

Community Need

2023 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](#)
- [CRD 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 requests from First Nations for direct government-to-government meetings with CRD decision-makers, and to have a say in all decisions that impact their traditional territories.
- First Nations are requesting the development of Memorandums of Understanding, partnership agreements, and communications frameworks to guide how we work together. Funding requests are anticipated, to support this engagement.
- Increasing interest from CRD divisions to involve First Nations in collaborative process on plans and projects, yet without a corporate strategic engagement framework to guide culturally safe and respectful mechanisms, timelines and capacity funding for engagement. There is a risk of harming relationships where there is an abundance of requests without adequate timelines or mechanisms to incorporate First Nations input.
- High priority from the province to quickly finalize treaty negotiations in the region, with items that intersect with CRD services/interests still to be negotiated. Added request for the CRD to also participate in Recognition of Indigenous Rights and Self-Determination negotiations between First Nations and the provincial and federal government.
- As corporate and region-wide efforts to support reconciliation with First Nations continue, and as the number of requests from First Nations increase, additional capacity within the CRD and within First Nations will likely be required to support continued efforts.

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- For projects requiring provincial or federal approvals, there is an increasing requirement for formal consultation of First Nations, involving detailed tracking.
- Increased interest from non-Indigenous community members in restoration of Indigenous place names, signage and other symbols of reconciliation. This needs to be approached carefully in areas of shared territory amongst multiple Nations, so that the CRD is not arbitrating territorial boundaries.
- Minimal response to First Nations' participation in standing committees at this time is understood to be due to capacity limitations, preference of some Nations that staff engage instead of elected representatives, preference that their leadership engage at the Board level, greater interest in direct government-to-government relationships that support Indigenous self-determination on their terms instead of engaging in existing CRD processes, and concerns around remuneration.
- Many CRD staff are open to cultural competency trainings and to adapting their workflow to accommodate new ways of collaborating with First Nations, however require support from First Nations Relations to do so.
- First Nations continue to identify self-determination, economic opportunities and taking care of land and water as areas of interest. Increasing interest from the Nations regarding CRD land acquisition.
- Ongoing risks related to undertaking land-altering works in the context of heightened scrutiny from First Nations regarding heritage site protection. The new Manager, Archaeology is reaching out to local Nations to build collaborative relationships in order to reduce financial, legal and reputational risk. First Nations are increasingly requesting that cultural monitors be employed during land altering works.
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* Action Plan is anticipated to impact the delivery of regional, sub-regional and local services by the CRD, with details still to be determined.
- 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.
- Increasing expectation of cultural safety for Indigenous employees and contractors, for approaches to First Nations' relations, and for Indigenous peoples interacting with CRD staff and services, pose reputational and relationship risks. For example around the resurgence of Indigenous cultural use and traditional practices in parks.

Services

Core Services Levels	
Service	Levels
Leadership Vision Support the Board Priority through facilitating opportunities to build political relationships among the Board Chair, Directors, First Nations Chiefs and Councils.	<ul style="list-style-type: none"> • Advance inclusive governance across CRD ↳ Service levels adjusted, see IBC 3a-1.1 • Identify opportunities for gatherings or events • Provide updates to committee on the progress of various items related to Board Priority

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Core Services Levels	
Service	Levels
	<p>↪ Service levels adjusted (absorbed): advance cultural safety through cultural competency training opportunities</p>
<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"> • Provide training and support to CRD divisions to implement the Protection and Conservation of Heritage Sites Policy • Provide support to CRD divisions looking to engage First Nations on activities and initiatives • Implement and update the First Nations Relations Communications framework as a guide to clear, concise intergovernmental communication • Deliver an ongoing Cultural Competency training program • Develop and implement next steps to enhance Indigenous employment at the CRD, such as an Indigenous Internship Leadership Program • Facilitate First Nations liaison meetings • Participate in and/or negotiate various agreements with First Nations • Collaborate with CRD divisions to develop and implement a Reconciliation Action Plan <p>↪ Service levels adjusted (absorbed): develop an Elders Guidance document to support CRD staff in building respectful relationships</p>
<p>Emergent Issues & Opportunities Explore, develop, and action areas of common interest with First Nations through seeking Board direction while working closely with First Nations and affected CRD Divisions.</p>	<ul style="list-style-type: none"> • Respond to and work to help coordinate activities related to correspondence from First Nations • Participate in Treaty processes <p>↪ Service levels adjusted (absorbed): participate in Reconciliation Agreement processes</p> <ul style="list-style-type: none"> • Liaise with provincial and/or federal staff to discuss items and areas of opportunity <p>↪ Anticipated emergent issues for 2023 include water rates, Water Supply Master Plan, Regional Parks Strategic Plan, Land Acquisition Strategy, EA Community Parks Naming Policy, Liquid Waste Management Plans, archaeology in the context of development and building permits, developing a strategic engagement framework, supporting implementation of the Procurement Policy to procure from Indigenous businesses, and implementation of the Solid Waste Management Plan</p> <ul style="list-style-type: none"> • Develop a First Nations Initiative Endorsement Policy

