 2021.

Developing a training plan for Council would require additional funds to be allocated to the operating budget beginning in 2021. The costs for:

- group training ranges between \$2,000 and \$5,000 per session
- webinars ranges between \$75 and \$250 per participant (including some options at no charge)
- online courses range between \$60 and \$595 per participant (including some options at no charge)

### **Recommendation**

That the Committee of the Whole recommends to Council:

- That Council direct staff to add an additional \$\_\_\_\_\_ to the operational budget for Council training beginning in 2021;
- And that staff be directed to prepare a report to Council outlining a training plan based upon the discussions which took place during the November 10, 2020 Committee of the Whole meeting.

Attachment(s):

- (1) Training Opportunities for Council
- (2) Local Government Training Facilitators and Other Resources

Leadership Competencies			
Group Training	Webinars & External Workshops	Online Course	Other Resources:
<p><b>Potential Sessions that could be facilitated by MNC’s solicitor, Young Anderson</b></p> <p>Topics such as:</p> <ul style="list-style-type: none"><li>Standards of behaviour</li><li>Legislative framework</li><li>Roles of elected officials</li><li>Procedural fairness</li></ul>	<p><b>Leadership Perspectives</b> <a href="https://www.conferenceboard.ca/insights/podcasts/leadership-perspectives">https://www.conferenceboard.ca/insights/podcasts/leadership-perspectives</a> <b>Facilitated by: The Conference Board of Canada</b></p> <p><b>Podcast series:</b> Each episode, we sit down with senior Conference Board leaders and researchers to discuss issues that affect Canadians. Topics include economics, education, sustainability, HR, and Indigenous and Northern perspectives.</p>	<p><b>Foundations in Community Leadership</b> <a href="https://www.viu.ca/courses/leadership">https://www.viu.ca/courses/leadership</a> <b>Facilitated by: Vancouver Island University</b></p> <p>An exploration of theory and skills in community leadership. Topics include leadership styles and techniques; team building; communication; motivating, influencing, and empowering others; managing differences; and effective thinking and problem solving.</p>	<ul style="list-style-type: none"><li>BC Ombudsperson’s Fairness by Design: An Administrative Fairness Self-Assessment Guide: <a href="https://bcombudsperson.ca/assets/media/Fairness-by-Design_web_1.pdf">https://bcombudsperson.ca/assets/media/Fairness-by-Design_web_1.pdf</a></li><li>Access historical materials related to previous LGLA Leadership Forums, Seminar Series, Fact Sheets, Guides, etc.: <a href="https://lgla.ca/resources/">https://lgla.ca/resources/</a></li><li>Access historical articles prepared by Banff Executive Leadership Inc. (Gordon McIntosh): <a href="http://www.banffexeclead.com/Newsletter04/newsletter.html">http://www.banffexeclead.com/Newsletter04/newsletter.html</a></li><li>BC Ombudsperson’s Open Meetings: Best Practices for Local Governments Guide: <a href="https://bcombudsperson.ca/assets/media/Special-Report-No-34-Open-Meetings-Best-Practices-Guide-for-Local-Governments.pdf">https://bcombudsperson.ca/assets/media/Special-Report-No-34-Open-Meetings-Best-Practices-Guide-for-Local-Governments.pdf</a></li><li>YouTube video on meeting procedures, conflict of interest and staff relations: <a href="https://www.youtube.com/watch?v=GjquyM1r2vs">https://www.youtube.com/watch?v=GjquyM1r2vs</a></li><li>Review various articles, templates and tools on leadership provided by the Canadian Management Centre: <a href="https://cmcoutperform.com/library">https://cmcoutperform.com/library</a></li></ul>
