

LOCAL GOVERNMENT – FIRST NATIONS’ RELATIONS


A PARTNERSHIP STORY
Stz’uminus First Nation & the Town of Ladysmith

LGLA – January 15, 2015




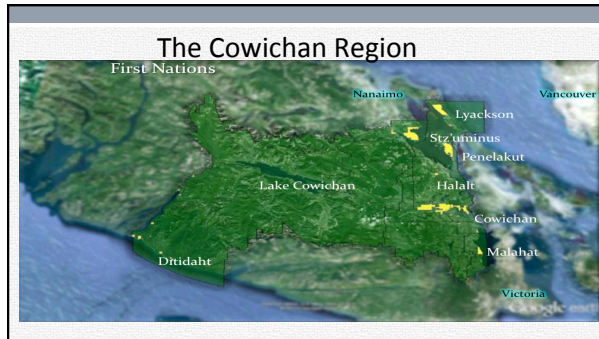
Our Story of NAUT’SA MAWT (Working Together)

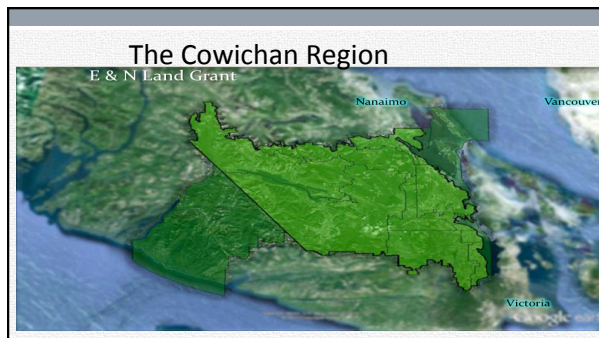
- Historical Context
- Communities in Conflict 2000-2005
- Relationship Building 2006-2014
- Challenges and Successes
- Lessons Learned



