

EAGLES – WATCHMEN - PEACEKEEPERS



*“Working Together to Protect The
Community”*

February 9-11, 2004

Kelowna, BC

SUMMARY REPORT

Eagles Watchmen Peacekeepers
Working Together to Protect the Community
A Joint Workshop on Aboriginal Policing

Kelowna, British Columbia

February 9-11, 2004

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Executive Summary

“Eagles Watchmen Peacekeepers – Working Together to Protect the Community”, a workshop involving the key stakeholders (i.e. First Nations from British Columbia and Saskatchewan, RCMP, Saskatchewan, British Columbia, and Federal governments) within Community Tripartite Agreements (CTAs) was conducted in Kelowna, British Columbia on February 9-11, 2004. The purpose of the workshop was to strengthen governance at both the policy and community levels. The workshop design included three components: policy governance, community governance, and interactive Forum Theatre.

The Policy Governance Track was designed to expand and advance the policy work that was initiated at the October 2003 Leadership Forum. This track examined three key components deemed necessary to increase success within the CTA policing process:

- Creating a Common Definition of Success
- Measuring Success
- Developing Strategies to Achieve Success

This component of the workshop produced two important results: a) the key elements for a common definition of success regarding the CTA process; and b) preliminary measures of success for the CTA process.

The Community Governance Track was designed to build and strengthen governance skills within the community advisory groups in partnership with local RCMP members. Four training workshops were offered including:

- Formation of Community Advisory Groups
- Operation of Community Advisory Groups
- Maintaining Momentum in Community Advisory Groups
- CAPRA Problem Solving

Interactive Theatre Forum provided an opportunity for participants to observe a short performance portraying key challenges and problem situations in the CTA environment and to identify and act out new solutions to these situations. A training video has been developed utilizing the footage from this session.

Two First Nations Caucus sessions were also held. The initial caucus provided First Nations with a forum to strengthen their participation in both the CTA process and the workshop planning process. Following the second caucus session, several First Nations participants presented the frustrations and

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concerns of First Nations community members with the workshop itself and the CTA process overall.

In summary, despite the challenges within the CTA process, all stakeholders demonstrated a strong desire and commitment to work together to create an effective policing system in First Nations communities. A conclusion to be drawn from the Workshop is the necessity of finding ways to enhance First Nations participation in policy governance, and to engage the leadership of each stakeholder group in an effort to improve the CTA process. One option, developed subsequent to the workshop, suggests that terms of reference could be developed to change the multi-stakeholder planning team into a national body with specific terms of reference describing its responsibilities for strengthening First Nations policing.

Introduction

“Eagles Watchmen Peacekeepers – Working Together to Protect the Community”, a workshop to strengthen the governance of First Nations policing within Community Tripartite Agreements (CTAs) was conducted in Kelowna, British Columbia, on February 9-11, 2004. The *“Eagles Watchmen Peacekeepers”* workshop addressed governance at both the policy and community levels.

Approximately 115 frontline First Nation and RCMP participants, including RCMP-FNCPS, along with provincial and federal government representatives were engaged in policy discussions and training workshops designed to strengthen and enhance governance capacity under the First Nations Policing Policy (FNPP) for the Community Advisory Groups (i.e. Community Consultative Groups or CCGs in BC and Police Management Boards or PMBs in Saskatchewan) within each of the First Nations communities with CTA's.

Planning for the workshop was conducted by a multi-stakeholder Planning Committee comprised of representatives of the Canadian, British Columbia and Saskatchewan governments, the RCMP and First Nations communities in B.C. and Saskatchewan. Through meetings, conference calls and e-mail, the Planning Committee designed the *“Eagles Watchmen Peacekeepers Workshop”* to address the following objectives:

- To strengthen and enhance governance of First Nations Policing through CTAs;
- To provide governance training to Community Consultative Groups (CCG) and Police Management Boards (PMB);
- To recognize and re-energize stakeholder commitment and relationships; and
- To develop and support new leadership directions and creative approaches within First Nations Policing.

