

Municipality of North Cowichan

Committee of the Whole

AGENDA

Wednesday, December 2, 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.

2. APPROVAL OF AGENDA

Recommendation:

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

3. PUBLIC INPUT

Public Input submissions sent to Agenda@northcowichan.ca by 5:00 p.m. on December 1, 2020 will be circulated to Council by way of an Addendum at 6:00 p.m. on December 1, 2020, and can be viewed by visiting www.northcowichan.ca/agendas.

4. BUSINESS

4.1. Local Government and First Nations Relationship Training

3 - 11

Purpose: To discuss First Nations training facilitation options and select dates for the training (postponed from November 10, 2020).

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 _____, 202__ or _____, 202__, at the cost of \$4,500.

4.2. Council Training Opportunities

12 - 21

Purpose: To workshop various training opportunities and prioritize those which Council believes will help strengthen the functionality of their decision-making process (postponed from November 10, 2020).

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 Committee of the Whole meeting.

5. NEW BUSINESS

6. 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 regarding the business discussed at this meeting. Questions will be read out in the order they are received.

7. ADJOURNMENT

Recommendation:

That the meeting be adjourned at _____ p.m.

Report

Date December 2, 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

Prior to postponing this item at the November 10, 2020 Committee of the Whole meeting, Councillor Marsh had requested that we contact another consultant, that she recommended, for Council to consider.

5.4 Local Government and First Nations Relationships Training

IT WAS MOVED AND SECONDED:

That item 5.4 [Local Government and First Nations Relations Training] be deferred to the next Committee of the Whole meeting. 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. Following the request by

Councillor Marsh on November 10, 2020, staff reached out to Adderhill Planning for a quotation.

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)

Adderhill Planning

[Adderhill Planning](#) offers a "full day" session titled "Cultivating Safe Spaces" broken into 2 - 1/2 day training sessions, typically with a day in between, back can be done back to back if that is Council's preference. The half-day session usually run from 8:30 am - 12:30 pm. Each session is approximately 3 hours of training with 10-15 minute wellness breaks.

- **Day One:** Understanding Necessary Conditions to Cultivate Safe Space and Protocols (trauma informed, professional development tools)
- **Day Two:** Vicarious Trauma and Resiliency Training & Understanding Perspectives to Cultivate Safe Space to promote diversity and inclusion.

There is a limit of 20 participants per session (no more) to ensure appropriate amount of time for dialogue. Adderhill Planning has facilitated these sessions with both provincial and federal government employees, facilitators and negotiators, as well as with Indigenous organizations and leadership. They have offered this session a number of times since August 2020 and have developed it this way based on feedback and the process is set up in a way that ensures a fulsome understanding that goes beyond "trauma-informed" approaches.

Total cost for the 2 - 1/2 day sessions is \$6,000.00, which includes use of their Zoom platform, facilitation, tech and admin support.

Options

Option 1 (Recommended): provide 2 dates on which Council will be available to receive the "Working Effectively with Indigenous People" training session:

That staff be directed to coordinate the "Working Effectively with Indigenous People" virtual training through Indigenous Corporate Training Inc. on _____, 202__ or _____, 202__ , at the cost of \$4,500.

Option 2: (Alternative Option): provide 2 sets of dates (leaving one day between each session) on which Council will be available to receive the "Cultivating Safe Spaces" 2-half day training sessions:

That staff be directed to coordinate the "Cultivating Safe Spaces" virtual 2-half day training sessions through Adderhill Planning on _____, 202__ and _____, 202__ or _____, 202__ and _____, 202__ at the cost of \$6,000.

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.

The cost to coordinate this training through Indigenous Corporate Training Inc. is \$1,500 less than Adderhill Planning. It is this reason only that staff is recommending Indigenous Corporate Training Inc. as both companies come highly recommended.

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 _____, 202__ or _____, 202__, 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

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.



How to Negotiate with Indigenous Peoples

Instructional Time: 3 hours

Agenda:

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

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

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.

