

FACILITATOR'S SUMMARY REPORT

Continuing the Journey – Together Joint CTA Policing Forum Kelowna, BC November 26-28, 2008

1) INTRODUCTION

This gathering represented the 4th conference session to be convened in Kelowna. The 4th Kelowna conference was designed to “support the provision of an accountable, professional, effective, and culturally appropriate First Nations policing service at all levels within the Province of British Columbia by:

- Providing training to strengthen governance and delivery capacity;
- Sharing information about lessons learned;
- Addressing relevant policy and program issues; and
- Encouraging and supporting collaborative relationships between all parties.”

Participants included funded delegates from BC First Nations communities with Community Tripartite Agreements (CTAs), as well as delegates from RCMP “E” Division headquarters, Aboriginal Policing Services, and district and detachments levels. Officials from the provincial and federal government were also present. The conference was also attended by a delegation from Alberta comprised of the Aboriginal Policing Unit, RCMP “K” Division, along with First Nation, federal and provincial officials involved in CTA based policing in Alberta.

The conference was Chaired by Marian Radawetz, First Nations Co-Chair of the CTA Steering Committee, and facilitated by Harold Tarbell, Gaspe Tarbell Associates. Throughout the conference their role was to lead participants through the agenda (See Attachment 1) in a manner that enabled participants to participate in:

- Caucus sessions for First Nations, RCMP and government delegates at the beginning and middle of the conference;
- Plenary presentations and discussions relating to:
 - First Nations Community Policing Services Review;
 - Letters of Expectation (LOEs);
 - Community Safety Officers;
 - Aboriginal Gang Awareness;
 - RCMP Recruitment;
 - Provincial perspectives;
 - RCMP response to First Nations priorities; and
 - Collaborative policy development;

- Workshops and working groups that enabled participants to explore potential solutions to issues in the following topic areas:
 - Relationships;
 - Communications;
 - Cross-Cultural Sensitivity;
 - Community Consultative Group;
 - Officer Orientation and program evaluation;
 - Band bylaws and traditional laws; and
 - Traffic safety;
- Networking events were also organized around the meals to encourage informal discussion of the issues at hand and the building of inter-personal relationships between the distinct groups participating at the conference.

It is important to note that initially, due to a change in the funding supports available for the conference, the Province of BC had agreed to proceed with two (2) smaller forums, one in Kelowna and one in Prince George, rather than one larger conference. However, given low registration at the proposed northern forum the decision was made to focus on Kelowna and revisit the idea of a northern forum in early 2009.

The following is a summary of the presentations, discussions and outcomes from the 4th Kelowna conference session. Prepared by the facilitator, this report is intended to provide a basis for reminding participants of the outcomes of the conference, support efforts to inform others of the issues involved in attempting to support effective policing in First Nations communities, and assist the CTA Steering Committee to develop plans on how it will fulfill its responsibilities to follow up on the issues raised at this conference and to begin planning for future forums.

2. AGENDA ACTIVITIES

A) Opening Prayer and Welcoming Remarks

Marion Radawetz, Co-Chair, Community Tripartite Agreement (CTA) Steering Committee, opened the meeting with a prayer in English and Okanagan.

Chief Robert Louie, Westbank First Nation, speaking in English and the Okanagan (nsyilxcən) language welcomed everyone to the traditional territory of the Okanagan (syilx) peoples. He extended thanks and appreciation to the organizers, the members of the CTA Steering Committee and the Commanding Officers Aboriginal Advisory Committee (COAAC), and noted that over a dozen First Nations Chiefs were expected to participate in the conference. He acknowledged the presence the RCMP, federal and provincial government leadership and urged them to continue to involve First Nations leaders to build on community capacity, look at what works, and doesn't work, and what we can do better, together.

“We are here to protect these lands, the peoples and the environment, and the future generations, and that is one of the reasons for having conferences such at this.”

He acknowledged the theme of the conference “*Continuing the Journey – together*” and encouraged a focus on involving the First Nations leadership, building on community capacity, and learning from what works and doesn’t work, as important elements in our efforts to determine how we can do better, together.

Terry Bedard, Aboriginal Policing Directorate, Public Safety Canada, Government of Canada, extended greetings on behalf of the senior officials involved in Aboriginal Policing at the federal level. He noted that there were budget constraints and reviews underway that resulted in the federal decision to not directly fund this gathering. However, he stressed that there continues to be support at the federal level for the contribution that the CTA approach is making to improved policing in First Nations communities.

Sandra Sajko, Executive Director, Policing Services Division, Ministry of Public Safety and Solicitor General, Government of British Columbia, speaking on behalf of the BC Minister of Public Safety and Solicitor General John van Dongen, and Kevin Begg, Assistant Deputy Minister and Director of Police Services, extended thanks to the Okanagan Nation Alliance and the Westbank First Nations, and welcomed the participants to the 4th First Nations Community Tripartite Agreement Policing Conference. She noted that the completion of a recent review of the First Nations Community Policing Service in BC would be a discussion item on the agenda and indicated that the review and meetings such as this are ways to support the abilities of province, federal government, RCMP and First Nations to conduct policing in a manner that ensures that the community is involved in efforts to improve accountability of the First Nations Community Policing Service.

“The review allows us the opportunity to see the strengths, and where we need to make improvements in First Nations policing, and supports the ability of the province, federal governments and RCMP to respect First Nations community culture and beliefs.”

Chief Superintendent Richard Bent, Deputy Criminal Operations Officer, Contract RCMP “E” Division, extended the regrets of Commanding Officer Gary Bass who was unable to attend this conference due to his trip to meet with RCMP officers stationed in Afghanistan. He stressed that providing an enhanced policing service in First Nations communities remains a priority of the commander and the division. He also referred to the findings of the FNCPS review and noted that while there have been issues over the years it is important not to lose sight of the good that has been accomplished in First Nations policing.

‘The relationship that has been built over the years between First Nations and the RCMP has never been better.’

He concluded by complimenting the level of participation of all the parties in discussion such as these, and the ‘wisdom of the advisors’ who have helped develop the working relationship between the RCMP and First Nations into what it is today.

Marion Radawetz, First Nations Co-Chair, CTA Steering Committee, described how she has been participating in the work of the CTA Steering Committee since its formation and stressed how rewarding it has been to work with the leadership of all the parties involved in First Nations policing. She expressed the view that policing has started to become a priority in First Nations communities, and is now no longer as completely overshadowed by social issues as was the case in the recent past. She emphasized the role of the CTAs in contributing to these improvements and made particular reference to the importance of completing schedule D, a reporting form that is attached to each CTA, and is used to identify indicators of progress.

B) First Nations Caucus Sessions

The First Nations Caucus Sessions are held throughout the conference to provide First Nations participants an opportunity to review the agenda, identify issues that may need to be included in the discussions during the conference, and to select the First Nations members of the committee consistent with the terms of reference of the CTA Steering Committee (See Attachment 2).