Background

This workshop was the culmination of a two part meeting concept conceived in the summer of 2003 by a joint federal, British Columbia, Saskatchewan and RCMP planning group.

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The first meeting consisted of a Leadership Forum held in Chase, British Columbia, on October 27-29, 2003, that was designed to examine critical policy and training issues affecting the First Nations Policing Policy (FNPP) and CTAs. The Leadership Forum was attended by approximately 35 participants from four of the five key stakeholder groups involved in First Nations Policing (i.e. Government of Canada, British Columbia, First Nation communities, and the RCMP's F and E divisions). Due to the provincial election Saskatchewan provincial representatives were unable to attend.

In summary, the Leadership Forum served as an opportunity to review progress in Aboriginal policing within the CTA model over the last decade. Six (6) key policy areas were highlighted for particular attention, namely: Communication, Roles and Responsibilities of all stakeholders, Community Involvement, Enhanced Policing (including levels of service), Staffing, and Funding/Infrastructure. Participants confirmed the importance of training in raising the level of understanding and capacity in each of these areas, and established a 26-point action plan with specific strategies and activities for addressing the 6 key issues.

During the four month period from the Leadership Forum (October, 2003) to the Training and Policy Governance workshop in Kelowna (February 2004), a number of the commitments were fulfilled. Completed action plan items and other achievements include:

- Modification of the terms of reference of the RCMP E Division Commanding Officers Aboriginal Advisory Committee to address CTA policing issues;
- Distribution of a letter from the E Division Commanding Officer regarding compliance with the terms of the CTA agreements;
- Establishment of an E Division senior management working relationship with the First Nations Summit and Union of BC Indian Chiefs;
- Federal support for the convening of an ad-hoc First Nations advisory committee to plan for a First Nations caucus at the Kelowna workshop;
- Federal support for the convening of an ad-hoc First Nations advisory committee to contribute a First Nations perspective to the planning of the Kelowna workshop and to prepare for a First Nations caucus session;
- Organization of a meeting between RCMP F Division Aboriginal Policing Services, federal officials (i.e. Emergency Preparedness, Indian and Northern Affairs Canada, Property Management), and Saskatchewan Aboriginal Policing, to consider alternatives for on-reserve police offices and housing;

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- Provision of additional training to Aboriginal RCMP officers and First Nations community groups in both British Columbia and Saskatchewan;
- Inclusion in the Workshop Planning Committee of First Nations participants from Saskatchewan and British Columbia; and
- Briefing of Saskatchewan senior officials following the Leadership Forum.

The success of the Leadership Forum supported the concept of proceeding with the second larger joint policy and training workshop involving all five (5) stakeholder groups: First Nations communities; the RCMP; government representatives from Saskatchewan, and B.C.; and the federal government. The Leadership Forum action plan continues to serve as a guide for ongoing efforts to address policy and training issues within First Nations CTA Policing. The report of the Leadership Forum is available separately.

Workshop Structure

The workshop structure included four primary components: plenary sessions, policy governance track, community governance track, and an interactive Forum Theatre presentation.

The **plenary sessions** provided participants with an orientation to the workshop and an opportunity to identify current strengths and areas for improvement within their CTA/areas of responsibility. In an early plenary session, stakeholder groups provided updates on issues and successes. In the concluding plenary session, participants engaged in discussions on how best to apply the information from the workshop upon 're-entry' to their workplace/community.

The **policy governance track** initiated the development of a common definition of success related to Aboriginal Policing amongst all key stakeholder groups. In addition, the discussions focused on identifying an initial set of performance measures related to the definition of success. This intent for this track included a process to define actions and performance measures; however, due to a shift in the agenda to accommodate a second First Nations Caucus session, this last result was not achieved.

A **community governance track** was established to strengthen governance at the community advisory group level. Approximately 110 participants engaged in facilitated workshops to enhance their skills related to forming, operating, and maintaining effective Community Advisory Groups. This track also examined the application of the RCMP's CAPRA problem solving model. Participants were encouraged to attend these workshops as 'community pairs' comprised of

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community advisory group members and First Nations Policing Officers for each CTA community.

