

Service Plan for ~~Aboriginal Initiatives~~
~~Division (AID)~~ First Nations Relations Division
(FNRD)

2016-2019

Capital Regional District

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Making a difference...together

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1 Overview

1.1 Division & Service Summary

~~Aberoriginal Initiatives~~**First Nations Relations** Division (~~AID~~**FNRD**) is mandated to streamline the Capital Regional District's (CRD) cross-departmental approach to First Nations engagement in support of the Board's strategic priorities which are founded on principles of *regional collaboration* and focus on *building relationships with First Nations governments*.

The division, through its three-pronged service role identified below, provides opportunities to:

- increase the CRD's profile as a relevant government to First Nations (FNs) needs and aspirations;
- acts as a 'hub' for FN government enquiries and shepherds responses and actions that First Nations have identified as helpful to their day to day operations;
- engage in practical activities that foster greater understanding of the CRD's range of services, the agency's mandate and the regulatory framework in which the services are delivered;
- facilitate greater familiarity and more regular interactions which in turn:
 - builds relationships and normalizes interchanges,
 - establishes protocols and MoUs
 - allows effective, respectful approaches to both formally and organically evolve
 - supports improved service delivery.

The Board's 2015-2018 Strategic Priorities identified more specific direction with respect to First Nations relations, which has informed the ~~Aberoriginal Initiative's~~**First Nations Relations** Service Plan activities.

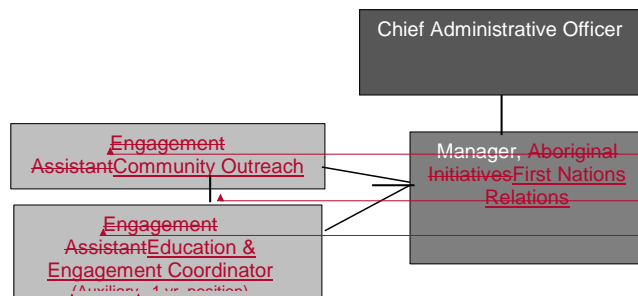
a) **Service Overview and descriptions**

AID's operating framework is made up of three areas: Leadership Vision, CRD Internal Dept. Support and Emergent Issues and Opportunities.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
The Board's vision is supported by Leadership Vision by facilitating opportunities to build political relationships among the Board Chair, Directors and Chiefs and Councils;	All local First Nations Electoral Areas	Internal recovery Allocation from Legislative Services	Committee of the Whole
Division workplans are augmented by CRD Internal Departmental Support through consistent outreach	All municipalities by way of Inter-municipal working groups All local First Nations Electoral Areas	Internal recovery Allocations from each Division	Respective Committees of each Division / Department

approaches and protocols across divisions;			
Developing areas of common interest are supported through Emergent Issues & Opportunities with the Board's direction while working closely with the Nations and affected CRD Divisions.	All local First Nations All municipalities and electoral areas Affected CRD Departments	Internal recovery	Committee of the Whole Governance Committee via Special Task Force on First Nations Engagement

1.2 Organization Chart



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1.3 Key Trends, Issues & Risks – Service Specific

Engagement and Participation: Greater interest on the part of First Nations governments to engage with local government and to participate in regional decision-making matters of common interest. Continued responsibility and duty to undertake meaningful "early and ongoing" engagement. Limitations ~~enshrined in the~~ Local Government Act (LGA) pose barriers to full participation of FN governments in regional governance model; limited capacities and resources on the part of FNs, to engage / participate; increase in references to required capacity funding for referral processes and engagement requests. Increased involvement of FNs in the core area wastewater treatment project (WTP), including monitoring of activities in archeology sites, employment opportunities related to the project, communications and support to the First Nations liaison positions established by the project. Additional tasks established, under direction from the Special Task Force on First Nations Engagement, and approved by the Board, focus on the CRD's response to the Truth and Reconciliation Commission's Calls to Action, sewage treatment facility process.

Interests and Precedents: Legal precedents from court decisions trending in favour of ~~aboriginal~~ Aboriginal Rights and Title rights and title, which in turn has heightened advocacy by First Nations for acknowledgement of Douglas Treaty rights. Unique interests and differing priorities of each Nation including matters relating to governance, ~~and~~ land-use; T, service agreements, water rates, affordable housing development and exploration of co-management frameworks for CRD park lands. The creation of the Aboriginal Initiatives First Nations Relations Division (AIDFNRD) has increased awareness of the CRD amongst First Nations governments and provides an accessible portal through which interactions with local government is streamlined. As First Nations related issues, interests and opportunities arise, the Board is able to provide direction to other CRD Divisions through the AIDFNRD office.