There were two caucus sessions held at this year's conference. The first was held immediately following the opening of the conference on Wednesday evening, November 26th. Issues discussed during this caucus session included:

- Clarification about the mandate and roles of both the CTA Steering Committee and the Commanding Officers Aboriginal Advisory Committee;
- The importance of First Nations utilizing these committees as avenues to provide input and influence how policing is delivered in First Nation communities;
- The need to continue to get more Chiefs to participate in information and problem solving forums such as this;
- Discussion of how participation in this conference has contributed to informing the RCMP, province and federal governments about ways to address problem issues such as drugs and drug dealers, and the enforcement of band by-laws and how that links to prosecutions; and
- Clarifying, during this conference, what the impact of the 2010 Olympics will be on policing within BC.

Several of the participants raised the concern about the shortage of officers available to deal with issues in smaller communities and communities on the US/Canada border. This was related to concerns about the low level of resources being assigned in some of these communities (e.g. what am I supposed to do with 'point 5' or less of a full time officer that is located 40 miles away?). The participants were very supportive of the Steering Committee members advocating on these issues between conferences and suggested a number of ideas for the committee's workplan such as:

- Encouraging a change to policies so that communities can have access to at least one full-time member/officer;
- Getting more officers from the detachment level to participate in these conferences; and
- Developing a handbook on what the committee 'can and can't do.'

The second caucus was held on the afternoon of Thursday, November 26th. The First Nation participants were seated in 4 groups based on the RCMP Districts (Vancouver Island, Lower Mainland/Vancouver, Southeast and North) and asked to identify who would be the First Nation representative(s) on the CTA Steering Committee. The updated list of CTA Steering Committee members is contained in Attachment 3.

C) Program Monitoring: Review of the First Nations Community Policing Services in BC

Stephen Watt, CMLS Global, introduced himself by summarizing his extensive experience working on policing issues for more than 30 years, including 10 years of work relate to policing in First Nations communities. He described how surveys, focus groups, and a review of documentation was used to conduct a review of the FNCPS and noted that there was real consistency in the responses amongst and between the First Nations, RCMP and government officials interviewed. He highlighted a number of key messages that emerged from the review process including:

- The importance of acknowledging the diversity within First Nations and between First Nations communities;
- The critical need for collaborative action in order to make progress on the issues (and noting that this is an approach that is identified in the FNCPS); and
- The surprising number of ‘don’t know’ answers given during the review (e.g. the definition of ‘enhanced policing’ is not well defined or there is not a shared understanding of what it means).

He concluded by summarizing the forty nine ‘Suggested Actions’ that are contained in the 78-page report and 22-page executive summary. These ‘Suggested Actions’ are organized around the following eight key issues (See Attachment 4):

- 1) *RCMP – First Nations Community Relationships*
- 2) *RCMP – First Nations Community Communication*
- 3) *Cultural Sensitivity and Awareness*
- 4) *Community Consultative Groups*
- 5) *Letters of Expectation*
- 6) *First Nations Community Policing Service*
- 7) *Integrated Solutions to Community Concerns and Issues*
- 8) *CTA-FNCPS Orientation and FNCPS Evaluation*

i) Panel Response to the FNCPS Review

Immediately following the presentation and dialogue with the participants, representatives of the federal, provincial, RCMP and First Nations/COACC delegations (*i.e. Terry Bedard, Bob Cole, Inspector Sean Maloney, and Gloria Morgan*) were invited to provide an initial comment. In general, each of the speakers complimented CMS Global for the comprehensiveness of the report and express recognition for the issues identified and support for engaging in a discussion on how to move forward with the recommendations. During this discussion the RCMP made it a point to clarify its structure

and how Aboriginal issues were dealt with between the Detachment Commanders, within each of the four districts, and at the “E” Division headquarters. The Aboriginal NCO Advisory Sergeants for each district, a relatively recent addition to the structure of the RCMP, were introduced (Sgt. Patty Cook, Sgt. Syd Lecky and Sgt. Chris Bear) and indications given that a second Aboriginal Advisory Sergeant is being sought for the North District. In conclusion, both the RCMP and First Nations representatives on the panel urged participants to work with the Detachment Commanders and Advisory Sergeants to identify priorities and work to resolve issues. In response, one participant noted that:

“There is a need for a systematic approach that involves the whole detachment in meeting the requirements of effective, comprehensive policing services in FN communities and surrounding areas.”

ii) World Café Discussion Groups on the FNCPS Review Recommendations

Following the presentations the participants were given an opportunity to work in smaller discussion groups and to explore the content and recommendations of the FNCPS Review. The discussion groups were organized around the eight themes/categories contained in the report itself. Members of the CTA Steering Committee played key roles in these discussion groups, serving as both facilitators and resource people (this is an example of increasing First Nations capacity). Key messages emerging from those discussion groups include the recognition that these are in many ways ‘chronic’ issues that will require continuous attention to ensure that improvements are being made. In addition the discussion groups commented on the following:

a) RCMP – First Nations Community Relationships

A number of the ‘Suggested Actions’ in this category link directly with the content and effectiveness of the Letters of Expectation, and that work on the other seven issues in the FNCPS Review report would also contribute to an improved relationship.

b) RCMP – First Nations Community Communication

It will be important to build on existing efforts (e.g. newsletters) rather than trying to create more. It is also critical that information technology can be used in ways that are effective given the circumstances of the communities, and not looked at it as the magic answer. While everyone recognized that there will always be room for improvement, the participants did note that there is a bit of a gap in perceptions with First Nations reporting that communications may not be going as well as the RCMP members felt. While there are some examples of ‘best practices’ out there in all of these issue areas (e.g. Nisga’a approach to CCG minutes) the RCMP and provincial government were encouraged to track, record and disseminate best practices via a central location/website. Proactive approaches to meeting as required and including issues and accountability in community newsletters.

c) Cultural Sensitivity and Awareness

The participants discussed the challenges involved in trying to create this kind of sensitivity in context of the great diversity between First Nations and the policing relationship, in both historic and contemporary terms. It was noted that current efforts are not sufficient especially when trying to deal with the complexity of First Nations diversity, and that it is often incredibly difficult to know how officers are learning and what kinds of materials are effective. The discussion emphasized a ‘cultural competency’ approach where officers and communities are provided enough information and skills in order to recognize and respond to the diversity of issues within both the First Nations and RCMP cultures. It was also suggested that schools can be involved in this kind of work and that it doesn’t just have to be the responsibility of those involved in policing. Resources will need to be dedicated to efforts in this area and creative ways found to monitor and report on progress, perhaps through an annual report on the contents of LOEs.

d) Community Consultative Groups (CCGs)

Despite being a specific requirement within the CTAs and many of the written descriptions of CCGs look good on paper, it is evident that there are not many formal CCGs in place in the communities working under a CTA. The advice was to provide for flexibility in what the formal structure could look like, so that it could be more responsive to the community’s practices and ideas on how to fulfill the role of the CCG, which is to encourage direct involvement in policing, access to the FNCPS member, and a relationship with the RCMP detachment leadership. Communities often struggle with getting more than the ‘same ten people’ to participate in these and other committees and as a result it was suggested that consideration be given to providing some sort of incentive approach such as honorariums or training. There may also be opportunities to involve the community in the RCMP’s selection process for determining which detachment member will be the liaison officer. As with other issues this is one that links directly to the LOEs and understanding about the duties of the RCMP member (e.g. court duty). The approach in Fraser of having a full time police liaison position was identified as an ideal situation/best practice. To increase awareness and effectiveness of CCGs it was also suggested that First Nation communities (rural and urban) partner around the CCG, and that the RCMP and First Nations do joint community presentations.

e) Letters of Expectation

Since the introduction of the LOE approach, the RCMP have made it a requirement of Detachment Commander Performance Plans and an item in the monthly ED #78 Activity Report. While designed as an effort to ensure that the RCMP system is prioritizing this solution, it has created a situation where the majority of LOEs are seen to have been developed without the proactive involvement of the First Nation communities in a given CTA/detachment. The comments suggested that it will be important to secure more direct First Nation participation in the joint development, renegotiation, tracking (monthly and annually) and problem solving involved with LOEs. In the unique situations where there is more than one community in the CTA, it was suggested that while LOEs be signed with each specific community, the development of the LOE be done collectively with all the bands. In the situation where more than one detachment is providing services to a First Nation it was suggested that the First Nation have an LOE with each detachment.

