

Guide to Community to Community Forums in British Columbia

September 2019

The British Columbia Guide to Community to Community forums has been sponsored by:



**Indigenous Services
Canada**

**Services aux
Autochtones Canada**

For more information about the C2C program, please contact:

First Nations Summit
Suite 1200 - 100 Park Royal South
West Vancouver, BC V7T 1A2
Tel: (604) 926-9903
Toll Free: (866) 990-9939
www.fns.bc.ca

Union of BC Municipalities
525 Government Street
Victoria, BC V8V 0A8
Tel: (250) 356-5193
www.ubcm.ca/c2c

Table of Contents

Regional Community to Community Forum Program	6
How to Use This Guide	7
Applying for Funding	8
Eligibility	8
Eligible Costs	8
Applications	9
Event Budgets	10
Planning Your Forum	11
Set the Date	11
Set the Agenda	13
Set the Format	14
Facilitators	17
Communications	18
Community	18
Other Levels of Government	18
Neighbouring Communities	19
Final Reports	20
Building on Success: Translating Dialogue into Action	22
Conclusion	24

List of Appendices

Appendix 1: Formats for Budgets & Financial Summaries	26
Sample Event Budget	26
Sample Financial Summary	26
Appendix 2: Sample Event Plan	28
Appendix 3: Sample Agenda	30
Appendix 4: Sample Agreement	32
Appendix 5: Structure of Local Governments & First Nations	36

Regional Community to Community Forum Program

For nearly two decades, the Regional Community to Community (C2C) Forum program has been a driving force in efforts to build, mend, or transform relationships among neighbouring First Nations and local governments in British Columbia.

The C2C Forum program was designed specifically to help First Nations and local governments connect. The first forum was in January 1997, when the Union of British Columbia Municipalities (UBCM) and the First Nations Summit (FNS) organized a province-wide meeting to discuss common goals and opportunities. It was so successful that communities across the province wanted to hold local forums to talk about specific issues and opportunities. Since then, nearly 650 regional C2C forums have been held in every corner of the province.

The program is based on a simple and effective formula: a small grant, funded jointly by the provincial and federal governments, covers half of the eligible costs for planning and convening a C2C forum. The program is administered by UBCM in partnership with the FNS. Forums are completely led and organized by the communities involved, and give participants the opportunity to get to know each other and work together during the planning stage.

The objectives of the C2C program are to support communities to:

- Strengthen relationships and foster future co-operative action by building stronger links between First Nation and local government elected officials and senior staff.
- Advance First Nations and local governments to more formal relationships through protocols, MOUs, service agreements and/or collaboration on plans or projects.
- Support local reconciliation efforts and shared capacity building.
- Develop or improve coordinated approaches to emergency preparation, mitigation, response and recovery.

With the Truth and Reconciliation Commission of Canada releasing its Executive Summary of findings and 94 Calls to Action in 2015, and British Columbia's commitment to transform its approach to reconciliation through the implementation of the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's Calls to Action and court rulings such as the Tsilhqot'in decision, the C2C program has taken on ever greater importance as First Nations and local governments use the modest grant and the model it provides to focus their increased efforts for reconciliation.

C2C By the Numbers:

- More than 600 events have been held
- 180 First Nations have participated
- 140 local governments have participated
- 85% of events focused on relationship building

How to Use This Guide

The intent of this guide is to explain the benefits of participating in a C2C forum, and to describe the process of applying for, planning, holding and reporting out on a C2C forum. Appendices at the back of the guide provide additional information.

Applying for Funding

Eligibility

All First Nations (Treaty First Nation, band or tribal council) and local governments (municipality or regional district) in British Columbia are eligible to apply. Multiple communities and organizations are welcome to participate in C2C events, but to be eligible for funding at least one First Nation and one local government must participate.