Forum Theatre, a well-established community development and empowerment process, provided participants with a visual, creative and interactive method to examine issues and relationships within the CTA policing environment. A small group of participants worked with an experienced facilitator to develop a short theatre performance reflective of their experiences with policing programs and services. The evening presentation of the Forum Theatre skit portrayed key challenges and problem situations encountered in the multi-level CTA environment and the remaining workshop participants identified and portrayed practical solutions to those problems. A training video has been developed utilizing footage and interviews taken during the Kelowna workshop.

First Nations Caucus

To ensure Saskatchewan and B.C. First Nations' participation in planning for the February 2004 Workshop, an ad-hoc First Nations Advisory Committee (comprised of First Nations participants involved in the October 2003 Leadership Forum) was established. This group met in December 2003 to provide input to the agenda of the "*Eagles Watchmen Peacekeepers*" Workshop. One key recommendation was to hold a First Nations Caucus session as part of the Kelowna workshop design. The intent was to provide First Nation participants with an opportunity to network and support one another's participation during the Kelowna workshop.

The initial First Nations caucus session was held on the afternoon preceding the opening session of the "*Eagles Watchmen and Peacekeepers*" Workshop. The caucus discussed terms of reference for the First Nations Advisory Committee/Caucus and the completion of a survey designed to identify levels of satisfaction with various components of the CTA process (e.g. working relationships with RCMP, level of consultation/influence, capacity of the community advisory group, etc). On the final morning of the workshop, members of the ad-hoc First Nations advisory committee requested that interested First Nations participants convene in a second caucus to discuss concerns that the "voice of the First Nations was not being heard at the conference".

During the second caucus of approximately 35 First Nations participants the training track workshops continued and the policy track discussions were modified substantially (see below) while approximately 35 First Nations participants convened in caucus.

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Although a more formal report on the outcomes of both caucus sessions is anticipated at a later date, issues discussed within the second caucus related to the perception that First Nations were not adequately involved in the planning and design of the Kelowna workshop, differences of views among participants about the purpose for attending the workshop (e.g. to discuss concerns or to receive training), frustration that the First Nations were not given time in plenary session to express their concerns, and doubts about the willingness of other stakeholders to respond to First Nations concerns during the impending 're-negotiation' of existing CTAs.

Following the second caucus session, Lycrecia Adin, Fort Nelson First Nation, Mike LeBourdais, Whispering Pines/Clinton First Nation, and Charlene Belleau, Esketemc First Nation, provided an update on the outcome of the caucus and shared their perspectives on the roles and responsibilities of government and RCMP in First Nations policing.

During subsequent discussions with Peter Fisher (federal) and Bob Cole (BC government) the suggestion was made that a future meeting of the ad-hoc First Nations Advisory Committee be funded to begin planning for a separate meeting of all British Columbia and Saskatchewan First Nations involved in FNPP-CTAs.

Policy Governance Track

The policy governance track was designed to expand and advance the policy work that was initiated at the October 2003 Leadership Forum. This track examined three key components deemed necessary to increase success within the CTA policing process:

- Creating a Common Definition of Success
- Measuring Success
- Developing Strategies to Achieve Success

Creating a Common Definition of Success

The first component of the policy governance track was a plenary session conducted with all workshop participants. The intention of this session was to build a common definition of success related to First Nations Policing. Based on the assumption that there were widely varying perspectives on this matter, the process was designed to create conversation, cultivate synergy amongst the stakeholders and result in a shared vision or target. The key themes of the shared vision that emerged from the discussion included:

Partnership and Shared Ownership

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One clear component of the vision of successful First Nations Policing through CTAs is 'partnership'. Partnership, as described by the participants, includes a sense of shared ownership and shared leadership amongst all key stakeholders. Shared ownership involves effective, frequent, and open communication on all levels. It includes demonstrated respect for the varying perspectives involved and a willingness to either work at building consensus or collaboratively generate alternatives that satisfy each perspective.