“No other communities in Canada get this LOE opportunity to sort out priorities and relationships.”

f) First Nations Community Policing Service

This section of the FNCPS Review contained the most ‘Suggested Actions’, eleven in total. The discussion acknowledged both the challenges (e.g. funding, manpower, compliance, communication during renegotiation, etc.) involved and the improvements that have been made, and emphasized that very often success is dependent on the individual and working relationships between the RCMP and the community. In addition to the ‘Suggested Actions’ in the report, the participants suggested that more orientation tools/DVDs be made available, that ‘service commitment’ be better defined, and that more effort be placed on recruiting First Nations officers. It may also be possible to define a role for the Advisory NCOs, as well as the CTA Steering Committee and/or the COAAC in addressing some of these issues.

g) Integrated Solutions to Community Concerns and Issues

In this area the participants encouraged that additional supports be identified to strengthen efforts to take a more strategic approach to involving other sectors (e.g. Housing, Ministry of Education, etc.), amending policies, and linking these approaches back to improvements/adjustments of the LOEs.

h) CTA-FNCPS Orientation and FNCPS Evaluation

The participants emphasized that it will be important to clearly identify what is to be measured to determine progress on an annual basis, and that it includes a specific focus on issues/progress at the local in addition to a provincial wide focus. First Nations also expect to be involved in the development of these ‘Suggested Actions’. There was also encouragement to provide incentives to participate, and use language and tools that will increase understanding of this process and use of the results.

D) First Nations Laws - Band Bylaws and Traditional Laws

Kyle Friesen, Counsel, Legal Advisory Section, Public Affairs – Advisory, Justice Canada, Government of Canada, described the current state of the case law and issues affecting the status of Band Bylaws, Band Council Resolutions (BCRs) and Banishment Letters, considerations involved in securing assistance from the RCMP or courts for enforcement and/or prosecutions of these ‘3 Bs’, and the application of provincial laws on reserve.

In terms of BCRs and Banishment letters, these are an expression of the council’s decision but are not a ‘legal authority’ for police action. Police will provide assistance as soon as operationally possible, but not ‘enforcement’. For example, BCRs may address evictions or dog control issues and the police do not see themselves as dog catchers or furniture movers! Band Bylaws passed under the *Indian Act* are legal authorities that may call for police action.

In terms of Provincial laws, they do apply on reserves unless they have been specifically displaced by such things as First Nations laws enacted under a self government arrangement or a treaty settlement. Mr. Friesen advised that bands involve their lawyers and the police, and perhaps prosecutors in the development of First Nations laws/bylaws to ensure that there is an ability for them to be enforced. For example it is important to consider the costs involved (e.g. police, courts, records, etc.) in the administration of First Nations bylaws, such as traffic bylaws, and who is going to pay for these costs.

Mr. Friesen also sought to provide insight into the impact of recent court decisions that touch on the definition of highway. There is a distinction between the legal status of private roads vs. public roads and this has led to some uncertainty and confusion about whether the police and provincial courts can enforce the *Motor Vehicle Act* on roads on reserve. After describing the case law Mr. Friesen stated that “it was important to look at each case to determine 1) if it’s a highway (e.g. public signs, passes through to other public property) and 2) what the law says about a particular offence.” He noted that this does require RCMP members to make decisions and to be aware of where the offence occurred. Mr. Friesen stressed that while this confusion was being clarified it was important to focus on the safety of people on the roads as the priority and to ensure that insurance and liability protections were in place.

The participants engaged Mr. Friesen in a discussion of several issues, including areas where the participants took a different position than the one expressed in the presentation. It was noted and clarified that:

- Bylaws as functions of the *Indian Act* are a legislative enactment;
- The legal recognition of First Nations authority over settlement lands is still being clarified between First Nations and the legal system;
- In some cases, even where there is a settlement agreement, the police will investigate but it is up to the band to prosecute;
- In situations where healing circles, restorative justice or Alternative Dispute Resolution processes are in place enforcement and prosecution may not be appropriate;
- Police can enter reserves without permission or advance notice to apply the federal and provincial laws that apply and in order to avoid reserves being used as ‘safe havens’;
- Bands can incorporate provincial laws, such as the *Motor Vehicle Act*, within their laws or to ensure the provisions to such things as private roads, however it is important that the band assess the liabilities this may incur to them.

Efforts to address these issues involve the Department of Justice and the police working with INAC, and the work of the police to engage in consultations with band councils. It was clarified that there is a difference between working collaboratively through a Letter of Expectation to improve communication and provide advice on policing priorities as opposed to what is often described as political interference. Councillor Larry Derrickson, Westbank First Nation, discussed the impact of the April 2005 *Westbank First Nation Self Government Act* on the status of the bands laws and the enforcement relationship with the RCMP and the provincial justice system. Councillor Derrickson established a context for his remarks by describing the Westbank First Nations territory, people, government. Under the authority of the Act the WFN government has enacted 31 WFN laws on a variety of topics and instituted the WFN Law Enforcement Department. He described the biggest issue as being the continuous educational effort required to explain the legal status of the settlement Act and to get people to understand that the WFN laws are ‘real’ and come with enforceable penalties and repercussions.

“As a government we create laws that the RCMP and Province will enforce on our behalf.”

Richard Johns, Westbank First Nation Law Enforcement Officer, explained his role as the Westbank First Nations law enforcement officer noting that his authority is conferred on him through the WFN and the law enforcement *Self Government Act* and that he is recognized as a “Peace Officer” and not “Police Officer” which has different legal authorities. He described his roles as enforcing WFN laws, educating people about those laws and the role of the department, helping the RCMP particularly in terms of dealing with a lot of the calls for minor matters, and serving as a ‘good witness.’ The participants sought clarification on the source and extent of authorities, the distinction between a police officer and a peace officer, and whether there were any formal agreements or Memoranda of Understanding with the RCMP or the federal government. There was also a discussion about whether small communities could afford this type of self governing approach given that WFN draws on its tax revenues to support the operation of this department.