- Communities must agree to participate in the forum, but one community will apply for and administer the C2C grant, as the “host” community.
- The communities must be neighbouring; however, “neighbouring” may mean in the vicinity of, and not necessarily next door to, each other.
- Forums must include direct participation by elected officials and/or senior staff from both a First Nation and a local government.
- Both first-time and repeat applicants (communities that have received C2C funds in the past) are welcome to apply.
- Multiple C2C events can be included in a single application.
- Funding permitting, three application intakes are scheduled each program year.
- Eligible applicants can submit one application per intake.

Eligible Costs

C2C grants cover up to half the eligible costs of a forum. The remaining costs are covered by the host community and/or partner. The applicant’s share of the costs are usually covered by a combination of paying for expenses and contributing resources, staff and/or volunteer time (in-kind services).

In many areas, First Nations and neighbouring local governments take turns in the role of “host” and applying for funding. This way, they share the cost and responsibility of coordinating and organizing a series of forums over several years.

Eligible C2C forum program costs include:

- Event organization (e.g. invitations, agendas, event planning, etc.).
- Event costs:
 - Meals, snacks and non-alcoholic beverages.
 - Venue rentals, including any required audio-visual equipment rentals.
 - Facilitation services and/or guest speakers.
 - Preparation of materials required for the forum, including printing costs.
 - Expenses related to joint visits to participants’ facilities, lands or buildings provided the visits occur as part of the forum.

- Transportation between communities as required to attend a forum. Mileage estimates and calculations are required for vehicle travel.
- Honoraria for elders only when the elder is a scheduled speaker.
- Completion of event minutes, reports, etc. including printing costs.

The Program & Application Guide also provides information on expenses that are not eligible under the C2C program. These should be reviewed before submitting an application.

Applications

It is recommended that before applying for C2C funding, communities first confirm that everyone involved is committed to working together. This is especially important for communities holding their first forums.

A face-to-face meeting to propose the forum to a partner community is a good opportunity to discuss the benefits, expectations and experience of other communities. A copy of this guide can help the discussion. Both communities may also review the Program & Application Guide, posted on the UBCM and FNS websites before proceeding with the application. These guidelines are periodically updated.

When both partners agree that they want to hold a forum, the host will complete the application requirements and submit these to UBCM. The application requires:

- Date(s) of the proposed event(s).
- List of proposed participants and written confirmation from each invited partner that elected officials and/or senior staff have agreed to attend.
- Description of the proposed event(s).
- Description of how the proposed event(s) meet the objectives of the C2C program.
- Anticipated outcomes and deliverables (for example, a plan for future meetings, the development of a formal agreement, identification of common areas of interest, etc.).
- A budget.
- Description of progress since last forum (for applicants that have been previously funded).

Event Budgets

An itemized budget for each planned event must be submitted with the application. The budget must indicate that a minimum of 50% of the total eligible event cost will be covered by the applicant and/or invited First Nation or local government participant (in cash or in-kind). Event budgets are required to use the format outlined in Appendix 1.

“One guest, approximately 50 years of age, was overheard saying to a First Nation member, “I see you in town all the time since we were teenagers but I don’t even know your name!” They proceeded to sit at the same table with their families. This is a strong (first) step in reconciliation”

- 2019/20 C2C Final Report

Tips

- The first step in hosting a forum – even before completing the application package – is for the partner communities to discuss their commitment to the forum. A call from the mayor or chair to the chief, or vice versa, or between senior staff, is a good way to open dialogue and launch the process.
- Choose a tentative date, indicate a budget and identify objectives of the forum as part of the application process. Communities that take the time to discuss these subjects before submitting the application save time at the planning stage.
- Check out the C2C 2008-2019 Status Report for ideas on what’s worked for other communities and what to expect from the forum.

Planning Your Forum

UBCM aims to respond to all C2C applications within 30 days. When the application is approved, begin planning the forum. It is important that communities are jointly involved in decision-making, from the date, location and menu, to the list of attendees, the format and topics for discussion. This planning stage is an important part of building relationships. Refer to Appendix 2 for a sample event plan.