<p><b>Leadership Skills Course</b> <a href="https://www.theknowledgeacademy.com/ca/courses/leadership-training/">https://www.theknowledgeacademy.com/ca/courses/leadership-training/</a> <b>Facilitated by: The Knowledge Academy</b></p> <p>Leadership training provides the essential skills that are required to successfully lead any team. Key characteristics that are essential in any outstanding leader are maintaining effective communication, motivating team members, adapting to changing environments, delegating tasks in an appropriate manner, transparency and honesty, confidence, and a positive attitude.</p>	<p><b>Facilitating Virtual Meetings that Work</b> <a href="https://facilitationfirst.com/virtual-facilitator-training-solutions/">https://facilitationfirst.com/virtual-facilitator-training-solutions/</a> <b>Facilitated by: Kevin Quinn, Facilitation First</b></p> <p><b>Workshop Purpose:</b> To ensure participants have the foundational tools and confidence to engage in facilitating most types of virtual meetings.</p> <p>You will leave this workshop with...</p> <ul style="list-style-type: none"><li>A framework for facilitating all virtual group meetings (video and teleconferences)</li><li>Practical experience with using concrete process tips and tools in a virtual meeting environment</li><li>A strategy for overcoming specific breakdowns in virtual groups.</li></ul>	<p><b>Executive Certificate in Local Government Leadership</b> <a href="https://www.dal.ca/faculty/cce/programs/local-government-and-public-sector/certificatesandcourses.html">https://www.dal.ca/faculty/cce/programs/local-government-and-public-sector/certificatesandcourses.html</a> <b>Facilitated by: Gordon McIntosh, Dalhousie University</b> <b>Date: Winter 2021 course details coming soon</b></p> <p><b>Topics Include (Online self-directed program, virtual online sessions and/or live workshop):</b></p> <ol style="list-style-type: none"><li>Local Government Foundations</li><li>Local Government Paradoxes</li><li>Local Government Functions Framework</li><li>Political Realm</li><li>Chief Elected Official</li><li>Administrative Realm?</li><li>Chief Administrative Officer</li><li>The Interface</li><li>Alignment Strategies</li><li>Leadership Excellence</li></ol>	
<p><b>Mid-Term Check In to Identify Primary Issues to Address</b> <a href="https://jbconsultants.ca/">https://jbconsultants.ca/</a> <b>Facilitated by: Jerry Berry [in person]</b></p> <p>1-day session utilizing a best practices tool to identify the primary issues that effect Council / staff relations and good governance. The open and frank conversations during this session on how Council characterizes itself will provide insight into the attributes of a high functioning Council.</p>	<p><b>Good Governance Video by George</b> <a href="https://www.georgecuff.com/books-videos/videos">https://www.georgecuff.com/books-videos/videos</a> <b>Facilitated by: George Cuff</b></p> <p><b>Video Sessions:</b> This series consists of 8 videos each approximately 45 minutes in length.</p> <p>(1)Session One: What is Governance: Part One</p> <p>(2)Session Two: What is Governance: Part Two</p> <p>(3)Session Three: Governance Failures</p> <p>(4)Session Four: What is Meant by “Good Governance?”</p> <p>(5)Session Five: The Roles of a Council</p> <p>(6)Session Six: Governance Mechanisms</p> <p>(7)Session Seven: Council-Management Relations</p> <p>(8)Session Eight: Governing for Results</p>		
<p><b>Mid-Term Board review/evaluations</b> <a href="http://www.elimina.com/training/training-in-house.html">http://www.elimina.com/training/training-in-house.html</a> <b>Facilitated by: Eli Mina</b></p> <p>Working with a Board/Council and administrative staff, to evaluate the decision making body, the Chair, individual members, meetings, the relationship with the administration, and the relationship with the community.</p>			