Shared leadership was defined as: 'stakeholders have shared goals, vision, and accountability'. Accountability for the successes and failures is mutual. It involves each stakeholder being fully involved in decisions and in designing processes and systems to support First Nations Policing. It includes equal participation and opportunity to develop and guide the direction of First Nations Policing. In addition, shared leadership involves each stakeholder group understanding their roles and responsibilities within the First Nations Policing CTA model.

Quality Community Policing Service

The second key element of the vision was 'quality community policing service'. Community policing is defined as an ongoing commitment by the police and community to work together to increase safety in the community and to enhance the quality of life by emphasizing problem solving. Quality service was described as policing that is delivered in such a way as to reflect the cultural uniqueness of the community and result in a prevention of, and reduction in, crime.

Sufficient Resourcing

Sufficient resourcing was the third key component of the vision for effective First Nations Policing created at the workshop. Sufficient resourcing is required on three levels: staffing, physical and financial. In an effective First Nations Policing environment there would be adequate numbers of RCMP officers to police both the rural and urban communities and to manage the administrative, policing, and community responsibilities. Ideally, RCMP officers would be fully integrated into the community and provide 24/7 policing coverage. The second element, sufficient physical resources, means that RCMP officers would have adequate facilities to work and live within the communities. Housing, office space and office equipment would be recognized as an important and necessary element to effective policing. A third element, sufficient financial resources, consisted of ensuring that adequate monies were set aside to accomplish First Nations Policing in an effective and efficient manner. In addition, it was noted that provincial and

federal budgeting cycles were not compatible and this represents a major impediment to this process.

Measuring Success

The second session of the Policy Governance Track focused on how to effectively and efficiently measure success of First Nations Policing through the CTA model. This session was primarily composed of individuals that had participated in the Leadership Forum held in October 2003. The participants broke into mixed stakeholder groups and generated measurements for each of the three elements of the vision. A summary of the measures are identified below. Please note that these measures represent preliminary ideas and require further clarification and development with all stakeholders involved.

Partnership and Shared Ownership

The three measures of success for partnership and shared ownership were identified as follows:

a) Level of stakeholder satisfaction

Stakeholder satisfaction would be assessed by a survey on several different levels including satisfaction with the CTA agreement, with relationship amongst stakeholders, with integration of police within the community and with shared accountability and ownership within the process.

b) Level of shared problem solving

Shared problem solving was a second measure of success identified by the participants. While it was clearly recognized that this measure requires considerable further clarification, the group suggested that shared problem solving could be measured by assessing whether or not key stakeholders were sufficiently involved in decisions and processes. For example, key community members, advisory group members, and police would be appropriately involved in setting priorities and goals at the community level. This might be measured by assessing the number of meetings held on this matter and who attended those meetings (note: these measures are indirectly related to the notion of shared problem solving; further qualitative measures would also be required).

c) Number of functioning community advisory groups

The final measure of success involves assessing the number of functioning and effective Community Advisory Groups. The terms 'effective' and 'functioning' requires further definition, but might include

regularly-scheduled meetings; stability of membership; women, youth, and elders as members; regular attendance at meetings; jointly developed strategic plans; ongoing evaluation; and follow-up on decisions.

Quality Community Policing Service

The measures of success identified for quality community policing service included:

a) Reduction of crime

A reduction in crime is considered a significant measure of success. It was noted on several occasions during the discussion that initially crime statistics could be expected to increase following improvements in Community-Police dialogue, due to anticipated higher reporting of crime and several other factors. Over time this spike in statistics would be expected to level off and decline as historic issues are dealt with.

b) Number of community policing plans (crime prevention initiatives)

Success could be measured by the number of community policing plans developed by the Community Advisory Groups, and the number and quality of crime prevention initiatives undertaken within each community.

c) Level of safety felt by community members

Another measure of success could be the level of safety expressed by community members. Questions related to this dimension might be included on the stakeholder satisfaction survey identified earlier.