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 4th 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 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>Potential Sessions that could be facilitated by MNC's solicitor, Young Anderson</p> <p>Topics such as:</p> <ul style="list-style-type: none"> Standards of behaviour Legislative framework Roles of elected officials Procedural fairness 	<p>Leadership Perspectives https://www.conferenceboard.ca/insights/podcasts/leadership-perspectives Facilitated by: The Conference Board of Canada</p> <p>Podcast series: 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>Foundations in Community Leadership https://www.viu.ca/courses/leadership Facilitated by: Vancouver Island University</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"> BC Ombudsperson's Fairness by Design: An Administrative Fairness Self-Assessment Guide: https://bcombudsperson.ca/assets/media/Fairness-by-Design_web_1.pdf Access historical materials related to previous LGLA Leadership Forums, Seminar Series, Fact Sheets, Guides, etc.: https://lgla.ca/resources/ Access historical articles prepared by Banff Executive Leadership Inc. (Gordon McIntosh): http://www.banffexeclead.com/Newsletter04/newsletter.html BC Ombudsperson's Open Meetings: Best Practices for Local Governments Guide: https://bcombudsperson.ca/assets/media/Special-Report-No-34-Open-Meetings-Best-Practices-Guide-for-Local-Governments.pdf YouTube video on meeting procedures, conflict of interest and staff relations: https://www.youtube.com/watch?v=GjqyM1r2vs Review various articles, templates and tools on leadership provided by the Canadian Management Centre: https://cmcoutperform.com/library
<p>Leadership Skills Course https://www.theknowledgeacademy.com/ca/courses/leadership-training/ Facilitated by: The Knowledge Academy</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>Facilitating Virtual Meetings that Work https://facilitationfirst.com/virtual-facilitator-training-solutions/ Facilitated by: Kevin Quinn, Facilitation First</p> <p>Workshop Purpose: 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"> A framework for facilitating all virtual group meetings (video and teleconferences) Practical experience with using concrete process tips and tools in a virtual meeting environment A strategy for overcoming specific breakdowns in virtual groups. 	<p>Executive Certificate in Local Government Leadership https://www.dal.ca/faculty/cce/programs/local-government-and-public-sector/certificatesandcourses.html Facilitated by: Gordon McIntosh, Dalhousie University Date: Winter 2021 course details coming soon</p> <p>Topics Include (Online self-directed program, virtual online sessions and/or live workshop):</p> <ol style="list-style-type: none"> Local Government Foundations Local Government Paradoxes Local Government Functions Framework Political Realm Chief Elected Official Administrative Realm? Chief Administrative Officer The Interface Alignment Strategies Leadership Excellence 	
<p>Mid-Term Check In to Identify Primary Issues to Address https://jbconsultants.ca/ Facilitated by: Jerry Berry [in person]</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>Good Governance Video by George https://www.georgecuff.com/books-videos/videos Facilitated by: George Cuff</p> <p>Video Sessions: This series consists of 8 videos each approximately 45 minutes in length.</p> <ol style="list-style-type: none"> (1)Session One: What is Governance: Part One (2)Session Two: What is Governance: Part Two (3)Session Three: Governance Failures (4)Session Four: What is Meant by "Good Governance?" (5)Session Five: The Roles of a Council (6)Session Six: Governance Mechanisms (7)Session Seven: Council-Management Relations (8)Session Eight: Governing for Results 		