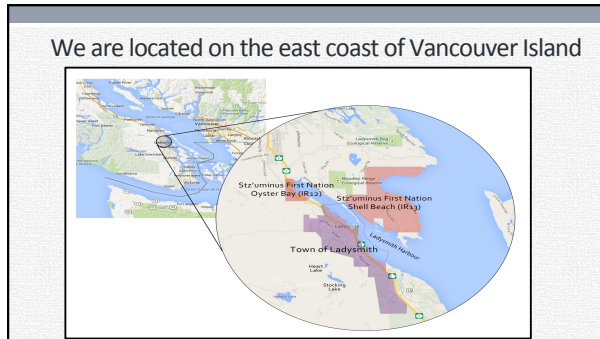
The Cowichan Region





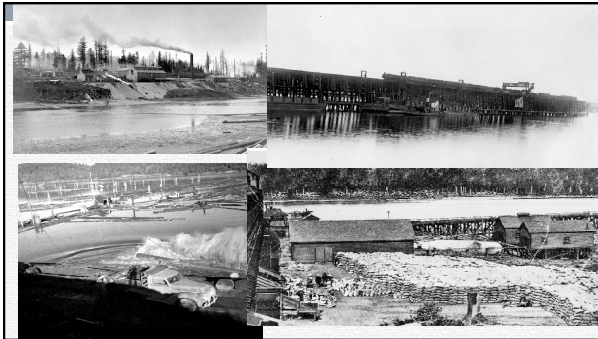


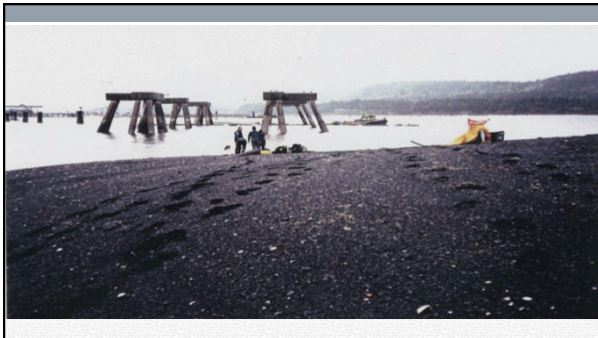




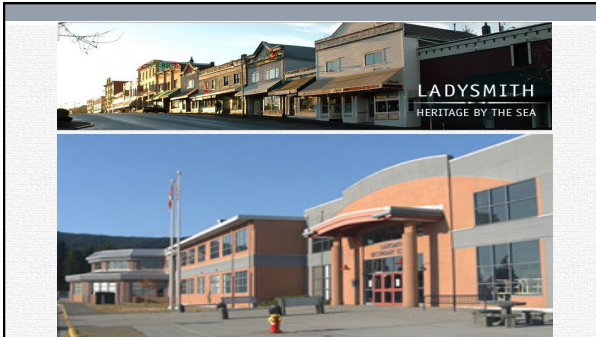















Historical Context

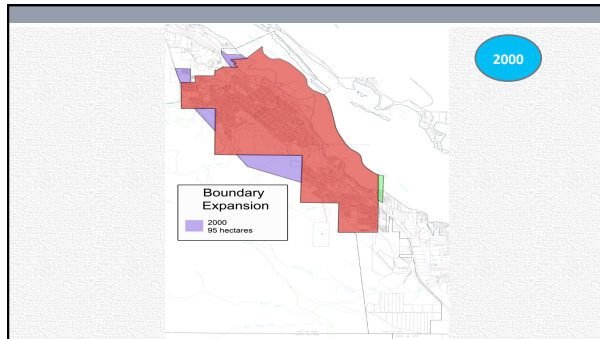
- Population decimated by disease
- Loss of traditional territory
- Relegated to Reserve Lands
- Traditional food sources destroyed or disrupted
- Five generations of children sent to Residential Schools
- Population segregated and isolated
- Little or no Council to Council contact

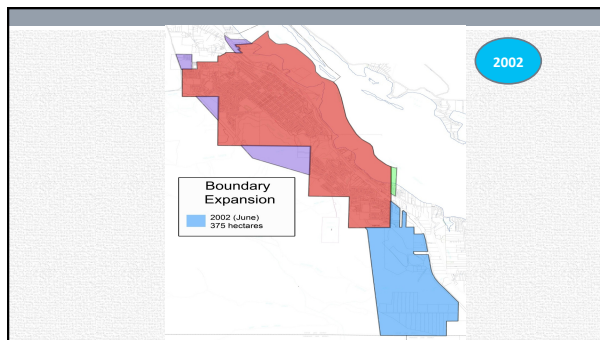


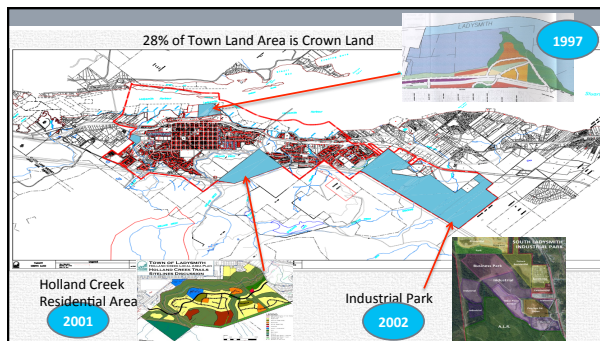
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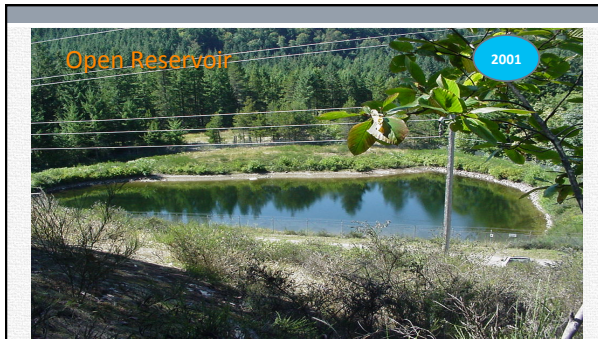
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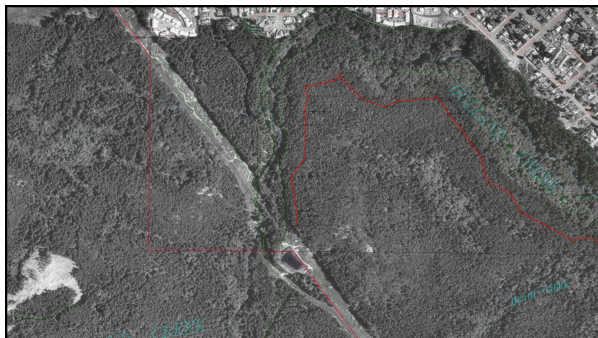


