

# Indigenous Self Determination and Relationship Building

**Goal: Recognize and respect Indigenous self-determination through more inclusive governance and government-to-government relationship-building**

Ref#	Initiative	Lead Division(s)	Support Division(s)	New/Ongoing/Expand	In Financial Plan (Yes, No, Partial)	Timeline
<b>1. Strengthen relationships with First Nations at leadership and operational level</b>						
1.1	Maintain Government to Government relationships through Memorandums of Understanding (MOUs) and Protocol Agreements (with First Nations having communities and/or reserve lands within the region), through regular leadership meetings, staff-level meetings, and collaboration on priority topics	FNR		Ongoing	Y	Ongoing
1.2	Strengthen open channels of communication with additional First Nations having territory in the region	FNR		Ongoing	Y	Ongoing
1.3	Engage CRD operational leadership and staff in work planning to advance First Nation priorities	FNR	All	Ongoing	Y	Ongoing
1.4	Organize opportunities for local government elected leadership to learn from and build relationships with First Nations leadership through forums, gatherings, presentation and tours	FNR	Various	Ongoing	Y	Ongoing
1.5	Support the participation of First Nations at the CRD Board, where enabled through the modern treaty process or changes to provincial legislation	FNR	Leg S	New	N	When enabled
1.6	Participate in the treaty process and Recognition of Indigenous Rights and Self-Determination tables ('reconciliation tables')	FNR		Ongoing	Y	Ongoing
<b>2. Enhance CRD decision-making processes and governance to be more inclusive of First Nation governments</b>						
2.1	Work with the Province of B.C. on inclusive governance initiative to increase First Nations involvement in regional district decision-making	FNR	Leg S	Ongoing	Y	Ongoing
2.2	Inform First Nations of existing opportunities to participate in CRD standing committees and other decision-making tables	FNR	Leg S, ExS	Ongoing	Y	Ongoing
2.3	Where First Nations participate in local service committees and commissions, enhance inclusion by being responsive to feedback about barriers to participation	Leg S	Legal, FNR, PS, JDF, SGI, IWS, SSI	New	Y	Ongoing
2.4	Enhance opportunities for civic engagement among First Nations and seek input on barriers	Leg S	CCE, FNR	New	Y	2030
2.5	Jointly advocate with First Nations for the Province of B.C. to enable First Nations participation on the Regional Water Supply Commission and explore options to enhance FN participation in decision-making making in the Regional Water Supply	Leg S, IWS	FNR	Ongoing	N	2027
2.6	Notify First Nations when a regional strategic plan and master plan is being developed, invite early input and incorporate feedback into the plan development, within existing planning frameworks.	Various	FNR	Expand	Partial	Ongoing

**Reconciliation Action Plan - DRAFT ACTIONS - February 4, 2026**

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**3. Develop and strengthen processes to support relationship-building and First Nations involvement**

3.1	Develop First Nations engagement and consultation guidance to facilitate appropriate and informed engagement practices	FNR	Legal	New	Y	2027
3.2	Coordinate internal approach to engagement with First Nations, where possible, by building on what has previously been shared by First Nations, sharing information and feedback across services, and coordinate engagement	FNR	All	Expand	Y	Ongoing
3.3	Update project planning templates and processes to consider First Nations interests and engagement early in project design	CCPDS, Various	FNR	New	Y	2027
3.4	Monitor and update on developments in First Nations' case law as it relates to implications for local governments	Legal	FNR	New	Y	Ongoing
3.5	Prepare staff guidance on managing First Nations data respectfully and inventory records held	IS	All	New	Y	2028
3.6	Share CRD practices and learnings to support other local governments in their FN relations, where possible	FNR		Ongoing	Y	Ongoing
3.7	Meet quarterly with BC Ministry of Indigenous Relations & Reconciliation (MIRR) and BC Ministry of Housing & Municipal Affairs (HMA) staff to share learnings, advocate, and collaborate on areas of mutual interest	FNR		Ongoing	Y	Ongoing

