

Community Need

2022 Summary



First Nations Relations

Strategy

Target Outcome

We envision strong relationships with First Nations based on truth and mutual respect, partnerships and working together on shared goals.

Strategic Context

Strategies

- [Special Task Force on First Nations Relations](#)
- [Statement of Reconciliation](#)
- [Regional Climate Action Strategy](#)
- [Regional Food & Agricultural Strategy](#)
- [Regional Growth Strategy](#)
- [Regional Housing Affordability Strategy](#)
- [Regional Parks Strategic Plan](#)
- [Regional Water Supply Strategic Plan](#)
- [Organizational Development Plan](#)
- [Corporate Asset Management Strategy](#)

Trends, risks and issues

- Increasing interest in collaborative process on plans and projects between various First Nations and the CRD.
- Moving toward more inclusive governance. First Nations Members invited to participate in certain standing committees, in accordance with the CRD Board Procedures Bylaw, where the Nation has an interest in matters being considered creating opportunities for shared decision-making on committees.
- Increased desire to include Indigenous cultural knowledge and practice within corporate processes.
- First Nations increasingly identifying economic reconciliation as an area of interest.
- Ongoing risks related to undertaking land-altering works
- As corporate and region-wide efforts to support reconciliation with First Nations continue, additional capacity within the CRD and/or within First Nations will likely be required to support continued efforts.
- Unclear how the ongoing implementation of the *Declaration on the Rights of Indigenous Peoples Act* will impact the delivery of region, sub-regional and local services by the CRD.
- Heightened scrutiny on how CRD Board and staff are translating reconciliation commitments into meaningful action, in the context of societal shifts towards increasing diversity, equity and inclusion.
- Ongoing treaty negotiations between First Nations and the provincial and federal government increasingly touch on items that intersect with CRD services/interests.
- With the conclusion of the Core Area Wastewater Project, the resources available through that project supporting capacity with Songhees and Esquimalt ended in March 2021 and with the WSANEC

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Leadership Council will end in Dec 2021, and this will impact the CRD's ability to dialogue with these Nations on a range of matters.

Services

Core Services Levels	
Service	Levels
<p>Leadership Vision Support the Board Priority through facilitating opportunities to build political relationships among the Board Chair, Directors, First Nations Chiefs and Councils.</p>	<ul style="list-style-type: none"> • Advance inclusive governance across CRD • Identify opportunities for gatherings or events • Provide updates to committee on the progress of various items related to Board Priority • Support implementation of First Nations component of the Board Remuneration and Travel Reimbursement policy <ul style="list-style-type: none"> ↳ Service level adjusted (absorbed), increase in support for First Nations participation at committee meetings & to support Board intercultural skills training
<p>Internal Departmental Support Support CRD Departments through consistent and ongoing outreach to explore and improve internal approaches, processes and protocols for working with First Nations though looking at augmenting divisional work plans.</p>	<ul style="list-style-type: none"> • Develop and implement training on protection and conservation of heritage sites <ul style="list-style-type: none"> ↳ Service level adjusted, see IBC 3a-3 • Provide support to CRD division looking to engage First Nations on activities and initiatives • Develop Cultural Confidence Program and Indigenous Internship Leadership Program <ul style="list-style-type: none"> ↳ Service level adjusted (absorbed), lead implementation of steps to increase Indigenous employment (Indigenous internship program) • Arrange materials and facilitate First Nations liaison meetings • Manage the CRD's Standing Offer List for Archaeological Services • Participate in and/or negotiate various agreements with First Nations <ul style="list-style-type: none"> ↳ Service level adjusted (absorbed), end of CRD-funded liaison position will increase divisional support required
<p>Emergent Issues & Opportunities Explore, develop, and action areas of common interest with First Nations through seeking Board direction while</p>	<ul style="list-style-type: none"> • Respond to and work to help coordinate activities related to correspondence from First Nations • Participate in Treaty and Reconciliation Agreement processes • Liaise with provincial and/or federal staff to discuss items and areas of opportunity

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working closely with First Nations and affected CRD Divisions.	<ul style="list-style-type: none"> Support the development of an Indigenous Economic Development Partnership Model including First Nations Economic Opportunity Portal and updates to Procurement Policy Support a review of First Nations' water rates Develop a First Nations Initiative Endorsement Policy
External First Nations Support Directly engage First Nations on a range of projects, initiatives, and activities to build and maintain relationships with First Nations and share information from the CRD that may align with Indigenous interests.	<ul style="list-style-type: none"> Maintain visibility and presence in First Nations' communities Draft materials and summarize documents for First Nations Host and/or attend meeting with First Nations to share information on activities and processes Listen to and work to understand the interests and activities of First Nations <p>→ Service level adjusted, see IBC 3a-3 and 3a-5</p>
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	<ul style="list-style-type: none"> Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
3a-3	Protection & Conservation of Heritage Sites Policy Implementation	In-house archeologist to support of policy implementation & next steps	2022	+1.0 FTE* ongoing	\$125K requisition
3a-5	Reconciliation Action Plan	Develop action plan in consultation with senior Managers and First Nations to determine appropriate areas of priority	2022	--	\$45K reserve transfer

* Also includes minor support service adjustment, see Appendix B CRD Staffing Overview for more detail

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Business Model

Funding

Who contributes

- All 13 municipalities
- Three Electoral Areas
- Support Services: varies per service

Funding Sources

- Requisition

Reporting Structure

- [First Nations Relations Committee](#)

Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: Self-Determination – increase in First Nations Participation in CRD decision-making processes Total number of decision-making tables with First Nation voting representation; data from meeting committee, commission minutes.	2	8	9
Metric 2: Shared Prosperity – increase in the number of agreements/partnerships with First Nations that include, but is not limited to, provision of services and sharing of information Total number of active agreements/partnerships with First Nations; data from partnership index	11	13	14
Metric 3: Relationship with the Land and Water – increase in the number of collaborations related to taking care of the land Total number of active agreements/partnerships with First Nations; data from partnership index	5	6	8

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Discussion

Link to Target Outcome

Increasing the representation of First Nations' elected representatives around CRD tables will establish additional relationships between all participating First Nations and CRD Directors while ensuring information is shared effectively and all are working toward more collaborative process in support of reconciliation. Economic reconciliation has been identified as a critical interest of First Nations and an area of opportunity within CRD services. These relationships are often detailed through various services agreements and measuring progress using signed agreements helps to track specific steps forward in this area. Finally, First Nations have asserted a deep and reciprocal relationship to the land and water lasting since time immemorial and by looking to collaborations that involve this area the CRD can ensure that corporate activities are undertaken in a way that seeks to include Indigenous knowledge and are done collaboratively with First Nations.

Discussion

N/A