Sufficient Resourcing

The measures of success identified for resourcing included:

a) Sufficient staffing

A key measure of success for this component of the vision would be to assess levels of staffing in both rural and urban communities in relation to established standards. The definition of 'sufficient' in this domain suggested that there would be clarity about the numbers of new vs. converted positions or the numbers above the Provincial Policing Service Agreement, and the availability of back-up officers to reduce burnout and create a more proactive approach to First Nations Policing.

b) Integration of staff

The measurement for this area would consist of assessing the number and quality of housing and office facilities available for officers within each community. Ideally, a target would be set for this domain to determine the standard expected.

c) Community Capacity

The measures identified in this area were twofold. The first consisted of measuring the amount of training and support provided to the community to build capacity in governance. A second measure consisted of assessing the skills, knowledge, and abilities of stakeholders to address key matters of concern.

Developing Measures of Success

Initially, the agenda included joint stakeholder identification of specific actions required to improve community-police dialogue, reflect on “best practices” for reducing crime, and to develop benchmarks to evaluate progress. However, due to the convening of the second caucus session to address concerns raised by the First Nations, the policy governance track no longer had First Nations community involvement. As a result, the remaining policy governance track participants felt it was inappropriate to finalize discussions on these measurements and determine data collection methods, or to identify who would be accountable for collecting this data.

Given the number of management level participants remaining in the policy track, it was important to utilize the time as effectively as possible. Therefore, the remaining stakeholders discussed:

- What are the limitations within the provincial, federal and RCMP systems related to CTAs?
- How do we create a better way to hear each other?
- What can we identify and discuss with First Nations as possible actions from this session?

Stakeholder Limitations

The specific information exchanged during this discussion was complex and detailed. In summary, discussion included the following points:

- It was recognized that there are highly varying expectations amongst the stakeholders of the type of policing services that should be delivered through the CTA model.

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- Funding processes with the federal, provincial and RCMP systems were discussed and clarified.
- Progress is being made on increasing flexibility in funding allocations regarding First Nations Policing.
- Limited communication amongst the stakeholders affects trust levels and weakens relationships. Inaccurate assumptions and unrealistic expectations result. It was recognized that there needs to be stronger focus on communication to build relationships and foster trust amongst the stakeholders.

Creating a Better Way to Hear

The discussion on the question “*how do we create a better way to hear each other?*” emphasized changes in communication processes and styles/techniques. Processes refers to changing the current way of doing things or designing new ways of doing things. Style or technique refers to an individual or personal method of communicating. Some of the ideas expressed include:

- Processes
 - Implement a mechanism for identifying and addressing issues and concerns raised by any stakeholder involved in the CTA process;
 - Establish an annual process for all stakeholders involved in a specific community’s CTA to review progress and address specific issues and concerns;
 - Rely less on electronic forms of communication (e.g., telephone and email) and meet face to face as often as possible;
 - In the negotiation process for CTAs, include a step that will confirm the First Nation involved is comfortable with every word in the agreement; and
 - Provide clear explanation behind funding requests in the federal to provincial systems.
- Individual Style/Technique
 - In communication with each other, be clear on what is being said by paraphrasing. Paraphrasing allows the listener to reaffirm with the speaker what has been said and understood;
 - All stakeholders should recognize the distinction between listening and agreement. Listening does not equate to agreement;
 - When an individual becomes disengaged from the discussion for whatever reason (e.g., disagreement, frustration, resignation, etc.), s/he needs to find a way to reengage in the process. This notion speaks to personal accountability and responsibility on the part of

each person involved to remain committed to and engaged in the process.

Actions to Discuss with First Nations Community Members

The discussion on the third question (see above) resulted in a list of actions that need to be followed up on when all stakeholders convene in the future. These actions include the following:

- Ask First Nations how they want to be listened to;
- Conduct a financial systems/issues meeting that will provide an overview of the financial processes and systems in place within the federal and provincial systems and identify financially related issues and concerns;
- Send a letter to communities defining the roles of the RCMP and other stakeholders and communicate a willingness to discuss and resolve CTA related issues; and
- Identify ways to work with other stakeholders in the system including HRDC, INAC, Health Canada, and Fisheries and Oceans.

Community Governance Track

The community governance track consisted of four training workshops designed to build and strengthen strong governance skills amongst community advisory groups and RCMP members serving the First Nations communities. Each workshop is described below.