<p>Mid-Term Board review/evaluations http://www.elimina.com/training/training-in-house.html Facilitated by: Eli Mina</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>Potential Sessions that could be facilitated by MNC's solicitor, Young Anderson</p> <p>Topics such as:</p> <ul style="list-style-type: none"> • Open and closed meetings • Conflicts of interests, influence, bias, gifts • Confidentiality 	<p>Robert's Rules of Order - Demystified http://www.elimina.com/training/training-scheduled.html Facilitated by: Eli Mina Date: Monday, March 1, 2021 (1 day webinar)</p> <p>Topics: 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>Making Meetings Work - Podcasts & Tip Sheets http://www.elimina.com/books/making-meetings-work-etaining-general.html Facilitated by: Eli Mina Access: 1 month</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"> • Subscribe to Eli Mina's Deliberations Newsletters: http://www.elimina.com/insights/index.html • UBCM has published various Fact Sheets on topics related to meetings, public hearings, committees, conflict of interest, etc.: https://www.ubcm.ca/EN/main/services/publications/fact_sheets.html • Research articles and scripts drafted by Professional Registered Parliamentarian, Nancy Sylvester: https://www.nancysylvester.com/articles-scripts
<p>Building Better Decision-Making Bodies http://www.elimina.com/training/training-in-house.html Facilitated by: Eli Mina</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>Robert's Rules & Responsible Governance http://www.elimina.com/training/training-scheduled.html Facilitated by: Eli Mina Date: TBD</p> <p>Topics: 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>Introduction to Parliamentary Procedure: Dynamics of Leadership https://il.wisconsin.edu/course-catalog/introduction-to-parliamentary-procedure-dynamics-of-leadership/c216-m28-14o/ Facilitated by: University of Wisconsin Access: 6 months</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"> • YouTube video on Robert's Rules of Order - How to Be an Effective Chair (What to say when...): https://www.youtube.com/watch?v=uvLDlPlxaRg • YouTube video on How to Chair a Meeting With Confidence : The People & Process Side of Meetings: https://www.youtube.com/watch?v=A1tau2bIBCU
	<p>Newly Elected Survival Guide (to Robert's Rules of Order) https://www.robertsrulesonlinecourses.com/p/newly-elected-survival-guide Facilitated by: Ann Macfarlane, Jurassic Parliament Date: On Demand</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>Building Your Chairperson Skills https://pdinstitute.uottawa.ca/en/course/building-your-chairperson-skills#quickset-professional_development_tab3 Facilitated by: Elva Keip, Professional Development Institute Dates: Feb. 3, 4, 2021 and May 5, 2021</p> <p>Topics:</p> <ul style="list-style-type: none"> • Characteristics of a good chairperson • Do's and don'ts of chairing a meeting • Planning and preparing for meetings • Setting and maintaining a meeting culture • Achieving the most important responsibilities • Applying meeting rules informally and knowing when to use formal meeting rules • Responding appropriately to participant behaviours • Increasing desirable meeting participation • Tips for chairing video- and tele-conferences. 	