Meeting Facilitation			
Group Training	Webinars	Online Course	Other Resources:
<p><b>Potential Sessions that could be facilitated by MNC's solicitor, Young Anderson</b></p> <p>Topics such as:</p> <ul style="list-style-type: none"> <li>Open and closed meetings</li> <li>Conflicts of interests, influence, bias, gifts</li> <li>Confidentiality</li> </ul>	<p><b>Robert's Rules of Order - Demystified</b>  <a href="http://www.elimina.com/training/training-scheduled.html">http://www.elimina.com/training/training-scheduled.html</a>  <b>Facilitated by: Eli Mina</b>  <b>Date: Monday, March 1, 2021 (1 day webinar)</b></p> <p><b>Topics:</b> Standing Rules for contentious meetings, quorum and voting issues, motions, amendments, "tabling," points of order, Chair's rights and roles, nominations and elections, and how to advise graciously and confidently about meeting procedures, the 12th edition of Robert's Rules of Order Newly Revised.</p>	<p><b>Making Meetings Work - Podcasts &amp; Tip Sheets</b>  <a href="http://www.elimina.com/books/making-meetings-work-etaining-general.html">http://www.elimina.com/books/making-meetings-work-etaining-general.html</a>  <b>Facilitated by: Eli Mina</b>  <b>Access: 1 month</b></p> <p>This suite of podcasts and tip sheets is designed to help you improve your skills as a meeting chair or member. Eli Mina, Meeting Mentor and Registered Parliamentarian, offers guidance and advice regarding all aspects of planning, conducting, and managing effective meetings. It is a must-listen for all new and experienced board, council and committee chairs and members.</p>	<ul style="list-style-type: none"> <li>Subscribe to Eli Mina's <b>Deliberations</b> Newsletters: <a href="http://www.elimina.com/insights/index.html">http://www.elimina.com/insights/index.html</a></li> <li>UBCM has published various <b>Fact Sheets</b> on topics related to meetings, public hearings, committees, conflict of interest, etc.: <a href="https://www.ubcm.ca/EN/main/services/publications/fact_sheets.html">https://www.ubcm.ca/EN/main/services/publications/fact_sheets.html</a></li> <li>Research articles and scripts drafted by Professional Registered Parliamentarian, Nancy Sylvester: <a href="https://www.nancysylvester.com/articles-scripts">https://www.nancysylvester.com/articles-scripts</a></li> </ul>
<p><b>Building Better Decision-Making Bodies</b>  <a href="http://www.elimina.com/training/training-in-house.html">http://www.elimina.com/training/training-in-house.html</a>  <b>Facilitated by: Eli Mina</b></p> <p>This workshop will help you achieve excellence in decision-making and conduct efficient, inclusive and well focused meetings. The session builds on Eli Mina's book "101 Boardroom Problems and How to Solve Them" and, in part, on "Robert's Rules of Order Newly Revised."</p>	<p><b>Robert's Rules &amp; Responsible Governance</b>  <a href="http://www.elimina.com/training/training-scheduled.html">http://www.elimina.com/training/training-scheduled.html</a>  <b>Facilitated by: Eli Mina</b>  <b>Date: TBD</b></p> <p><b>Topics:</b> Rules for contentious meetings, quorum and voting issues, motions, amendments, "tabling," points of order, rights and roles of Chairs and meeting participants, informed decision making, boardroom problems and how to solve them, and more..</p>	<p><b>Introduction to Parliamentary Procedure: Dynamics of Leadership</b>  <a href="https://il.wisconsin.edu/course-catalog/introduction-to-parliamentary-procedure-dynamics-of-leadership/c216-m28-14o/">https://il.wisconsin.edu/course-catalog/introduction-to-parliamentary-procedure-dynamics-of-leadership/c216-m28-14o/</a>  <b>Facilitated by: University of Wisconsin</b>  <b>Access: 6 months</b></p> <p>An introductory course based on Roberts' Rules of Order, the most widely used and authoritative reference in the field of meeting procedure and management. If you are involved in an organization and want to have quality meetings that result in decisions rather than more meetings, this course is for you.</p>	<ul style="list-style-type: none"> <li>YouTube video on Robert's Rules of Order - How to Be an Effective Chair (What to say when...): <a href="https://www.youtube.com/watch?v=uvLDIPxaRg">https://www.youtube.com/watch?v=uvLDIPxaRg</a></li> <li>YouTube video on How to Chair a Meeting With Confidence : The People &amp; Process Side of Meetings: <a href="https://www.youtube.com/watch?v=A1tau2bIBCU">https://www.youtube.com/watch?v=A1tau2bIBCU</a></li> </ul>
	<p><b>Newly Elected Survival Guide (to Robert's Rules of Order)</b>  <a href="https://www.robertsrulesonlinecourses.com/p/newly-elected-survival-guide">https://www.robertsrulesonlinecourses.com/p/newly-elected-survival-guide</a>  <b>Facilitated by: Ann Macfarlane, Jurassic Parliament</b>  <b>Date: On Demand</b></p> <p>This on-demand webinar will give you the key concepts from Robert's Rules. Learn about the authority and role of the chair and members of your local government body, four fundamental guidelines for effective meetings, what you can't say at meetings, and what to do if you are shut down or your rights are violated.</p>	<p><b>Building Your Chairperson Skills</b>  <a href="https://pdinstitute.uottawa.ca/en/course/building-your-chairperson-skills#quickset-professional_development_tab3">https://pdinstitute.uottawa.ca/en/course/building-your-chairperson-skills#quickset-professional_development_tab3</a>  <b>Facilitated by: Elva Keip, Professional Development Institute</b>  <b>Dates: Feb. 3, 4, 2021 and May 5, 2021</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>Characteristics of a good chairperson</li> <li>Do's and don'ts of chairing a meeting</li> <li>Planning and preparing for meetings</li> <li>Setting and maintaining a meeting culture</li> <li>Achieving the most important responsibilities</li> <li>Applying meeting rules informally and knowing when to use formal meeting rules</li> <li>Responding appropriately to participant behaviours</li> <li>Increasing desirable meeting participation</li> <li>Tips for chairing video- and tele-conferences.</li> </ul>	