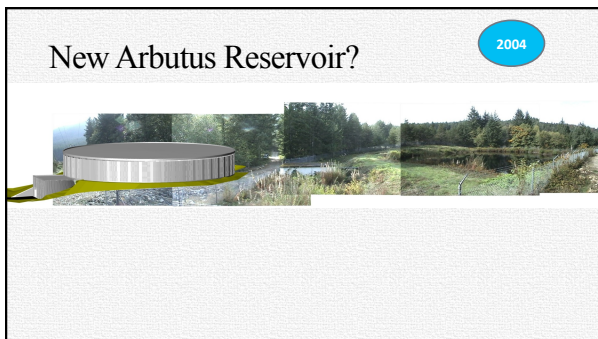




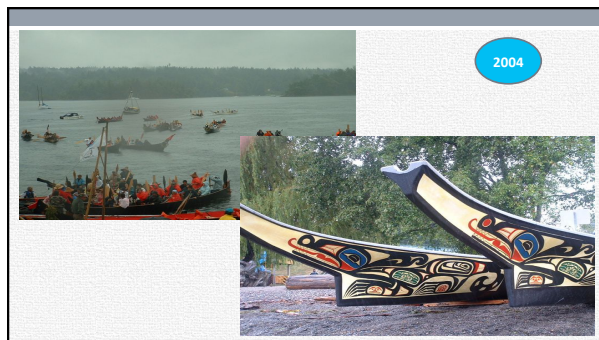


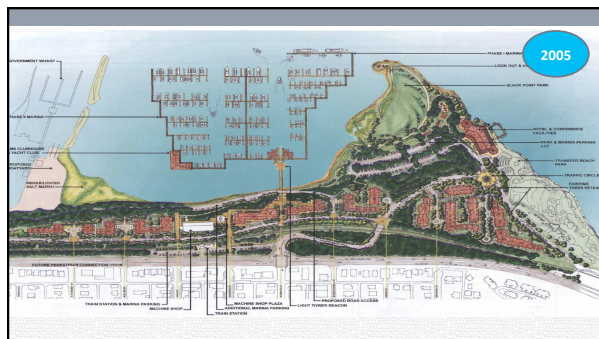













Our Story of NAUT'SA MAWT
(Working Together)

- Historical Context
- Communities in Conflict 2000-2005
- Relationship Building 2006-2014



BUILDING A SHARED HISTORY


To realize our goals we had to do things differently.
We started with a shared goal to build a meaningful relationship.

- Monthly Joint Council meetings
- Held at the SFN Council table
- Over 40 joint council meetings and workshops since 2006
- Joint Council Dinners/Public Activities



Starting in 2006

COMMUNITY ACCORD SIGNING 2007











MEETINGS + DINNERS + CELEBRATIONS

We were starting to build a stronger relationship, trust, and friendship, Council to Council, but....

there was no real action on shared interests.



An "ah ha" Moment

WHAT IS CONSULTATION?

LWMP statutory consultation required by MOE started the conversation.

SFN asked *"Is this consultation?"*

Town – *"If this isn't, what is consultation?"*

- Awkward silence...
- Decision to have a joint session with respective lawyers
- Shared learning



Our Story of NAUT'SA MAWT
(Working Together)

- Historical Context
- Communities in Conflict 2000-2005
- Relationship Building 2006-2014
- Challenges and Successes




Taking Action

The Joint Councils formed a working committee with elected officials and staff to move beyond relationship building to working to achieve individual and joint initiatives

Working Committee

- 3 appointed by each Council
- SFN – Chief, Administrator, Manager of Business Development

FIRST MEETING of Working Committee – FEBRUARY 2012

WHAT DID WE WANT TO DO?

- Define shared interest of community resilience
- Develop a high-level MOU - how to move forward
- Develop process re consultation, using best practice guidelines
- Improve and access Town services (sewer and water)
- Meet collectively to solve issues, include experts (legal)
- Develop trust in the room (share food and experiences)
- Share governance models

WORKING COMMITTEE Challenges Successes

- | | |
|---|--|
| <ul style="list-style-type: none"> • Had little direction from the Joint Councils on our mandate. • Had never worked together before in this manner. • Had only a short history together. • We all had agendas! • The joint Councils didn't meet as regularly. | <ul style="list-style-type: none"> • Were all willing to spend time in the process. • Learned about our organizations. • Took on roles to move the process forward. • Town learned to serve shortbread cookies! • In the first year (2012) we met 14 times. |
|---|--|

Sharing Knowledge AH HA!