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Core Services Levels	
Service	Levels
<p>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.</p>	<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 and share this information with CRD divisions • Identify opportunities to support First Nations initiatives
<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.</p>	<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)	2023 impacts ¹	
Board-directed initiatives					
3a-1.1	Government to Government Relationships Building	Support First Nations to co-develop a framework for ongoing communication, collaboration and government-to-government relationship building with the CRD.	2023-2024	-	\$250K Requisition

¹ Budget impacts reflect full program costs, including cost of staffing

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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	2021 Actual	2022 Forecast	2023 Target
<p>Metric 1: Self-Determination – increase in First Nations Participation in CRD decision-making processes</p> <p>Total number of decision-making tables with First Nation voting representation; data from meeting committee, commission minutes. And number of government-to-government tables where CRD Directors meet with First Nations elected leadership.</p>	3	5	6
<p>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</p> <p>Total number of active agreements/partnerships with First Nations; data from partnership index.</p>	14	15	16
<p>Metric 3: Relationship with the Land and Water – increase in the number of collaborations related to taking care of the land</p> <p>Total number of active agreements/partnerships with First Nations; data from partnership index.</p>	6	9	10

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Discussion

Link to Target Outcome

First Nations have not immediately elected to participate in CRD Committees, however one Nation recently nominated a representative and alternate. Other mechanisms to engage at the leadership level in support of reconciliation, and support Indigenous self-determination through government-to-government relationship building, are being explored. 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. Metrics around procurement from Indigenous businesses could be considered in future. 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

- Metric 1: Given First Nations' requests to meet with CRD decision-makers in government-to-government leadership level meetings, these have been added to the metric.
- Metric 3: Forecasting exceeding targets through the efforts of the new Manager, Archaeology to form collaborative working relationships with First Nations related to heritage site conservation.

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Initiative Progress Report

First Nations Relations

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
3a-1	First Nations Regional Planning	100% ongoing	Lead: First Nations Relations (2020) Part of core services – Ongoing collaboration with First Nations to further government-to-government relationships, planning and decision-making.
3a-2	First Nations Economic Goals	100% ongoing	Lead: First Nations Relations (2020) Part of core services – Ongoing collaboration with First Nations to identify opportunities to support economic goals.
3a-2.1	Indigenous Intern Leadership Program	50%	Lead: First Nations Relations (2021) Progressing – A consultant has been retained and outreach is underway to First Nations, urban Indigenous organizations, CRD divisions, subject matter experts and the union, to learn about the employment goals of local Indigenous communities, compile a wise practices report on how to support cultural safety in the workplace, and recommend next steps for supporting Indigenous employment at the CRD.
3a-2.2	First Nations Economic Opportunity Portal Social Value Procurement	70%	Lead: First Nations Relations (2021) Progressing – The Procurement Policy has been amended to allow for targeted procurement from Indigenous businesses to support economic opportunities and regional capacity building. The website is being updated to include new content on “Doing Business with the CRD” in order to make CRD procurement opportunities and processes more easily accessible. Staff are collaborating with partner organizations to develop a database of Indigenous businesses in the region, which will provide a useful resource for enabling procurement from Indigenous businesses.

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Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
3a-3	First Nations Collaboration	100% ongoing	Lead: First Nations Relations (2020 & 2022) Part of core services – Ongoing engagement with First Nations on archaeological site protection, parks planning & management, incorporating Indigenous names and perspectives into signage, developing Indigenous cultural programming for regional parks, water and wastewater servicing agreements, and land use planning. The new Manager, Archaeology is providing training & support to CRD staff and commissioners to enable greater collaboration with First Nations on the protection of heritage sites.
3a-5	First Nations Reconciliation Action Plan	5%	Lead: First Nations Relations (2022) On hold – division is prioritizing other approved initiatives, however has begun scoping possible approaches.
3a-5	Cultural Confidence Program Development & Implementation	90%	Lead: First Nations Relations (2021) Progressing – In partnership with Indigenous Perspectives Society, in spring 2022 15 Cultural Competency 101 trainings were delivered to 529 staff, and 8 Building Local Relationships trainings were delivered to 134 staff. Five additional Cultural Competency 101 trainings and two Building Local Relationships trainings are scheduled for fall 2022.
3a-6	First Nations Service Plan and Budget	100%	Lead: First Nations Relations (2020) Completed