Specific Focus Areas for Consideration (Cultural Awareness, Communications and Media Relations, FOIPPA, Planning Law, Emergency Management)			
Group Training	Webinars	Online Course	Other Resources:
<p><b>Potential Sessions that could be facilitated by MNC's solicitor, Young Anderson</b></p> <p>Topics such as:</p> <ul style="list-style-type: none"> <li>Public Hearings refresher</li> </ul>	<p><b>Indigenous Peoples and the Law Free Webinar Series</b>  <a href="https://ciaj-icaj.ca/en/upcoming-programs/webinar-series-indigenous-peoples-and-the-law/">https://ciaj-icaj.ca/en/upcoming-programs/webinar-series-indigenous-peoples-and-the-law/</a>  <b>Facilitated by:</b> Cdn Institute for the administration of Justice  <b>Date:</b> November 4, 2020 - March 10, 2021</p> <p><b>Sessions:</b></p> <ul style="list-style-type: none"> <li>4th Webinar: January 20, 2021: Discussing the Promises and Problems with the Act respecting First Nations, Métis and Inuit Children, Youth and Families</li> <li>5th Webinar: February 17, 2021: Investigating the <i>Indigenous Languages Act</i></li> </ul>	<p><b>Indigenous Cultural Safety 101</b>  <a href="https://learninghub.phsa.ca/Courses/22676/indigenous-cultural-safety-101">https://learninghub.phsa.ca/Courses/22676/indigenous-cultural-safety-101</a>  <b>Facilitated by:</b> Len Pierre, Island Health</p> <p><b>Learning objectives:</b></p> <ol style="list-style-type: none"> <li>Discuss the purpose and significance of Indigenous cultural safety in health care</li> <li>Formulate linkages between Canadian colonialism, trauma, and the social determinants of health from a population and health perspective</li> <li>Create professional strategies to advance cultural safety, health equity, and person-centred care</li> </ol>	<ul style="list-style-type: none"> <li>Subscribe to Indigenous Corporate Training Inc.'s monthly newsletter:  <a href="https://www.ictinc.ca/indigenous-relations-bulletin">https://www.ictinc.ca/indigenous-relations-bulletin</a></li> <li>Follow the Indigenous Corporate Training Inc.'s blog:  <a href="https://www.ictinc.ca/blog">https://www.ictinc.ca/blog</a></li> <li>YouTube video on how UNDRIP changes Canada's relationship with Indigenous Peoples:  <a href="https://www.youtube.com/watch?v=-Tq7Mnlavqs">https://www.youtube.com/watch?v=-Tq7Mnlavqs</a></li> <li>YouTube video on First Nations cultural differences:  <a href="https://www.youtube.com/watch?v=UOHOGUev2as">https://www.youtube.com/watch?v=UOHOGUev2as</a></li> <li>The First Nations Communications toolkit is a unique resource jointly developed by Aboriginal Affairs and Northern Development Canada, BC Region, and Tewanee Consulting Group: <a href="https://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-BC/STAGING/texte-text/fnct_e_1100100021861_eng.pdf">https://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-BC/STAGING/texte-text/fnct_e_1100100021861_eng.pdf</a></li> <li>Emergency Management BC's (EMBC) brochure on British Columbia Emergency Management System (BCEMS) is recognized as a standard system for emergency response, and currently mandated for use within the Government of B.C. and recommended to local authorities:  <a href="https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-recovery/embc/bcems/bcems_brochure.pdf">https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-recovery/embc/bcems/bcems_brochure.pdf</a></li> </ul>
<p><b>Media Relations Workshop</b>  <a href="https://howtocommunications.com/">https://howtocommunications.com/</a>  <b>Facilitated by:</b> Cynthia Lockrey</p> <p>This 3-hour interactive online workshop includes time for roundtable as well as breakout room discussions to discuss learnings and practice the interview techniques. The workshop format provides participants with ideas they can implement immediately. Participants will learn how to:</p> <ul style="list-style-type: none"> <li>Respond professionally to that initial call</li> <li>Tailor your response to the needs of the media organization</li> <li>Get your key messages across</li> <li>Turn reactive situations into positive opportunities</li> <li>Speak in sound bites to be quoted accurately</li> <li>Build positive relationships with members of the media</li> <li>Become an