When we reviewed our Community Accord.

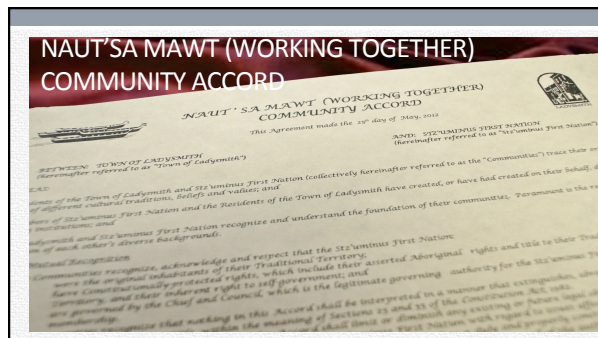
- WHAT... No mention of implementation actions?
- WHAT... No inclusion of Stz'uminus language?
- WE CAN DO BETTER!
- OUR FIRST TASK WAS TO RENEW THE 2007 COMMUNITY ACCORD.



NAUT'SA MAWT (WORKING TOGETHER) COMMUNITY ACCORD (May 2012)

New Article 4 – Implementation

- The Communities agree to joint education on topics of mutual interest, including governance and consultation.
- The Communities agree to jointly develop external communication and messaging.
- The Communities agree to jointly develop further agreements such as Memorandums of Understanding, Protocols for Working Committees, Service Agreements and Joint Partnerships.







NEW WAYS OF WORKING TOGETHER

Over the next 12 – 18 months, we shared:

- History / Hurts Of The Past
- Community Interests
- Governance Models
- TIMELINES (We Didn't Always Agree!)
- Reasons Why We Couldn't Do Something
- Reasons Why We Had To Do Things A Certain Way
- Dreams And Ambitions
- Hopes Of Each Other

Other agreements quickly followed...

- Cooperation Protocol (July 2012)
- Memorandum of Understanding (October 2012)
- Terms of Reference for the Naut'sa mawt Steering Committee (October 2012)
- Used examples from other communities
- Used C2C Forum Guide

MEMORANDUM OF UNDERSTANDING

The Stz'uminus First Nation and the Town are building a working relationship based on mutual respect, cooperation, friendship and trust.

- Focus is on relations and partnerships
- Sets out expectations and goals

COOPERATION PROTOCOL

- Establishes a Steering Committee to implement the Protocol.
- Elected Councils meet annually to monitor and evaluate the implementation of the Protocol.
- Establishes cooperative planning and information sharing.
- **Lists 16 potential joint initiatives.**
- Protocol is in effect until July 1, 2017 or until replaced.
- It may be terminated with 6 months notice.

AGREEMENT SIGNING



Water and Sewer Services
Economic development initiatives on
Crown Land
Watershed Protection, etc.

STEERING COMMITTEE TERMS OF REFERENCE

The first task was to rename ourselves.

Naut'sa Mawt (Working Together) Steering Committee

- It sets out how we work together.
- All in attendance or don't meet.
- The meeting is chaired on an alternating basis.
- Meeting agendas are mutually determined.
- Meetings take place at Town Council Chambers.
- Town has taken on "secretariat" role – agenda, minutes, logistics, refreshments

TERMS OF REFERENCE continued

- Establish best practices
- Develop an information sharing and consultation framework.
- Joint Councils establish the strategic goals and priorities.
- NSC develops work plan for sign-off by individual councils.
- Report jointly to the regular joint Council meetings.
- Prepare an annual written report.

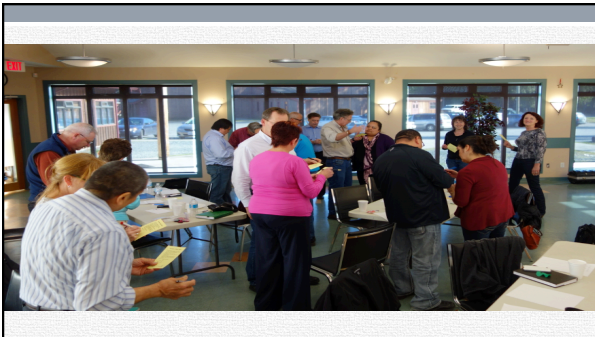
Meanwhile, Coast Salish Development Corporation was building a pipeline for economic development