## Shared Prosperity

**Goal: Support shared prosperity by enhancing economic opportunities, in partnership with First Nations**

Ref#	Initiative	Lead Division(s)	Support Division(s)	New/Ongoing/Expand	In Financial Plan (Yes, No, Partial)	Timeline
<b>4. Provide fair and equitable services to First Nations through renewed and updated service agreements</b>						
4.1	Negotiate new or revised service agreements for bulk water, wastewater, solid waste, emergency response, animal control, fire protection and other services, where applicable	IWS, PS, JDF, ERM	FNR, Legal	Expand	Y	Ongoing
<b>5. Explore and enhance procurement and other economic opportunities with First Nations</b>						
5.1	Produce clear guidance to support expanded procurement from Indigenous businesses and increase staff awareness and skills related to identifying Indigenous businesses and expanding opportunities for Indigenous procurement	FS	Legal	New	N	2027
5.2	Update procurement templates to identify economic development as a reconciliation priority to encourage procurement from Indigenous vendors	FS	Legal, FNR	New	N	2027
5.3	Collaborate with partners to maintain and update the South Island Indigenous Business Directory	FNR		Ongoing	Y	2027
5.4	Identify and track CRD procurement from Indigenous businesses	FS	FNR	New	N	2030
5.5	Identify opportunities for information sharing or workshops for Indigenous businesses to share information about the CRD's services and procurement process, including offering training on the BC Bid platform to those interested.	FS, IPE	Various, FNR	New	N	2027
5.6	Develop a framework to guide considerations for support agreements, where appropriate and as identified through consultation, in relation to new major infrastructure projects	FNR, Legal	IWS, ERM, ENVI	New	N	As required
5.7	Support and/or leverage grant funding to support partnerships with First Nations, in areas of mutual interest	Various	FNR	Expand	N	2028
<b>6. Increase Indigenous employment and training opportunities</b>						
6.1	Explore opportunities with the CRD unions to collaborate on employment-related reconciliation objectives	PSC	FNR	Expand	Y	2027
6.2	Through employee engagement mechanisms, offer opportunities for voluntary self-identification of Indigenous employees	PSC	FNR	Ongoing	Y	Ongoing
6.3	Further relationships with First Nation communities related to CRD employment through connecting with employment coordinators and participating in career fairs	PSC	Various	New	Y	2027
6.4	Revise job postings as opportunities arise to attract Indigenous applicants	PSC	FNR	Ongoing	Y	Ongoing

**Reconciliation Action Plan - DRAFT ACTIONS - February 4, 2026**

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6.5	Develop hiring guidelines for managers on how to reduce barriers for Indigenous applicants	PSC	FNR	New	Y	2028
6.6	Review the CRD's Respectful Workplace Policy to apply an Indigenous cultural lens	PSC	FNR	Expand	Y	2028
6.7	Broaden the definition of 'family' for bereavement leave	PSC		New	Y	2027
6.8	Update leave provisions for political participation to include leaves of absence for Indigenous governance	PSC		New	Y	2027
6.9	Develop guidance and processes to support preferential hiring of Indigenous employees	PSC	FNR	New	Y	2029
6.10	Provide support for CRD divisions related to Indigenous employment as opportunities emerge	PSC	Various	Expand	Y	Ongoing
6.11	Explore opportunities to collaborate with partners to create and deliver Indigenous youth education and engagement programming to increase awareness and 'plant the seeds' about career opportunities in the CRD	FNR	PSC	New	N	2028
6.12	Develop onboarding processes that connects Indigenous employees to available supports	PSC	FNR / Various	New	N	2030
6.13	Extend CRD funded training and education opportunities to First Nations, where possible and of interest to First Nations	Various	FNR	Expand	Partial	Ongoing

**7. Identify additional opportunities to support shared prosperity**

7.1	Share culturally valuable resources where available and explore additional opportunities (e.g. logs, eagles, gravel, single-tree selection opportunities for carving)	FNR	WP, ERM, RP	Ongoing	Y	Ongoing
7.2	Explore changes to asset disposal policies to allow for discounted/donated or right of first refusal for surplus assets to First Nations	FS, CAMM	TDT	New	Y	2028
7.3	Update Community Cleanup and Rethink Waste grants to improve accessibility for First Nation applicants	ERM	FNR	New	Y	2027
7.4	Explore and seek to understand First Nations needs and desires related to housing to inform related strategies and initiatives, and support advocating to other levels of government in taking action to support FN housing needs	RH	FNR	New	N	2027
7.5	Assist First Nations to access existing recreation subsidy programs, where appropriate	Panorama, SEAPARC		Ongoing	Y	Ongoing