E) Traffic Safety and the application of the *Motor Vehicle Act*

Inspector E. J. (Eric) Brewer, Commander, North District Traffic Services, RCMP “E” Division, spoke from the heart about the devastating impact from the disproportionately high number of deaths and serious injuries that First Nations and Aboriginal people in BC experience from motor vehicle accidents. He provided insight into the alarming statistics that haven’t shown much improvement over the last 15 years. He also identified some of the contributing factors such as impaired driving, high risk driving behaviour (including not using seat belts and unsafe speeds), vehicles in poor condition (often a function of poverty), young drivers, and how far away health services were located.

“Nothing else kills or injures more First Nations people in British Columbia than motor vehicle accidents...an Aboriginal male is nine times more likely to die in a motor vehicle accident than any other group!”

He described the RCMP’s participation in “Road Safety Vision 2010” a national effort to make Canada’s roads the safest in the world, and reduce the average number of road users fatally or seriously injured by 30% by:

- Raising public awareness of road safety issues;
- Improving communication, cooperation and collaboration among road safety agencies;
- Enhancing enforcement measures; and
- Improving the collection and quality of national road safety data.

“This isn’t about you, or writing tickets, it’s about saving lives and reducing injury, and getting everyone home safely.”

He concluded by noting that each RCMP unit has develop a strategic plan that is having an impact in the province overall, but not when it comes to the First Nations and Aboriginal communities. In response to this call to help make road safety a priority, reduce the number of collisions, and decrease the number of related injuries and fatalities in the Aboriginal community the participants urged the RCMP to:

- Write to each First Nations community providing them with local contacts and inviting them to get involved as advocates;
- Create higher standards for acquiring a licence and strengthen length of licence suspensions (especially for impaired driving);
- Consider incentive-based approaches in addition to other efforts such as graduated licences;
- Provide more access to the ‘roll-over simulator’ in First Nations and neighbouring communities; and
- Develop strategies that combine with efforts to create healthy communities and break the cycles of dysfunctional/unhealthy behaviours.

F) Provincial Perspective

Kevin Begg, Assistant Deputy Minister, Ministry of Public Safety and Solicitor General, and Director, Police Services Division, described the Province’s efforts to deal with fundamental underlying issues to develop inter-ministry groups (e.g. Health, Education, Children and Family Services, Policing, etc.) to identify the justice issues and develop ways to effectively deal with the underlying problems in most areas, except for dangerous and prolific offenders.

“If we don’t educate, deal with addicts or look after the children we’ll all deal with the problem...so it’s important to recognize that none of us can do it on our own and that we all have to pull together.”

Mr. Begg also describe a number of initiatives that are underway to improve policing in BC. These include:

- Focusing on engaging with youth prior to their becoming involved with crime or gangs;
- Building trust with people and comment, so that those not involved in crime have to feel comfortable working with the police;
- Using technology wisely;
- Adapting the system to respond to quality analysis;
- Improving the public complaints process; and
- Strengthening officer training to keep pace with the increasing complexity of crime and the law.

While expressing concern about how the ongoing downturn in the economic climate could affect how adaptable the province will be able to be, he also expressed confidence that the level of resources would not be reduced. He also indicated that the province would be putting resources into policing for rural and small communities and paying attention to how the recent change in the RCMP’s ‘backup policy’ affects officers ‘over time’ and ‘burn out’ levels.

He concluded with remarks about the ongoing renegotiations with the federal government of the provincial policing contract that will continue over the next two years. This contract affects funding for both First Nations policing and the *Provincial Policing Services Act*. Mr. Begg indicated that the province would prefer to see this divided into two separate federal/provincial contracts managed by federal group in Ottawa.

Following the presentation one participant pointed out that Mr. Begg's "...message of community and collaboration is what we have all talked about here... Now we have to sit down and figure out how it works." In that light several of the First Nations leaders present expressed a willingness to work more closely and proactively with the ADM, other departments, and the RCMP to find solutions that would enable First Nations policing positions to be located directly in their communities, and to counter opposition to pursuing creative opportunities similar to the approach being taken by the Westbank First Nation.

G) Responding to First Nations Priorities

Chief Superintendent Richard Bent, Deputy Criminal Operations Officer, Contract RCMP "E" Division, described current efforts within the RCMP within the context of the perspectives provided by the province and First Nations during this conference. He began by reiterating that while the RCMP was pleased with the findings in the FNCPS review that the relationship is good they had every intention of continuing to work on the issues identified in the report.

"There is real benefit to coming back to this forum over the years. You can see the development and progress made over time."

Currently the RCMP is working on a number of levels to support improvements in First Nations policing. They are working with the province on the inter-departmental integrated approaches. They are working with the First Nations leadership council on the development of an Aboriginal justice system that is engaging a broad cross section of components that affect justice issues at the First Nations community level. They are also building on the 2007 First Nations/RCMP public safety and cooperation protocol to emphasize the importance of a public complaints process.

He reminded participants that the RCMP has demonstrated a willingness to look at and adapt approaches suggested in these conferences and will continue to look for ways to improve. On the Letters of Expectation, the RCMP will encourage the detachments to continuously communicate and to review them more often than annually. They also look at ways to improve the Community Consultative Groups (CCGs) into bodies along the lines of Public Safety Commissions, continue to increase the level of representative First Nations input they are receiving, and work to develop a cultural sensitivity/cultural competency program/curriculum that responds to the diversity within BC.

The Chief Superintendent also took the opportunity to inform the participants about the plans for policing during the 2010 Olympics. Approximately 500 people are currently working to coordinate the 6,700 armed police officers and 8,000 private security personnel expected to be in BC before, during, and for a short time after the February 2010 event. By comparison, at this time there are approximately 6,000 RCMP members in BC. He indicated that as a result of national recruitment efforts among other provincial and municipal police forces, and restrictions on leave during the Olympics, the impact on policing in BC and in First Nations communities in BC is not likely to be as bad as many have anticipated, and should in fact not be noticeable.

"When I look back on my career one of the things I will treasure will be the relationship I've had working with the First Nations community..."

In response to the presentation several participants spoke about the role of the LOEs in building and maintaining a good working relationship, particular in an environment where there may be a renewed fear of the police. LOEs send the message that the detachment commanders along with the local First Nation Policing Service members should be meeting with the community. The process of developing and implementing and reviewing an LOE should be lead by the community.

H) Community Safety Officers Program

Chief Superintendent Richard Bent also spoke to the current status of the Community Safety Officers (CSO) program. This is part of a national effort to provide more support to uniformed officers (e.g. crime prevention, crime scene security, victim services, working with the schools). CSOs are unarmed RCMP special constables who receive modified training similar to that received by ‘Auxiliary Constables’ and wear a distinct uniform. Sixteen CSOs, drawn largely from the existing pool of Auxiliary Constables, were put in place in British Columbia on a pilot project basis in July 2008 for an 18 month period concluding in December 2009. The initial feedback has been good, and the province is currently working through the *Provincial Police Services Act* to hire five First Nations pilot CSO positions. These First Nation CSOs are expected to receive training in March and April 2009 and work with the FNCPS members. It is the intention to hire CSOs to work in specific communities and as such they will not be transferred as is often the case with regular RCMP members. The participants inquired about the screening process involved and whether the RCMP was anticipating any problems finding qualified First Nation applicants. They also inquired about the differences between a CSO and a FNCPS officer.