SFN Request a Pause for Relationship Building
C2C Event – March 2013 – Councils & Staff





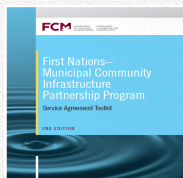


OUR PRINCIPLES GUIDE OUR AGREEMENTS

- We share the natural resources
- All residents should have access to services
- No subsidy / No profit
- Pay the same as a Ladysmith land developer / resident
- Seventh generation won't know what a reserve is

SERVICES AGREEMENT

- Initial focus: IR 12 Oyster Bay – Economic Development lands
- Access to the Town's water service and sewer service
- Used the FCM "First Nations – Municipal Community Infrastructure Partnership Program - Service Agreement Toolkit"
- Obtained legal assistance with drafting the agreement



OUR SERVICES AGREEMENT

The NSC spent 19 months on this Agreement from August 2012 to March 2014 – hundreds of hours of time.


We have staged our Agreements

- Interim Agreement – 100 units – due to our services capacity
- Final Comprehensive Agreement – due 18 months from now

The MOU and Interim Agreement establish service:

- IR 12 – 1000 units (Oyster Bay)
- IR 13 – 500 units (Shell Beach)

SERVICE AGREEMENT	
Challenges	Successes
<ul style="list-style-type: none"> • Town isn't familiar with AANAC funding. • Town had concerns about service connections on lands between SFN and Town. • Town has capacity to run systems, SFN developing capacity • Universal water metering is established in the TOL, but for the SFN it will be a challenge. • Expertise and information from many staff required. • Timing expectations drove the process. 	<ul style="list-style-type: none"> • We received Capacity Building funding which assisted with this work. • We were committed to success. • Midden relocation was a hidden gem. • Town is recognizing First Nation place names. • The next agreement should be easier!

 <p>Dinner at the Mayor's House</p>

OTHER WAYS WE ARE CONNECTING 2014
<ul style="list-style-type: none"> • SFN, Town, Chamber and LDBA are meeting together as a 'Partnership for an Economically Diverse Community' • Town providing building inspection services for new construction on SFN lands

PADDLING TOGETHER COMMUNITY EVENT

- Bring the broader community into the work that you are doing.
- 80+ people attended
- Held at the new Stz'uminus community school
- Professional facilitator engaged us in fun activities
- We shared a meal together
- We mostly worked together as one community
- We had one session apart to speak to assumptions about ourselves that the other community might hold
- We had unexpected insights by the end of the night!

Challenges

- Hearing first hand about First Nations' experiences can be difficult.
- We both heard difficult things.
- It is important to bring the broader community into your work.
- Confirm commitments frequently.
- CSDC seeking partners not necessarily with the Town.
- Town is a land use approval authority.

Successes

- We share meals together.
- We laugh and have fun.
- We can work together as one community.
- We have had unexpected insights.
- We had our first joint community event where 80+ people attended and it was a positive experience.

WORK PLAN IS IN PROCESS

2014

- Individual Councils review list of joint initiatives and make recommendations to Joint Councils
- Joint Council to set strategic goals and objectives
- NSC develops a yearly work plan and budget in response to Joint Councils' direction
- NSC Work Plan is signed-off by individual Councils
- We are starting to work on this!

TOP 5 LESSONS

- #1 Spend time on relationship building
- #2 Don't rush the process - Our interests and priorities don't always agree
- #3 Bring new members along
- #4 Keep Councils involved & informed
- #5 Report to the community

WHERE WE ARE NOW

- The Chief and Mayor speak as one voice whenever possible.
- We are striving to be one together.
- SFN voted 96% in favour of First Nations' Land Management in 2013 ...one of only a few First Nations in Canada
- We have signed a MOU including water and sewer services for 1500 units.
- SFN has constructed water and sewer pipelines to connect Oyster Bay development lands to the Town.
- We have signed a Services Agreement for the first 100 units.

HOW WE ARE NOW

Quotes from TOL staff:

- "It is quite natural to include SFN in our work."
- "We recognize SFN as part of the community."
- "Staff at all levels are engaging with SFN."
- "We often include the Chief in our media releases."
- "We no longer think of SFN in hindsight."
- "We know our peers and could pick up the phone to have difficult conversations."

Questions?



Huy ch q'u.
Thank you.