Specific Focus Areas for Consideration (Cultural Awareness, Communications and Media Relations, FOIPPA, Planning Law, Emergency Management)			
Group Training	Webinars	Online Course	Other Resources:
<p>Potential Sessions that could be facilitated by MNC's solicitor, Young Anderson</p> <p>Topics such as:</p> <ul style="list-style-type: none"> Public Hearings refresher 	<p>Indigenous Peoples and the Law Free Webinar Series https://ciaj-icaj.ca/en/upcoming-programs/webinar-series-indigenous-peoples-and-the-law/ Facilitated by: Cdn Institute for the administration of Justice Date: November 4, 2020 - March 10, 2021</p> <p>Sessions:</p> <ul style="list-style-type: none"> 4th Webinar: January 20, 2021: Discussing the Promises and Problems with the Act respecting First Nations, Métis and Inuit Children, Youth and Families 5th Webinar: February 17, 2021: Investigating the <i>Indigenous Languages Act</i> 	<p>Indigenous Cultural Safety 101 https://learninghub.phsa.ca/Courses/22676/indigenous-cultural-safety-101 Facilitated by: Len Pierre, Island Health</p> <p>Learning objectives:</p> <ol style="list-style-type: none"> Discuss the purpose and significance of Indigenous cultural safety in health care Formulate linkages between Canadian colonialism, trauma, and the social determinants of health from a population and health perspective Create professional strategies to advance cultural safety, health equity, and person-centred care 	<ul style="list-style-type: none"> Subscribe to Indigenous Corporate Training Inc.'s monthly newsletter: https://www.ictinc.ca/indigenous-relations-bulletin Follow the Indigenous Corporate Training Inc.'s blog: https://www.ictinc.ca/blog YouTube video on how UNDRIP changes Canada's relationship with Indigenous Peoples: https://www.youtube.com/watch?v=-Tq7Mnlavqs YouTube video on First Nations cultural differences: https://www.youtube.com/watch?v=UOHOGUev2as The First Nations Communications toolkit is a unique resource jointly developed by Aboriginal Affairs and Northern Development Canada, BC Region, and Tewanee Consulting Group: https://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-BC/STAGING/texte-text/fnct_e_1100100021861_eng.pdf 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: https://www2.gov.bc.ca/assets/gov/public-safety-and-emergency-services/emergency-preparedness-response-recovery/embc/bcems/bcems_brochure.pdf
<p>Media Relations Workshop https://howtocommunications.com/ Facilitated by: 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"> Respond professionally to that initial call Tailor your response to the needs of the media organization Get your key messages across Turn reactive situations into positive opportunities Speak in sound bites to be quoted accurately Build positive relationships with members of the media Become an expert to tell your story 	<p>Indigenous Cultural Safety (ICS) Collaborative Learning Series Webinars https://learninghub.phsa.ca/Courses/22150/indigenous-cultural-safety-ics-collaborative-learning-series-webinars Facilitated by: Island Health</p> <p>Webinar Titles and themes include:</p> <ul style="list-style-type: none"> Racism and Privilege in the Everyday Racism, Reconciliation, and Indigenous Cultural Safety Deconstructing Racism Strategies for Organisational Change Critical Race Theory and its Implication for Indigenous Cultural Safety Indigenous Health Equity: Examining Racism as an Indigenous Social Determinant of Health Addressing Anti-Indigenous Racism in Health Care: Strategies for Implementing System-level Change Cultural Safety in the Classroom: Addressing Anti-Indigenous Racism in Education Settings Racism Hurts: Exploring the Health Impacts of Anti-Indigenous Racism Transforming Organizations: The Crucible of Change Etc. 	<p>4 Seasons of Reconciliation 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: https://www.reconciliationeducation.ca/</p>	
<p>Information and Privacy Fundamentals Facilitated by: 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>Intro to Emergency Management https://www.jibc.ca/course/introduction-emergency-management-canada Facilitated by: 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>Planning for Successful Public Consultation in 10 'Easy' Steps https://www.janenns.com/training/ Facilitated by: 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>Foundations Learning Series: Emergency Management Webinar https://members.lgma.ca/upcoming-events/event-details/?EventID=102 Facilitated by: Chief Travis Whiting, City of Kelowna Date: Thursday, November 19 2020 @ 4:00 pm</p> <p>Topics: 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 & Retention; and Working with the UN Declaration on the Rights of Indigenous Peoples. https://www.ictinc.ca/training</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>From Facebook to the Front Page - Social Media Survival Skills https://www.janenns.com/training/ Facilitated by: Jan Enns</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">• Local authority powers and responsibilities under the Emergency Program Act legislation• General principles• 4 Pillars of Emergency Management• Emergency Operations Centre <p>This 90-minute webinar provides real-time feedback and the opportunity for Q&A. Wherever you are, this is a great opportunity to come together as a local government community by engaging and learning together!</p>		
<p>Indigenous Awareness https://www.ictinc.ca/training/indigenous-awareness?hsCtaTracking=49f7bcd7-ed7e-4838-bde3-4019b1c458e8%7Cb62f873b-f5f8-4b9b-b309-aaa9382e62ff Facilitated by: Indigenous Corporate Training Inc. (ICT)</p> <p>Topics:</p> <ul style="list-style-type: none">• 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			

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.