Workshop on the Formation of Community Advisory Groups

Members of the ad-hoc First Nations advisory committee (Lac La Ronge First Nation and Tlazt'en First Nation) described the lessons learned from their experiences in forming Police Management Boards/Community Consultative Groups under CTAs. A resource person from the Premier of British Columbia's Board Resourcing and Development Office engaged the participants in a discussion of the activities and concepts described in the Police Board Training Manual provided by Saskatchewan Justice (i.e. Section 4: Developing a Police Board and Section 5: Getting Started).

Workshop on the Operation of Community Advisory Groups

The First Nations advisory committee member from the Montreal Lake First Nation in Saskatchewan described what was involved in the ongoing process of

operating their Police Management Board. A workshop facilitator reviewed the skills involved in the effective operation of a community advisory group, particularly as summarized in Section 6 Skills and Administrative Matters (e.g. facilitating meetings, dealing with conflict between members of the group, decision making, effective meetings, record keeping, fund raising, planning, workplans and evaluation) of the Saskatchewan Justice Police Board Manual. The workshop emphasized the importance of facilitation skills.

Workshop on Maintaining Momentum in Community Advisory Groups

The ad-hoc First Nations advisory committee member from the Beardy's and Okemasis First Nation in Saskatchewan and the participant representing the Esketemc First Nation in British Columbia discussed the strategies and approaches they have utilized within their communities to maintain the operations of the community advisory groups over an extended period of time. The Director of Saskatchewan Justice's Aboriginal and Northern Justice Initiatives Branch provided a presentation on issues encountered and strategies employed while working to increase community self-reliance, enhance opportunities to participate, and provide leadership within northern and Aboriginal communities in Saskatchewan.

Workshop on CAPRA Problem Solving

Officers from the RCMP's Aboriginal Policing Services unit in Saskatchewan (F Division) utilized common community scenarios to guide participants through the problem solving process utilized by RCMP officers. Participants worked through the CAPRA model and placed the results into a more formal work plan.

Issues and Challenges

Future challenges include addressing the following, among other issues:

- A number of First Nations participants indicated that their voices were not being heard in the planning process or in the conference sessions. In future sessions, the challenge will be to understand First Nations expectations and requirements in this regard and design a process where each stakeholder's viewpoint is being properly heard and respected in the process and outcome.
- Indications are that First Nations issues and concerns expressed during the workshop were different between British Columbia and Saskatchewan. Given that the FNPP/CTA structures and process are also different within

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- each province, it will be important that consideration be given to convening specific provincial based forums to address these distinct concerns, and that joint sessions address specific issues of common concern.
- Other stakeholders indicated that, given the level of leadership present, it may have been more useful for the First Nations frustrations and concerns to be raised during the policy track discussions. This would have provided an opportunity for frank and open discussion and the possibility of developing a leadership consensus on how to resolve the identified issues.
 - There was not a clear connection between the work of the Planning Group and the ad-hoc First Nations advisory committee in terms of designing the workshop, incorporating the results of the initial First Nations caucus into the execution of the workshop, and in relation to the follow-up to the workshop. It will be important to formalize the terms of reference of the First Nations advisory committee/caucus and consider ways for the interests of all stakeholders to be addressed.
 - Many perspectives were expressed relative to the role of police (e.g. police involved in coaching children and other related community activities versus traditional policing duties). A common understanding of the range of policing service offered under a CTA would be useful in this process, with the understanding that it will vary in each community depending on crime rates, community capacity, and priorities.
 - At different points throughout the workshop a sense of criticism and blame emerged in the discussions. In future sessions, it will be important to find ways to focus the entire group on finding solutions to identified problems, and creating mutual success. This is particularly important in relation to the leadership/planning team. In order for this group to be effective, it is incumbent on all stakeholders to build trust for the leadership function and role of this group.
 - In order to support the continued improvement of community governance, a more detailed evaluation process of the individual training workshops will be needed in the future. This is particularly important in relation to the leadership/planning team. In order for this group to be effective, it is incumbent on all stakeholders to build trust for the leadership function and role of this group.