expert to tell your story</li> </ul>	<p><b>Indigenous Cultural Safety (ICS) Collaborative Learning Series Webinars</b>  <a href="https://learninghub.phsa.ca/Courses/22150/indigenous-cultural-safety-ics-collaborative-learning-series-webinars">https://learninghub.phsa.ca/Courses/22150/indigenous-cultural-safety-ics-collaborative-learning-series-webinars</a>  <b>Facilitated by:</b> Island Health</p> <p><b>Webinar Titles and themes include:</b></p> <ul style="list-style-type: none"> <li>Racism and Privilege in the Everyday</li> <li>Racism, Reconciliation, and Indigenous Cultural Safety</li> <li>Deconstructing Racism Strategies for Organisational Change</li> <li>Critical Race Theory and its Implication for Indigenous Cultural Safety</li> <li>Indigenous Health Equity: Examining Racism as an Indigenous Social Determinant of Health</li> <li>Addressing Anti-Indigenous Racism in Health Care: Strategies for Implementing System-level Change</li> <li>Cultural Safety in the Classroom: Addressing Anti-Indigenous Racism in Education Settings</li> <li>Racism Hurts: Exploring the Health Impacts of Anti-Indigenous Racism</li> <li>Transforming Organizations: The Crucible of Change</li> <li>Etc.</li> </ul>	<p><b>4 Seasons of Reconciliation</b> is a series of bilingual online resources which promote a renewed relationship between Indigenous Peoples and Canadians, through transformative and engaging learning towards anti-racism education. This initiative assists the workplace and education organizations to provide diversity and inclusion awareness through self-paced online courses featuring award-winning films, slideshows, videos, quizzes and a completion certificate provided by First Nations University of Canada: <a href="https://www.reconciliationeducation.ca/">https://www.reconciliationeducation.ca/</a></p>	
<p><b>Information and Privacy Fundamentals</b>  <b>Facilitated by:</b> Lisa Zwarn</p> <p>This session will cover what every elected official needs to know about freedom of information and personal privacy, as it relates to Council's obligations under FOIPPA. You will also learn the importance of managing your records and administration of the privacy management program to ensure that you are in compliance with legislation and municipal regulations.</p>		<p><b>Intro to Emergency Management</b>  <a href="https://www.jibc.ca/course/introduction-emergency-management-canada">https://www.jibc.ca/course/introduction-emergency-management-canada</a>  <b>Facilitated by:</b> Justice Institute of BC</p> <p>Learn the basic concepts and structure of emergency management in Canada through this 7-hour course. Explore the framework, principles and components involved in effectively managing emergencies or disasters, whether in a government, community agency, industry, or business context.</p>	
<p><b>Planning for Successful Public Consultation in 10 'Easy' Steps</b>  <a href="https://www.janenns.com/training/">https://www.janenns.com/training/</a>  <b>Facilitated by:</b> Jan Enns</p> <p>Whether it's installing water meters or building a new fire hall, citizens across Canada are looking for a say in local government decisions – and pushing back on decisions they feel lack opportunity for public input.</p> <p>Jan will show you how to plan your consultation – and pitfalls to avoid – using a tried, tested and true 10-step guide.</p>	<p><b>Foundations Learning Series: Emergency Management Webinar</b>  <a href="https://members.lgma.ca/upcoming-events/event-details/?EventID=102">https://members.lgma.ca/upcoming-events/event-details/?EventID=102</a>  <b>Facilitated by:</b> Chief Travis Whiting, City of Kelowna  <b>Date:</b> Thursday, November 19 2020 @ 4:00 pm</p> <p><b>Topics:</b> Participants will come away with an understanding of general emergency management principles, along with the roles and requirements of local government:</p>	<p>ICT Inc.'s online courses are available for 30-days for topics such as Indigenous Awareness; Indigenous Relations; Working Effectively With Indigenous Peoples; Indigenous Employment: Recruitment &amp; Retention; and Working with the UN Declaration on the Rights of Indigenous Peoples. <a href="https://www.ictinc.ca/training">https://www.ictinc.ca/training</a></p>	