Resource Requirements and Work Planning: Division activities, work plans and approaches must be able to accommodate increased demands for engagement processes. In time, resource demands will decrease as efficiencies and streamlining of processes are realized with the signing of protocols and MoUs. In the meantime, the core activities of the work plan for this strategic plan timeframe will continue to focus on shoring up the "relationship-based" foundation and building a comprehensive body of protocol agreements that will serve to sustain the region in its interactions with neighbouring First Nations governments over the long-term. As participation in regional matters increases, First Nations will likely request funding contributions to ensure their existing resources are not diverted from other internal governance responsibilities. The work of relationship-building, establishing trust and negotiating acceptable protocols for engagement and communications requires significant investment in time and staff resources and political participation, from all parties.

Project Delivery and First Nations Engagement: Potential for increased costs and delays to CRD projects that require meaningful engagement with First Nations, in order to meet emerging standards of engagement / consultation expectations. FN's limited resources impacts their capacity to fully engage in a timely and comprehensive manner. Increased time and resources required to support First Nations and CRD Board and Committees to ensure effective, meaningful participation;

1.4 Link to Priorities

The Division provides support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such will have a supporting role in achieving numerous priorities. Specifically the division has a direct link to the following priorities:

FIRST NATIONS

- collaborate with the First Nations task force to design and deliver Board training and education
- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

2 Services

2.1 Service Levels

Consider each service within the division over the four year period. After identifying the current base level of service, explain any planned changes in the role or scope of service. If changes are directly related to fulfilling Board Strategic Priorities, please clearly identify these. Staffing implications should be provided in section 2.3 and specific projects and budget implications will be provided in Section 3. Increase in activities in 2018 as a result of expanded scope of the Special Task Force and in support of Board motion to undertake initiatives relating to CRD's response to the Truth and Reconciliation Commission (TRC) Calls to Action. Expanded scope to be limited to the end of this Board's term in 2018.

Note: 2017 column amended to align with Task Force and Board approved directives,

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Leadership Vision	Task Force supported by Division	No additional staff resources required	No additional staff resources required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
CRD Internal Departmental Support	Support for departmental / division activities accommodated within existing service level	no additional resources required	New initiative: CRD Response to TRC – org-wide cultural training,, divisional Calls to Action. Additional staff resources via internal auxillary position; financed through Reserve fund	<u>TRC-based activities supported by auxillary position / Reserve fund. Divisional support for WTP Assuming CALWMP completed: FN engagement resources reallocated to other Nations</u>	Adjust to meet service delivery needs, as required
Emergent Issues and Opportunities	Emergent issues from the last term will be concluded in the base year	Upcoming focus areas: local gov't treaty chapter topics, Board priorities (Economic Development) can be adequately supported within existing service levels, with	Increase in tasks for divisional workplan, as identified by Task Force. Adjust to meet service delivery needs, as required	<u>Additional tasks for Task Force to be completed by Nov. 2018</u> Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

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		support from additional contract / consulting funds for specific expertise			
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2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Leadership Vision	.25	.5	Same	Same	Same
Division Activities	.5	.75	1.5	1.5 Same	.75
Emergent Issues and Opportunities	.75	.25	.50	.5 Same	.5
Total	1.5	1.5	2.5	1.5 <u>2.5</u>	1.5

Note: 2017 column amended to align with Task Force and Board approved directives,

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3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2016– 2019 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Open Sea to Sea Park	Assist Regional Parks staff with developing an agreeable access / cultural use protocol with T'Sou-ke First Nation	First Nations Ecological Health & Biodiversity	Core budget
Indigenous Cultural Access Protocols for CRD lands. Draft protocol to be completed in 2016 with referrals / broad engagement extending to 2017, 2018	Building on the Sea to Sea terms of agreement, negotiate an MOU and set of protocols with interested First Nations	First Nations	Core budget
Board Cultural Training To be completed in 2016	Cultural education	Governance First Nations	Core budget
Special Task Force on First Nations Engagement To be completed in 2016 Possible extension into 2017	Extensive engagement with each local First Nation to explore governance interests	First Nations Governance Public Engagement & Communications	Core budget
Manage Service Agreements / Contracts Ongoing to 2019	Update existing agreements with current legislative and regulatory requirements. Renew expired agreements. Negotiate new agreements as requested	First Nations Finance Governance	Core budget
Economic Development opportunities Ongoing to 2019	Exploration of potential partnerships relating to existing CRD business activities that could be ec. dev. opportunities for FNs.	First Nations Economic Development	Core budget
Food and Agricultural / Indigenous Food Systems	Inclusion of Indigenous perspective on food systems within the RSS - Food and Agriculture Sub-strategy	First Nations Food and Agriculture	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
To be completed 2016			
Aboriginal Relations Communications & Outreach Ongoing to 2019	Publication of quarterly newsletter reporting on common interests, accomplishments, collaborations with First Nations	First Nations Communication	Core budget
Determine role of CRD in wildlife management To be completed in 2016	Facilitate discussions with First Nations for partnership / cooperative agreement. Possible link to economic development	First Nations Ecological Health & Biodiversity	Core budget
Treaty Negotiations – Ongoing to 2019	Local Government Chapter issues: Board membership, RGS participation, suite of bylaws and services, environmental management areas Participation on TTAC	Governance First Nations	Core budget and potentially Reserves for legal / consultant
2017			
First Nations representation on or participation in CRD Board / Committees and/or Commissions Advocate to UBCM for amendments to LGA To be completed in 2018	Implementation on direction from Board as a result of Task Force Recommendations	First Nations Governance	Increased allocation via Legislative Services, as required.
Forum of Governments Summit	Regional gathering, in the similar style of Forum of Councils, which includes municipalities, interested local first nations, provincial and federal counterparts	First Nations Governance	Allocation via Legislative Services
Sewage Treatment	Support for First Nations participation in committee(s) as well as protocols for archeology and cultural component	First Nations	core budget
Invasive species partnership development	Facilitate potential First Nations + Provincial partnership	First Nations	Core budget