# Relationships with Lands and Waters

**Goal: Uphold and respect First Nation rights, responsibilities and relationship with lands and waters**

Ref#	Initiative	Lead Division(s)	Support Division(s)	New/Ongoing/Expand	In Financial Plan (Yes, No, Partial)	Timeline
<b>8. Enhance CRD commitments to archaeology and cultural heritage conservation</b>						
8.1	Lead the CRD's involvement in the feedback and adoption phases related to changes to the <i>Heritage Conservation Act</i> (HCA), as they arise	FNR	Various	New	TBD	TBD
8.2	Update and implement internal guidance for archaeology and cultural heritage conservation throughout the CRD	FNR	Various	Ongoing	Y	2027
8.3	Collaborate with First Nations on mitigation of impacts and involvement of First Nation field representatives during project delivery in areas of high archaeological risk	FNR	Various	Ongoing	Partial	Ongoing
<b>9. Explore how the CRD can support First Nation access to land</b>						
9.1	Update the Regional Parks Land Acquisition Strategy to incorporate feedback from First Nations	RP	FNR	Ongoing	Y	2027
9.2	Continue to engage with First Nations when acquiring land for community parks	JDF, SSI, SGI	FNR	Ongoing	Partial	2028
9.3	Develop a framework for offering right of first refusal to First Nations when disposing of surplus land	REFM	Legal, FNR	New	Y	2028
<b>10. Enhance First Nations involvement in land- and water-based initiatives and services</b>						
10.1	In alignment with the Emergency and Disaster Management Act (EDMA) requirements, collaborate with First Nations on emergency and disaster management plans, including emergency recovery plans, and a post-disaster needs assessment	PS	FNR	New	Partial	Ongoing
10.2	Collaborate with First Nations on updating or developing Regional Park management plans or traditional use and access agreements	RP	FNR	Ongoing	Partial	Ongoing
10.3	Expand collaboration on environmental protection initiatives (e.g. harbours, stormwater, and invasive species) through data sharing, partnering with Guardians, or other mechanisms for involvement	EPro	FNR	Expand	Partial	Ongoing
10.4	Engage with First Nations on community parks planning and management	JDF, SSI, SGI	FNR	Expand	Partial	Ongoing
10.5	Work with First Nations on regional transportation and growth planning initiatives	RP&T	FNR	Ongoing	Partial	Ongoing
10.6	Engage First Nations in development of or updates to Wastewater Strategic Plans, Master Plans and Management Plans	Epro, IWS	FNR	New	N	TBD

**Reconciliation Action Plan - DRAFT ACTIONS - February 4, 2026**

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10.7	When doing public outreach and education, consider opportunities to incorporate Indigenous perspectives into materials, and explore opportunities to offer outreach and education to First Nation communities	ERM, EPRO, RP&T, RP	CCE	New	Partial	2028
10.8	Engage First Nations on land use planning, development applications and Official Community Plan/Local Area Plan updates	JDF		Ongoing	Partial	Ongoing
10.9	Where possible, expand opportunities for First Nations to access the Regional Water Supply watershed lands for cultural and ceremonial use, such as food and medicine harvesting.	WP	FNR	Expand	Y	2027
10.10	Expand opportunities for First Nations involvement in stewardship of watershed lands.	WP	FNR	New	Y	2028

## Cultural Safety and Inclusion

**Goal: Foster cultural safety by increasing visibility and awareness of First Nations across the CRD region and enhancing Indigenous inclusion in CRD programming**