Specific Focus Areas for Consideration (Cultural Awareness, Communications and Media Relations, FOIPPA, Planning Law, Emergency Management)			
Group Training	Webinars	Online Course	Other Resources:
<p><b>From Facebook to the Front Page - Social Media Survival Skills</b> <a href="https://www.janenns.com/training/">https://www.janenns.com/training/</a> <b>Facilitated by: Jan Enns</b></p> <p>While social media provides elected officials and local governments the benefit of a two-way conversation, it also presents some challenges when it comes to engaging in this amplified and unregulated arena.</p> <p>Drawing on strategies and success stories from both the public and private sectors, Jan will show you how to use your social media survival skills to better build, engage and manage your online audience, your message and keep your social media social.</p>	<ul style="list-style-type: none"><li>• Local authority powers and responsibilities under the Emergency Program Act legislation</li><li>• General principles</li><li>• 4 Pillars of Emergency Management</li><li>• Emergency Operations Centre</li></ul> <p>This 90-minute webinar provides real-time feedback and the opportunity for Q&amp;A. Wherever you are, this is a great opportunity to come together as a local government community by engaging and learning together!</p>		
<p><b>Indigenous Awareness</b> <a href="https://www.ictinc.ca/training/indigenous-awareness?hsCtaTracking=49f7bcd7-ed7e-4838-bde3-4019b1c458e8%7Cb62f873b-f5f8-4b9b-b309-aaa9382e62ff">https://www.ictinc.ca/training/indigenous-awareness?hsCtaTracking=49f7bcd7-ed7e-4838-bde3-4019b1c458e8%7Cb62f873b-f5f8-4b9b-b309-aaa9382e62ff</a> <b>Facilitated by: Indigenous Corporate Training Inc. (ICT)</b></p> <p>Topics:</p> <ul style="list-style-type: none"><li>• Review historical events and their relation to the present day</li><li>• Review major court cases and their implications</li><li>• Begin to understand the cross-cultural perspectives of the same issue</li><li>• Become familiar with terminology and know what terms to use in different situations</li></ul>			