Further clarification of these and other issues and concerns arising from the *“Eagles Watchmen and Peacekeepers”* workshop are expected to be addressed during the follow-up meeting of the planning committee noted below.

Conclusions and Next Steps

The workshop concluded with the understanding that:

- All stakeholders are committed to making policing work in First Nations communities and this was given particularly strong expression by Peter Fisher, Government of Canada; Kevin Begg, British Columbia; Lyle Stroeder, Saskatchewan; Deputy Commissioner Beverly Busson and Assistant Commissioner Earl Moulton the Commanding Officers for RCMP “E” and “F” divisions;
- The government stakeholders would meet with the ad-hoc First Nations advisory committee immediately following the conclusion of the workshop to discuss how to follow-up on the commitments to plan for a future Joint British Columbia and Saskatchewan First Nations CTA meeting;
- A summary report of the workshop would be prepared by the facilitation team;
- The training materials, presentations, and reports from the workshop will be included in a CD to be distributed to the participants; and
- The workshop Planning Group would meet at a later date to assess the results of the conference and develop recommendations on follow-up activity.

Recommendations developed by the planning group at a meeting on March 26, 2004 include:

- Add a representative of the Federation of Saskatchewan Indian Nations (FSIN) PMB Chairs Committee as a participant on the planning group;
- Complete the forum theatre video with more emphasis on the CTA process, the issues raised by the skit, the audience interventions, and First Nations perspectives;
- Develop a proposal for an expanded interactive training video package addressing concerns from the perspective of each stakeholder;
- Explore the possibility of a national advisory body that could link with existing First Nations policing structures and engage the leadership of all stakeholders in monitoring and improving the CTA process (e.g. policy development, training opportunities and

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conferences). Responsibilities of this group would be included within its terms of reference and could include:

- Pursuing opportunities to address policy and training issues consistent with the Leadership Forum Action Plan;
- Exploring the development of a collaborative national forum on First Nations CTA policing issues; and
- Supporting the emerging First Nations Advisory Committee/Caucus;
- Support the request that resources be provided to enable the ad-hoc First Nations advisory committee/caucus to formalize its terms of reference and to communicate with First Nations communities;
- Support the request that resources be provided to enable the ad-hoc First Nations advisory committee to analyze the results of the survey distributed at the Kelowna workshop and to circulate the results to all stakeholders;
- Encourage the convening of a British Columbia, Government of Canada and First Nations forum to address policy and relationship issues; and
- Recommend that a follow-up session of the participants at the October 2004 Leadership Forum be convened in the new fiscal year to assess progress on the action plan and to capitalize on the momentum and teambuilding aspects of this process.

Workshop Evaluation

Workshop participants were asked to complete a workshop evaluation form. Although only 27% of the participants (41/150) completed evaluation forms, the results were very positive. Eighty-eight percent of the respondents stated that the workshop met their expectations, and indicated that they were very satisfied or satisfied with the outcome. Other results are listed below. These results indicate the percentage of respondents who were satisfied or very satisfied in the areas identified.

- Assistance received prior to the gathering – 73%
- Meeting package/binder – 83%
- Registration process – 88%
- Facilitators – 93%
- Hotel and facilities – 88%
- Overall workshop – 78%

The responses to the question about what was the ‘most useful’ component of the workshop indicate that the participants learned from a wide variety of

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activities (e.g. opportunities to participate, be heard and understand roles through networking, mixed/small groups, training/governance workshops, problem solving, policy track, drama forum/skit, and the caucus on the last morning).

In response to the question about what was the 'least useful' component of the workshop, participants also reported some dissatisfaction with the same elements (e.g. CAPRA workshop, forum theatre skit, changing the agenda to accommodate the caucus, workshop information and facilitators).

The respondents made several suggestions on what to 'include in future conferences' with particular emphasis on understanding what CTAs are and resolving issues/negotiations, providing training and discussions that can be translated into positive action at the community level and improving First Nations input into the design of future workshops.

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