I) Aboriginal Gang Awareness

Corporal Mike Moyer, Aboriginal Gang Unit, “E” Division, provided an update, noting that the Unit was started a year ago to proactively respond to potential gang issues. The Unit, and the calls it receives, are connected to the existing 1-800 system. He encouraged the communities to bring the unit in to do presentations as one strategy to prevent community members from winding up on the street.

“If the youth are hearing these positive messages and talking about the issues, that is a success.”

J) RCMP Recruitment and Pulling Together Canoe Journey

Corporal Dee Stewart, Recruiting Supervisor, “E” Division, informed the participants about the recruitment efforts within the department and the entry requirements (e.g. grade 12, 19 years of age, valid driver’s licence). She encouraged the participants to inform their communities about the work she is doing to get people interested, to help people prepare for the exams, and to help understand the pressures and issues First Nations people face when they go through the recruitment and training process. If required, she will focus on one-on-one recruitment and exams. Corporal Stewart also clarified the seven-step process involved: Information Session; Written Test; Physical Test; Interviews; ‘Good Character’ verification; Health (medical, dental, psychological); and Enrolment as a Cadet. While there have been successes in recruiting Aboriginal and First Nation people (e.g. there are currently 80 Aboriginal RCMP members in BC; an Aboriginal officers to Aboriginal students career forum resulted in 40 participants and 15 applications, with twelve of those people becoming RCMP members). A recent policy change back to paying cadets a stipend (\$500/week) is expected to aide in recruitment efforts. Corporal Stewart shared packages of the positive marketing material currently being used including a youth internship opportunity.

Participants shared anecdotes of difficulties First Nations people have had with the recruitment and application process including being interviewed by people who didn't understand or accept the community dynamics that First Nations applicants come from. It was suggested that the RCMP also needs to be more open to assisting applicants deal with healing and health issues resulting from the multi-generational impact of residential schools. Corporal Stewart was invited to set up a booth and make a presentation at the upcoming KTC Biannual Assembly, and the Tunaxa Nation Annual General Assembly. She was also encouraged to consider holding a golf tournament as a recruitment.

K) Collaborating on policy development

James Wilson, Chairman, Kwakwilt District Council, First Nations CTA Steering Committee, introduced the topic by pointing out that one of the issues the Steering Committee is looking at is what role it should take in policy development. In the case of long term planning, policy can be one activity. The comments at this conference also suggest that policy development could focus on supporting stability and continuity. It is also important to remember that policy development can focus on straightforward activities to promote awareness and requiring that people learn about the policing/government/community system.

“Policy developed jointly and collaboratively is going to help improve this initiative.”

Kim Recalma-Clutesi, Qualicum First Nation, Commanding Officers Aboriginal Advisory Committee, informed the participants of the role of the COAAC as an advisory committee of experienced individuals that does not attempt to be “representative” of, or speak for, First Nations nor does it get involved in operational policing.

In terms of policy development she noted that there is a link between the COAAC's recommendations and policy issues around the current federal/provincial policing framework agreement, funding and the CTA process. She provided a historical context to the work of the COAAC dating back to its founding in 1993. She also stressed that there has been a consistent difference in First Nations and RCMP perspectives about what constitutes justice and how to develop policy that both addresses the important challenges in policing and the underlying fundamental issues such as residential schools. There is also concern that integrated solutions not be downloading in disguise and that consideration be given to the capacity needs of small communities. She concluded by stressing that it will be important to continue to work on figuring out how both the COAAC and the CTA Steering Committee participate in collaborative policy development with the federal, provincial and RCMP parties, and the policy areas to focus on (e.g. LOEs, FNCPS review, etc.).

“So many times we fail to take the opportunities to make some changes – this is one we have to take to advantage of...”

3. CONCLUSION

As has become the custom at the Kelowna Conferences the leadership present from the First Nations, RCMP and provincial and federal governments are given an opportunity to reflect on the meeting and to share any final comments. The comments were very positive, emphasizing that the conference provides an important opportunity to meet with other parties involved in CTA policing, learn and improve our understanding and have a say about how we can work together on the common issue we face.

“Its telling that I knew the FNCPS Review document was in place but didn’t understand its impact on the community’s safety and wellbeing. This document can help us walk the talk.”

The conference concluded with clarification that a summary report would be prepared, and that the content of that report, and the FNCPS Review Report would be forwarded to the newly constituted CTA Steering Committee for consideration. It is anticipated that the committee will use the reports to develop a workplan for it over a 1-2 year period based on a prioritization of the “Issues” and “Suggested Actions”.

ATTACHMENT 1 – AGENDA

Continuing the Journey - Together
Joint CTA Policing Forum
Manteo Resort
Kelowna, BC
November 26-28, 2008
FINAL DRAFT AGENDA

MEETING OBJECTIVES

- To support the provision of an accountable, professional, effective, and culturally appropriate First Nations policing service at all levels within the Province of British Columbia by:
 - Providing training to strengthen governance and delivery capacity;
 - Sharing information about lessons learned;
 - Addressing relevant policy and program issues; and
 - Encouraging and supporting collaborative relationships between all parties.

DAY ONE – WEDNESDAY, NOVEMBER 26, 2008

TRAVEL DAY

~ TRAVEL DAY ~

5:00– 7:00 Conference Registration

5:30 – 6:30 First Nations Participants Pre-Meeting

- *Update from CTA Steering Committee Members*

7:00 – 9:00 Conference Opening Dinner

- Opening Prayer and Welcoming Remarks
 - *Chief Robert Louie, Westbank First Nation*
- Opening Remarks
 - *Speaker to be Confirmed, Aboriginal Policing Directorate, Public Safety Canada, Government of Canada*
 - *Sandra Sajko, Executive Director, Policing Services Division, Ministry of Public Safety and Solicitor General, Government of British Columbia*
 - *Chief Superintendent Richard Bent, Deputy Criminal Operations Officer, Contract RCMP E Division*
 - *Marion Radawetz, First Nations Co-Chair, CTA Steering Committee*