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Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
To be completed in 2019	in invasive species management and re-introduction of traditional and native species	Ecological Health & Biodiversity	
Archeological Protocols To be completed in 2019	Participate in Provincially led initiative, with First Nations and local governments to establish referral protocols re: cultural laws.	First Nations	Core budget
2018			
First Nations representation on or participation in CRD Board / Committee/Commissions To be completed in 2018	Staff support for established committee	First Nations Governance	Core budget for staff resourcing. Allocation through Legislative Services as required
Regional Housing Trust Fund/Affordable Housing Opportunities Ongoing through to 2019	First Nations participation, <u>collaboration and possible contribution in-towards Regional Housing Trust Fund/regional approach to affordable housing initiatives</u>	First Nations Housing	Core budget
Regional Food & Agriculture Task Force Committee To be completed in 2019	<u>Outcome of the RFAS Sub-strategy. Participation on the committee to support eventual Indigenous participation in the committee</u>	<u>First Nations</u> <u>Food and Ag</u>	<u>Core budget</u>
Review of CRD Committees and Commissions To be completed in 2018	<u>Review and recommend a comprehensive approach to potential participation of FNs</u>	<u>First Nations</u> <u>Governance</u>	<u>Core budget</u>
Douglas Treaties To be completed in 2018	<u>Information sharing and education on implications of Douglas Treaties for local governments and the region</u>	<u>First Nations</u> <u>Governance</u>	<u>Core budget</u>
Core Sewage Treatment Project	<u>Ongoing Consultation-related support to project team; support to FN Liaison positions</u>		<u>Internal allocation from CALWMP</u>
Statement of Reconciliation Commitment	<u>Commitment statement to guide Board in decision-making with First Nations relative to TRC and UNDRIP</u>	<u>First Nations</u> <u>Governance</u>	<u>Core budget</u>
Emergency Planning FN – EPAC and REMP participation	<u>Assist LG-EPAC to support FNs to establish coordinating cttee for a fully regional</u>	<u>First Nations</u>	<u>Core budget</u>

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Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	<u>emergency management approach.</u>		
<u>Corporate wide cultural training</u>	<u>Cultural safety and acumen training to all staff, delivered by division</u>	<u>First Nations</u>	<u>Core budget</u>
<u>Board cultural training</u>	<u>Presentation by legal experts on emerging trends and court decisions</u>	<u>First Nations Governance</u>	<u>Core budget</u>
2019			
Economic Development opportunities	Continued management of business partnerships	First Nations Economic Development	Core budget
Treaty Negotiations	Continued participation in tripartite government process TTAC participation	First Nations	Core budget
First Nations Board / Committee participation	Continued support and implementation of Task Force recommendations.	First Nations Governance	Core budget Allocation via Legislative Services as required
Service Agreements / Contract management	Continued updating / renewal of service agreements	First Nations Finance Governance	Core budget
Communications / Outreach	Continued publication of collaborations and common interests	First Nations Public Engagement & Communications	Core budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Facilitate relationship between CRD leadership and First Nations	<ul style="list-style-type: none"> Established framework for First Nations participation in regional matters* Participation rates of residents in two-way dialogue and engagement opportunities * 50% Board participation rate in training sessions Plan and implement a Forum of Governments by 2017 and achieve a minimum participation rate of one representative from each of the 13 municipalities, 3 electoral areas and 8 First Nations.
	Provide specialized support for First Nations engagement and service delivery	<ul style="list-style-type: none"> # of successful partnerships established with First Nations annually Participation rates in available CRD services by First Nations*
	Address emergent issues & opportunities as directed by the Board <u>through the Special Task Force</u>	<ul style="list-style-type: none"> Quarterly reports to Governance Committee <u>the Board</u> summarizing the response to emergent issues and opportunities <u>and specific tasks, as directed by the Board, through the Special Task Force.</u>

* = Corporate indicator – multiple divisions contribute to this measure.

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