Ref#	Initiative	Lead Division(s)	Support Division(s)	New/Ongoing/Expand	In Financial Plan (Yes, No, Partial)	Timeline
<b>11. Increase visibility of First Nations in the region through art, signage, naming, events and public communications</b>						
11.1	Develop and implement a First Nations naming policy/guideline to apply to land-based and infrastructure initiatives	CCE	FNR	New	N	2028
11.2	Identify and implement opportunities for naming or renaming parks, housing or infrastructure initiatives, where possible and where resources available	RP, RH, IWS, SSI, JDF, SGI, HCP	FNR, CCE	New	N	Ongoing
11.3	Develop internal guidance for commissioning Indigenous art	A&C	FNR, CCE	New	Y	2027
11.4	Conduct an inventory and review of existing Indigenous art and signage across the organization	FNR	Various	New	Y	2027
11.5	Identify select opportunities to advance Indigenous art, where possible and there are resources to do so	RP&T, RP, ERM, Leg S, SSI, JDF, SGI, CCPDS, Panorama, SEAPARC, HCP	CCE, FNR	New	Partial	2028
11.6	Develop internal guidance for the First Nations engagement and approval process for Indigenous interpretive signage	FNR	CCE	New	Y	2028
11.7	Identify select opportunities to advance Indigenous interpretive signage, in partnership with First Nations and where there are resources to do so	RP, RP&T, CCPDS, ERM, SSI, JDF, SGI	FNR, CCE	Expand	Partial	Ongoing
11.8	Advance reconciliation through public communications that uphold cultural safety, reflect First Nation priorities, and foster opportunities for shared storytelling	CCE	FNR	Expand	Y	Ongoing
11.9	Update internal resources for staff to support respectful and culturally informed communications with First Nations	CCE	FNR	Expand	Y	2027
11.10	In partnership with First Nations and where requested, celebrate Indigenous youth athletes and cultural activities at recreation facilities to foster visibility and inclusion	Panorama, SEAPARC	FNR	New	N	2028

**Reconciliation Action Plan - DRAFT ACTIONS - February 4, 2026**

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<b>12. Support respectful relationship-building through training and education for CRD Board Directors, Commissioners, staff and contractors</b>						
12.1	Continue and expand training and education opportunities for Board directors, including Indigenous-led cultural perspectives training and other opportunities for training, presentations, tours and gatherings	FNR	Leg S	Expand	Y	Ongoing
12.2	Deliver a regular program of cultural perspectives and archaeological awareness training for Gulf Islands Commissioners, staff and contractors	FNR	SGI, SSI	New	Y	Annual
12.3	Continue and expand Indigenous-led training and education opportunities for staff	FNR, PSC		Expand	Y	Ongoing
12.4	Support cultural safety by delivering focused training for CRD staff and contractors, including regional parks and projects involving First Nations representatives in the field.	RP, Various	FNR	Expand	Y	2027 - ongoing
12.5	Through training sessions, build awareness and education across CRD to increase competency and confidence amongst staff related to project planning, risk assessment, archaeology, First Nations consultation and engagement, data management, staff reports and communications	FNR	PSC	Expand	Y	Ongoing
12.6	Establish an internal Community of Practice to support staff as they champion and lead reconciliation efforts in their work	FNR	Various	New	Y	2028
<b>13. Incorporate Indigenous needs and priorities in the development of CRD programs</b>						
13.1	As requested by First Nations, collaborate to identify ways to increase First Nations participation in recreation programs and services, including in-community service provision and youth-specific programming	Panorma, SEAPARC	FNR	New	Partial	Ongoing
13.2	Explore opportunities to support Indigenous food security through the Regional Foodlands Access Service	RP&T		New	N	2030
13.3	Continue to encourage and support Indigenous participation on the Arts Advisory Council and, as applicable, consult Indigenous artists as part of grant adjudication and strategic planning for arts granting services	A&C		Ongoing	Y	Ongoing



## LEGEND

Division Acronym	Definition
A&C	Arts & Culture
CAMM	Corporate Asset & Maintenance Management
CCE	Corporate Communications & Engagement
CCPDS	Corporate Capital Project Delivery Services
ENVI	Environmental Innovation
EPRO	Environmental Protection
ERM	Environmental Resource Management
ExS	Executive Services
FNR	First Nations Relations
FS	Financial Services
HCP	Health & Capital Planning
IPE	Infrastructure Planning & Engineering
IS	Privacy & Information Services
IWS	Infrastructure & Water Services
JDF	Juan de Fuca Administration
Legal	Legal Services
Leg S	Legislative Services
Panorama	Panorama Recreation
PS	Protective Services
PSC	People, Safety & Culture
REFM	Real Estate & Facilities Management
RH	Regional Housing
RP	Regional Parks
RP&T	Regional Planning & Transportation
SEAPARC	SEAPARC Recreation
SGI	Southern Gulf Islands Administration
SSI	Salt Spring Island Administration
TDT	Technology and Digital Transformation
WP	Watershed Protection