DAY TWO – THURSDAY, NOVEMBER 27, 2008

7:30 Breakfast Buffet

8:30 Introduction to the Conference/Review of Expectations

- *Marion Radawetz, Co-Chair CTA Steering Committee (Westbank First Nation)*
 - *Harold Tarbell, Conference MC/Facilitator (Akwasasne Mohawk)*
- 8:45 Program Monitoring: Review of the First Nations Community Policing Services in BC
- *Stephen Watt, CMLS Global*
- 9:30 Panel Response to the FNCPS Review
- *Bob Cole, Senior Program Manager, Governance and First Nations, Policing Services Division, Ministry of Public Safety and Solicitor General, Government of British Columbia*
 - *Terry Bedard, Senior Advisor, Negotiations, Aboriginal Policing Directorate, Public Safety Canada, Government of Canada*
 - *Inspector Sean Maloney, Officer In Charge, Aboriginal Policing Services, RCMP E Division*
 - *Gloria Morgan (Yaw Yawt all Xa Xa7 t'e Boonllp), Spallumcheen Indian Band, Commanding Officers Aboriginal Advisory Committee*
- 10:15 Health Break
- 10:30 World Café Discussion Groups on the FNCPS Review Recommendations
- *RCMP-First Nations Community Relationships*
 - *RCMP – First Nations Community Communication*
 - *Cultural Sensitivity and Awareness*
 - *Community Consultative Groups*
 - *Letters of Expectation*
 - *First Nations Community Policing Service*
 - *Integrated Solutions to Community Concerns and Issues*
 - *CTA-FNCPS Orientation and FNCPS Evaluation*
- 12:00 Lunch (to provided)
- 1:00 Facilitated Discussion on Strengthening First Nation/Detachment Relationships
- *Letters of Expectation (LOEs)*
 - *Discussion on Completing Schedule D*
 - *Cross Cultural Awareness*
- 2:30 Health Break
- 2:45 Concurrent Workshops
- *First Nations Laws - Band Bylaws and Traditional Laws*
 - *Councillor Larry Derrickson, Westbank First Nation*
 - *Richard Johns, Westbank First Nation Law Enforcement Officer*
 - *Kyle Friesen, Counsel, Legal Advisory Section, Public Affairs – Advisory, Justice Canada, Government of Canada*
 - *Traffic Safety and the application of the Motor Vehicle Act*

- *Inspector E. J. (Eric) Brewer, Commander, North District Traffic Services, RCMP E Division*

- 3:45 Concurrent Workshops (repeat)
- 4:45 Adjourn Day Two
- 5:30 – 6:30 Caucus Sessions
- *Selection of First Nations Steering Committee Members*
- 7:00 Social Event: Televised Hockey – Calgary @ Vancouver

DAY THREE – FRIDAY, NOVEMBER 28, 2008
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- 7:30 Breakfast Buffet
- 8:30 Opening, Summary and Introduction to Day 3
- *Marion Radawetz, Co-Chair CTA Steering Committee (Westbank)*
 - *Harold Tarbell, Conference MC/Facilitator (Akwesasne Mohawk)*
- 8:45 Provincial Perspective and Q&A Session
- *Kevin Begg, Assistant Deputy Minister, Ministry of Public Safety and Solicitor General, and Director, Police Services Division*
- 9:15 Responding to First Nations Priorities
- *Chief Superintendent Richard Bent, Deputy Criminal Operations Officer, Contract RCMP E Division*
- 10:00 Health Break
- 10:15 RCMP Panel Presentation
- *Community Safety Officers Program*
 - Chief Superintendent Richard Bent, Deputy Criminal Operations Officer, Contract RCMP E Division
 - *Aboriginal Gang Awareness*
 - Corporal Mike Moyer, Aboriginal Gang Unit, E Division
 - *RCMP Recruitment and Pulling Together Canoe Journey*
 - Corporal Dee Stewart, Recruiting Supervisor, E Division
- 11:15 Collaborating on policy development
- *James Wilson, Chairman, Kwakwilt District Council, First Nations CTA Steering Committee*
 - *Kim Recalma-Clutesi, Qualicum First Nation, Commanding Officers Aboriginal Advisory Committee*
- 12:00 Working Luncheon Session - Closing Remarks
- 1:30 Closing Prayer and Adjournment

ATTACHMENT 2
CTA POLICING STEERING COMMITTEE
TERMS OF REFERENCE (Revised January 2007)

PURPOSE/MANDATE

The CTA Planning Committee is a more permanent multi-stakeholder forum established to support the sharing information, building of relationships, and the encouragement of new leadership directions and creative approaches that can strengthen the governance and delivery of First Nation policing in the Province of British Columbia.

ROLES AND RESPONSIBILITIES

- 1) Encourage, monitor and where possible, conduct follow-up to activities identified at the annual CTA policing conferences in British Columbia;
- 2) Plan future CTA conferences in BC;
- 3) The CTA Planning Committee will pursue the above responsibilities by:
 - a) Being the focal point for CCG information sharing¹;
 - b) Assisting BC First Nations communities and other stakeholders to strengthen their CTA policing structures and processes;
 - c) Supporting efforts to address priority areas (e.g. enforcement of First Nations laws) and challenges (e.g. housing, recruitment, communications, funding) in CTA policing;
 - d) Fostering and supporting the consultative process in BC relating to the implementation and evolution of the CTA process;
 - e) Establishing linkages with existing structures and processes within British Columbia (e.g. Federal APD; BC Aboriginal Policing; Commanding Officers Aboriginal Advisory Committee; First Nations representative organizations, Advisory NCOs for Aboriginal policing, etc); and
 - f) Exploring linkages with national initiatives affecting First Nations policing (e.g. First Nations Chiefs of Police Association).

ACCOUNTABILITY

The CTA Planning Committee will be accountable to the funding agencies for financial and activity reporting and the completion of a written annual report. The CTA Planning Committee will provide a report on its activities during each of the CTA policing conferences that it plans. Each member of the CTA Planning Committee remains accountable to the stakeholder group to whom they are currently responsible.

¹ These sub-points were changed from bullet points to letters for ease of reference – a change in formatting but not content

COMPOSITION/MEMBERSHIP SELECTION

The membership of the CTA Planning Committee would be as follows:

- First Nations - 4 representatives based on the four current RCMP Districts in British Columbia
- 2 First Nation representatives appointed from the Commanding Officers Aboriginal Advisory Committee²
- RCMP - 4 representatives, one for each District;
- British Columbia Policing Services Division - 2 representatives; and
- The federal APD - 2 ex officio representatives, including one regional and one HQ representative.

The selection of federal, provincial and RCMP members will be by appointment by their respective agencies. In the first year of operation the First Nations representatives will be the four members of the RCMP E Division Commanding Officers Aboriginal Advisory Committee (COAAC). In subsequent years the First Nations representatives will be selected at a First Nations caucus convened during the CTA policing conference.

The provision for 2 First Nations members from the COAAC to remain on the committee was added in year two in order to allow for continuity with the initial First Nations members and maintain a direct link between the Steering Committee and the COAAC, consistent with the Steering Committee's Roles and Responsibilities (section 3 e)³.

The CTA Planning Committee and its meetings will be chaired by a First Nations and a BC Provincial Co-Chair. The First Nations Co-Chair will be selected by the four First Nations members of the Planning Group. The BC Co-Chair will be identified by the BC Policing Services Division.

ACTIVITIES

The CTA Planning Group will develop a budget/proposal and seek resources to support the following activities on annual basis:

- Meetings to establish an annual workplan, monitor progress, and plan for future conferences:
 - Two face to face meetings and 4 Teleconference meetings⁴
- A Coordinator/Administrative Assistant
- An information clearing house function (document and web-based)
- Project funding for specific recommendations/activities arising from the CTA policing conferences, and to respond to specific requests for assistance; and
- An annual CTA policing conference in BC.

RESOURCES

BC and Canada will cost-share the funding necessary to support the work of the Planning Committee and to plan for and convene the annual conferences.

² This is a change from the original terms of reference.

³ This paragraph is also a change from the original terms of reference. It describes the purpose for changing the membership (effectively increasing the First Nations participation to 6 members of the Steering Committee).