To assist Council in identifying what type of training Council would like staff to coordinate for the balance of their term, staff has compiled a list of local government facilitators and training options to choose from that could be delivered in a group format, or individual formats such as webinars and online courses (see Attachment 2). This training outline includes the Cultural Safety course recommended by Councillor Toporowski.

- **Consultants who Provide Local Government Training**

In addition to the options included in Attachment 2, Council may wish to combine several topics into one or two sessions and contract a consultant to facilitate the session, based on their needs. The following is a list of consultants who are known for providing local government training to elected officials and staff (this list is not exhaustive):

- (1) *George Cuff* provides a variety of specialized consulting services in the areas of council governance, governance reviews, trouble-shooting, staff and elected official training, and special projects. In addition for facilitating group sessions, Mr. Cuff provides a series of 8 videos which could be watched as a group or individually call "Good Governance by George" (see <https://www.georgecuff.com/>).
- (2) *Gordon McIntosh* has 37 years of management, educator and consultancy roles with local government. He has developed twenty-five core modules for conference keynotes and sessions, executive workshops and customized programs (see <http://www.banffexeclead.com/mcintosh.html>).
- (3) *JB [Jerry Berry] Consultants* have years of operational experience and can provide a wide range of BC local government advice. Their areas of consulting expertise include Local Government Operational Reviews/Departmental Reviews; Strategic Planning; Council/Staff relations – Roles and Responsibilities; Council/Board Orientation; Coaching and Mentoring of Senior Staff/Career Transition Assistance; CAO Performance Reviews; and First Nations Governance and Servicing Agreements (see <https://jbconsultants.ca/>).
- (4) *Tracey Lorenson* has worked with local governments in a variety of capacities for more than 20 years. Providing advice and support in such areas as: Strategic Planning and Performance; Human Resources and Labour Relations; Leadership Coaching and Development; Procurement Consulting and Contract Management Advice; Organizational Change Management; Governance Design and Consultation; Technology Consulting and Contract Negotiation; and Operational Performance Reviews and Audits (see <https://paragonstrategic.com/about/>).
- (5) *Lisa Zwarn* is a lawyer and a Professional Registered Parliamentarian who has been working in and with local governments for more than 25 years, and is actively involved in the Local Government program with Capilano University. She has worked with elected officials and staff around the province to help them understand their roles and responsibilities as it pertains to local government. In particular, she has presented seminars in the areas of the conduct of meetings, parliamentary procedure, freedom of information and protection of privacy, recruitment, and council-staff relations.
- (6) *Eli Mina* is a Vancouver-based Board effectiveness consultant and Registered Parliamentarian. Since 1984, Eli has advised his clients on building better decision making bodies, dealing with disputes and dysfunctions, planning and running better meetings, demystifying the rules of order, and minute taking standards. He is also the author of five books on meetings and shared decision making (see <http://www.elimina.com/>).