⁴ Change in formatting but not content

ATTACHMENT 3
 CTA Policing Steering Committee (CTAPSC)
 Updated Sept. 2008

	Active Members	Alternates
North District	Chief Ann Louie Williams Lake Indian Band 2672 Indian Drive Williams Lake BC V2G 5K9 Phone: 250-296-3507 ext 104 Fax: 250-296-4750 Email: ann.louie@williamslakeband.ca	
	Norman Napoleon Saulneau First Nation Box 1020 Chetwynd BC V0C 1J0 Phone: 250-788-7291 Fax: 250-788-7261 Email: ggover@saulneau.com	
	Ron Nyce Gitwinksihlkw, Nisga'a Village Govt. PO Box 1 Gitwinksihlkw BC V0J 3T0 Phone: 250-633-2965 Fax: 250-633-2539 Email: N/A	
Lower Mainland District	Chief Clem Seymour c/o Fern Angus Seabird Island Band PO Box 650 Agassiz BC V0M 1A0 Phone: 604-796-2177 Fax: 604-796-3729 Email: clementseymour@seabirdisland.ca	
South East District	Marion Radawetz 3490 Elk Road Westbank BC V4T 2H4 Phone: 250-768-3762 Fax: 250-768-3796 Email: brookiesbite@shaw.ca	

	<p>Marguerite Cooper Akisq'nuk First Nation 2887 Kootenay No. 3 Road Fairmont Hot Springs BC V0B 1L0</p> <p>Phone: 250-345-2171 Fax: Email:</p>	
	<p>Ivan Lindley Upper Nicola Band Box 3700 Merritt BC V1K 1B8</p> <p>Phone: 250-350-3342 Fax: 250-350-3311 Email: ilindley@uppernicolaband.com</p>	
	<p>Chief Byron Spinks Lytton First Nation Box 20 Lytton BC V0K 1Z0</p> <p>Phone: 250-455-2304 Fax: 250-455-2291 Email: byron@lyttonfirstnations.com</p>	
	<p>Nelson Tallio Lower Similkameen Indian Band 517 – 7th Avenue Box 100 Keremeos BC V0K 1N0</p> <p>Phone: 250-499-5528 Fax: 250-499-5538 Email: execasst@lsib.net</p>	
Island District	<p>Lucille Brotchie (North Island) Kwakiutl Band Council PO Box 1440 Port Hardy BC V0N 2P0</p> <p>Phone: 250-949-6012 Fax: 250-949-6066 Email: clerk@kwakiutl.bc.ca</p>	
	<p>Leisa Fred (West Coast) Tseshah First Nation 5091 Mission Road Port Alberni BC V9Y 8X9</p> <p>Phone: 250-724-1225 Fax: 250-724-4385 Email: leisafred@tsehaht.com</p>	

	<p>Rhonda Underwood (South Island) Tsawout First Nation 7725 Tetayut Road Saanichton BC V8M 2C3</p> <p>Phone: 250-888-0102 Fax: 250-652-9114 Email: runderwood@tsawout.ca</p>	
COAAC	<p>Gloria Morgan Box 850 Enderby BC V0E 1V0</p> <p>Phone: 250-838-9771 Fax: Email: denglo@telus.net</p>	
	<p>Larry York 1800 Mount Castle Crescent Cranbrook BC V1C 5R5</p> <p>Phone: 250-489-4563 Fax: 250-489-4585 Email: lyork@ktunaxa.org</p>	
Province of B.C.	<p>Bob Cole Police Services Division Min. of Public Safety and Sol. Gen. PO Box 9285 Stn Prov Gov 10th Floor – 1001 Douglas Street Victoria BC V8W 9J7</p> <p>Phone: 250-356-6676 Cell: 250 213-7949 Fax: 250-356-7747 Email: Robert.Cole@gov.bc.ca</p>	
	<p>Linette Logie Police Services Division Min. of Public Safety and Sol. Gen. PO Box 9285 Stn Prov Gov 10th Floor – 1001 Douglas Street Victoria BC V8W 9J7</p> <p>Phone: 250-356-0531 Fax: 250-356-7747 Email: Linette.Logie@gov.bc.ca</p>	

Canada (ex-officio)	<p>Terry Bedard Aboriginal Policing Directorate Public Safety Canada Suite 260-858 Beatty Street Vancouver BC V6B 1C1</p> <p>Phone: 604-666-5308 Fax: 604-666-1498 Email: Terry.Bedard@ps-sp.gc.ca</p>	
RCMP	<p>Insp. Sean Maloney Officer In Charge (OIC) Aboriginal Policing Services RCMP "E" Division 4994 Heather Street Vancouver BC V5Z 1K6</p> <p>Phone: 604-264-2227 Fax: 604-264-2333 Email: sean.maloney@rcmp-grc.gc.ca</p>	
	<p>Sgt. Chris Bear Advisory NCO - Aboriginal Policing 'E' Division Island District 2881 Nanaimo Street Victoria BC V8T 4Z8</p> <p>Phone: 250-380-6120 Fax: 250-380-6242 Email: chris.bear@rcmp-grc.gc.ca</p>	
	<p>Sgt. Patty Cook Advisory NCO – Aboriginal Policing "E" Division Southeast District 170-395 Penno Road Kelowna BC V1X 7W5</p> <p>Phone: 250-491-5349 Fax: 250-491-2381 Email: patty.cook@rcmp-grc.gc.ca</p>	
	<p>Sgt. Syd Lecky Advisory NCO - Aboriginal Policing "E" Division North District 4020 5th Avenue Prince George BC V2M 7E7</p> <p>Phone: 250-561-3170 Fax: 250-561-3135 Email: Sydney.lecky@rcmp-grc.gc.ca</p>	

Chair/ Conference facilitator	Harold Tarbell Gaspe Tarbell Associates 409-100 Park Royal South West Vancouver BC V7T 1A2 Office: 604-913-1905 Fax: 604-913-1906 Email: htarbell@total.net	
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ATTACHMENT 4
ISSUES AND SUGGESTED APPROACHES
FNCPS REVIEW REPORT

1. RCMP-FIRST NATIONS COMMUNITY RELATIONSHIPS

Issue: **Building, maintaining and strengthening transparent, stronger and sustainable relationships between the RCMP and First Nation Communities (FNCs).**

Suggested Approaches:

- i. RCMP Detachment Commanders responsible for the delivery of policing services to First Nation Communities ensure increased RCMP presence, visibility and involvement in the First Nation Community, including attending cultural and traditional events.
- ii. The RCMP Aboriginal Policing Services (APS) continue working with Detachment Commanders and Supervisors, Aboriginal Advisory NCOs and the FNCPS members to ensure that RCMP-FNC relationships are being developed and maintained *at all levels* within the detachment.
- iii. The RCMP Aboriginal Policing Services identify and elaborate on various methods of communication between the RCMP and the FNC and to monitor for application and accountability at the detachment level.
- iv. Individual FNC leadership review and communicate their continuing desire and support for increased presence, communication and involvement of RCMP members in the community, on a regular basis.
- v. *RCMP FNCPS Review March 31, 2008 viii*
- vi. The FNC Chief and Council consider implementing a Band Council Resolution to ensure the continuity and sustainability of the community's police liaison (CCG or alternate) through the period of Band elections.
- vii. The RCMP consider an increase in the length of Limited Duration Postings for FNCPS members to any one FNC in support of developing longer term and meaningful relationships.
- viii. The provincial CTA Steering Committee and the Commanding Officer's Aboriginal Advisory Committee (COAAC) provide leadership and guidance on the application of policy, processes and communication initiatives to support the continued development and maintenance of RCMP-FNC relationships.
- ix. The *4th Joint Conference on First Nations CTA Policing in BC*, scheduled for Kelowna in late 2008, provide an opportunity for dialogue and cataloguing of best practices in relationship building between the RCMP and FNCs.