- (7) *Cynthia Lockrey* is a communications consultant with over 20 years of experience. Cynthia has worked in the private sector, local government, non-profit, post-secondary education as well as a newspaper editor. She has extensive corporate training and post-secondary teaching experience, including speaking at communications conferences across Canada and teaching at both the college and university levels (see <https://howtocommunications.com/>).
- (8) *Jan Enns* is a communications consultant, speaker and trainer, who is passionate about helping public sector professionals boost their communications efforts. She has spent most of her career helping local governments and the public sector implement programs that not everyone in a community may want – or want to pay for (see <https://www.janenns.com/>).
- (9) *Our solicitors, Young Anderson*, are able to facilitate a training session on any topic of Council's choice, such as a refresher on the public hearing process, confidentiality conflicts of interest, bias, gifts, procedural fairness, open and closed meetings, etc. (see <https://www.younganderson.ca/practice/professional-programs-for-clients>)
- (10) *Indigenous Corporate Training Inc.'s (ICT)* mission is to provide training to get everyone working effectively with Indigenous Peoples in their day-to-day jobs and lives by providing a safe training environment for learners to acquire the knowledge, skills, and attitude required to be effective. ICT offers a variety of courses, including Indigenous Awareness, Indigenous Relations, Working Effectively with Indigenous Peoples; Indigenous Consultation and Engagement, Indigenous Employment: Recruitment & Retention, How to Negotiate with Indigenous Peoples, and Working with the UN Declaration of the Rights of Indigenous Peoples. At this time, training is only provided in a virtual setting (see <https://www.ictinc.ca/training>).

- **Local Government Education Programs & Resources**

In addition to the above facilitators and the training options identified in Attachment 1, there are additional education programs in local government and resource guides and books available from (these are just a few of the options available):

- (1) *Local Government Leadership Academy (LGLA) Certificate Program*: <https://lgla.ca/programs/>
  - Level 1 - Certificate in Local Government Leadership establishes a basic level of knowledge, skills, and abilities that newly elected officials require during their first term of office.
  - Level 2 - Advanced Certificate in Local Government Leadership augments the competency gained by a returning elected official with additional knowledge, skills, and abilities that can be used in service to the community.
  - Level 3 - Certificate of Excellence in Local Government Leadership acknowledges the competency gained by experienced elected officials who demonstrate exceptional leadership skills.
- (2) In addition to the annual conference hosted by the *Federation of Canadian Municipalities (FCM)* in June, they also host regular webinars to share knowledge, experience and best practices to assist Councils and Boards to solve challenges and improve outcomes: <https://fcm.ca/en/events-training>
- (3) In addition to the annual convention hosted by the *Union of BC Municipalities (UBCM)* in September (which includes tools and resources to develop greater efficiencies across all aspects of local government), they have published various Fact Sheets on topics related to meetings,

public hearings, committees, conflict of interest, etc., as well past archives their weekly "The Compass" newsletters:

- (4) In addition to the annual convention hosted by the *Association of Vancouver Island and Coastal Communities (AVICC)* in April, their website maintains a dedicated webpage related to issues and concerns that affect large urban areas to small rural communities:  
<https://avicc.ca/communications/>
- (5) The *Office of the Ombudsperson* has provided guides to help officials proactively resolve public complaints and implement new administrative processes to improve fairness and service quality:  
<https://bcombudsperson.ca/fairness-education-resources/guides-for-organizations/>
- (6) The *Auditor General for Local Government* has published various performance audit reports on topics such as emergency management, managing police agreements, procurement, asset management, etc. (<https://www.aglg.ca/audit-reports/>), as well booklets with good practices (<https://www.aglg.ca/perspectives-booklets/>) which brings together expert advice and what they have learned during their audits.
- (7) *North Cowichan's solicitor* (Young Anderson) publishes various seminar papers, newsletters and client bulletins on their website which clarify court decisions, new legislation, provincial orders, etc.: <https://www.younganderson.ca/publications/>
- (8) *North Cowichan online HR Learning Library* contains various books written by Stephen Covey, George Cuff, Michael Kerr, Eli Mina, and others, which can be checked out for a month.