2. RCMP – FIRST NATIONS COMMUNITY COMMUNICATION

Issue: To enhance the level of communication between the RCMP and FNCs.

Suggested Approaches:

- i. Ensure the frequency and nature of meetings is agreed to and included in the LOE and adhered to by the parties.
- ii. Ensure that records are maintained and distributed in all formal meetings for review and follow-up, if necessary.
- iii. Explore the use of additional methods of communication such as newsletters, email, briefings and town hall meetings, to advise the FNC members and RCMP detachment members of FNCPS activities.
- iv. The RCMP and the FNC to ensure there is a balance between formal and informal methods of communication.
- v. The RCMP Aboriginal Policing Services track, record and share best practices in RCMP-FNC communications with all RCMP detachments and FNCs.

3. CULTURAL SENSITIVITY AND AWARENESS

Issue: Enhance the level of cultural sensitivity by the RCMP and the FNC.

Suggested Approaches:

- i. Jointly develop a FN cultural orientation information package on a community by community basis.
- ii. The FNC to be involved in the development and delivery of cultural orientation training to the RCMP.
- iii. Create opportunities and encourage participation by all RCMP detachment members to actively participate and be involved in the life of the FNC – and ensure that this component forms part of the LOE.
- iv. Develop and provide the FNC with an orientation package on the RCMP as an organization and a bio sheet on the FNCPS member(s).
- v. Detachment Commanders to conduct an annual review and report on the involvement of RCMP members in FNC cultural and traditional events.

4. COMMUNITY CONSULTATIVE GROUPS

Issue: The creation and maintenance of CCGs or alternate FNC police liaison with the FNCPS.

Suggested Approaches:

- i. Review each FNCs capacity to establish a CCG as described in the CTA.
- ii. Identify and provide alternate options to establish a police liaison for FNCs that lack the capacity to establish a CCG as described in the CTA.
- iii. Develop and provide training on the intended role of the CCG (or alternate police liaison body), their duties and responsibilities.

5. LETTERS OF EXPECTATION

Issue: To ensure the proper development of the LOE in a collaborative manner between the FNC and the RCMP, as outlined in the CTA.

Suggested Approaches:

- i. Ensure that the intent and goals of the LOE are clearly understood by all parties through a formal training process.
- ii. Provide an LOE guide to simplify the development process that can be used by FNCs and the RCMP.
- iii. Ensure the FNC's policing priorities, objectives, goals and expectations are clearly defined in the LOE and are realistic and measurable.
- iv. The LOE should be developed as a unique stand alone agreement between the FNC and the RCMP, and the Detachment Annual Performance Plan should not be appended.
- v. The LOE should be reviewed by the parties on a regular basis and at least annually, for revision and correction, if necessary.

6. FIRST NATIONS COMMUNITY POLICING SERVICE

Issue: To ensure that the FNCPS meets its service requirements under the CTAs.

Suggested Approaches:

- i. Ensure that all FNCPS members and Detachment Commanders are aware of the FNCPS service commitments outlined in the *Framework Agreement*.
- ii. The RCMP Aboriginal Police Services, in collaboration with the Detachment Commanders, to conduct an annual review of the FNCPS to ensure the mandated service commitments under the *Framework Agreement* are met.
- iii. Canada, the province of BC and the RCMP conduct a review of the deployment model to FNCPS communities to ensure adequate and acceptable service is available to all FNCs subject to a CTA, including remote and isolated communities.
- iv. Ensure that the FNC identified 'desirable attributes' for the FNCPS members are included in the selection criteria for new members.
- v. Assign experienced RCMP members to the FNCPS, where possible, and if deploying cadets to the FNCPS ensure they are assigned a seasoned and experienced FNCPS field trainer and provide overlap with the outgoing member, if practical.
- vi. Ensure all RCMP general duty members are aware of the *dedicated* policing role delivered by the FNCPS and how both the FNCPS and general duty members are to collaborate in the delivery of policing services.
- vii. Review the feasibility to increase the number of dedicated FNCPS Corporals within the FNCPS, where applicable.
- viii. Review the organizational and reporting structure of the RCMP Aboriginal Policing Services with consideration to include the Aboriginal Advisory NCOs and a measure of authority over FNCPS Corporals and Members.
- ix. Review the funding structure of the FNCPS with consideration to include the OIC Aboriginal Policing Services and the Aboriginal Advisory NCOs within the funding delegation.

- x. The RCMP Aboriginal Policing Services to explore the feasibility of other options to enhance the FNCPS through the introduction of a summer student program and/or Community Safety Officers, etc.
- xi. The RCMP Aboriginal Policing Services in collaboration with the CTA Steering Committee and the COACC develop and make available a compendium of best practices in First Nations policing initiatives.

7. INTEGRATED SOLUTIONS TO COMMUNITY CONCERNS AND ISSUES

Issue: To identify, implement and maintain opportunities for integrated solutions between the FNCPS and other service providers to address FNC issues and concerns.

Suggested Approaches:

- i. Ensure that the development and maintenance of collaborative and effective relationships between the FNCPS and other available resources is an annual priority and included in the Letter of Expectation between the RCMP and the FNC.
- ii. The FNCPS members and other service providers establish a regular schedule to meet, address and identify potential areas in which they can jointly develop integrated solutions to community issues and concerns.
- iii. Where other resources are not available, the FNC and FNCPS identify those resources and to jointly develop a business case to the respective authority for the expansion of resources to the FNC.
- iv. The RCMP Aboriginal Policing Services conduct a review of, and make available, best practices in integrated solutions to FNCs involving public safety and human resource services.

8. CTA-FNCPS ORIENTATION AND FNCPS EVALUATION

Issues: To ensure all stakeholders in the CTA FNCPS process fully understand the program and its integral parts; AND Ensure the FNCPS program is being delivered as intended through regular and effective evaluation.

Suggested Approaches:

- i. Develop and make available to all stakeholders, orientation and training materials that fully address CTAs and the FNCPS.
- ii. Create a British Columbia FNCPS website through which all stakeholders can review and access orientation and training materials.
- iii. Utilize the FNCPS website as a communication and information tool between the FNCs and the RCMP FNCPS members to identify, report and post 'best practices' in First Nations Policing initiatives, among other things.
- iv. Consider the development of a FNCPS BC quarterly newsletter for distribution through the FNCPS website.
- v. Develop a short, focused on-line survey for annual evaluation of the FNCPS by each FNC.
- vi. Develop a complimentary on-line survey for annual evaluation of the FNCPS by RCMP members and Detachment Commanders.
- vii. On-line evaluation surveys to be accessed via a link on the FNCPS website.