Most communities report that strong political leadership is key to the success of a forum. Direct communication and cooperation between elected officials sends a clear signal of support and a commitment to invest the time required to organize a forum.

Depending on the relationship between communities, getting to know how each others' government operates can be a first step in planning the forum (See Appendix 5). From election schedules to the make-up of a council or board, the structure, governance and responsibilities of First Nations and local governments can vary dramatically.

Set the Date

Applications can be approved with a tentative date. It is not uncommon for the date to change as communities work together to determine a meeting time; however, it is a good idea to try to find a date that will work for everyone as soon as possible. Because both First Nation and local government officials have very demanding schedules, this can be one of the biggest challenges in holding a forum.

Even with a set date, the forum may be cancelled or postponed because of last minute and unexpected events – a death in a First Nation community, an emergency requiring elected officials' attention, or the sudden availability of federal or provincial officials on an important community issue.

If the forum is cancelled, community partners should not be discouraged. Some of the best forums happened on the second or even third attempt. Focus on finding a new date and there is a good chance the forum can be rescheduled to meet the deadline. Unavoidable delays can be discussed with UBCM or the FNS.

Tips

- Confirm the forum date as soon as possible.
- Spend time on the early planning stages. Not only will it help ensure a smooth event, but the process of setting the date and working out an agenda can be as important in building a relationship as the actual forum.
- Almost all communities that have had successful events say face-to-face planning meetings are a key element. Do not rely on email, letters or “official” communications to make decisions around the forum.
- Be sure to factor in election dates when making your plans (See Appendix 5). A change in elected officials can affect the plans for a forum.
- Try to stay in regular contact with participants as the forum moves closer. The time spent building communication links will pay off if the forum has to be postponed or cancelled due to unexpected events.
- Strong interest in the forum by the community leaders can send the signal that this is a top priority for the communities, elected officials and staff, and that every effort is being made to make it happen.

Set the Agenda

The agenda is one of the key tools to help organizers achieve their goals in holding the forum. While discussion items may directly relate to the objectives identified in the application process, there is also value in maintaining flexibility. An agenda can be open ended and rely on momentum at the forum to identify next steps, or it can be tightly scripted to ensure progress on an issue. Refer to Appendix 3 for a sample agenda.

Here are some examples of the focus of previous forums.

- First forums have been used for community leaders to get to know each other and to initiate a shared understanding of collective history.
- Recently elected officials have used forums to meet each other for the first time in their new roles.
- Some communities have used the first C2C forum as a venue to brainstorm a list of topics for future forums.
- A number of C2C forums have been used to help resolve disagreements between communities.
- Forums have compared First Nation and local government strategic and planning documents, looking for areas of common interest, mutual benefit and opportunities for partnerships.
- Forums have also been held as a way to acknowledge and celebrate past cooperation and successful relationships.

- Many communities have focused discussion on very specific issues, including:
 - Emergency management, including wildfire and flood mitigation
 - Local reconciliation, including colonization, residential schools and historical impacts and trauma
 - Shared service provision and agreements (water, sewer, etc.)
 - Protocol agreements for archaeological or culturally significant sites
 - Traditional territories, including Indigenous place names and signage
 - Joint participation in plans or projects, including dock replacement, waterfront redevelopment and art installations

Agenda items are up to the partner communities. Creativity, consultation, and a realistic evaluation of time constraints will help decide what items to concentrate on. The goal is to make sure both communities are active in setting the agenda and are clear about expectations. If there are too many discussion items for one forum, identify some for future sessions. The momentum of a series of meetings may be useful in continuing to build the relationship between communities.

Tips

- The Program & Application Guide provides ideas for forum topics. Ensure partner communities build the agenda together.
- Set the agenda in accordance with goals and objectives of the forum, and the amount of time participants have available.
- Be realistic about what can be achieved. Discussions can be spread over several sessions.

Set the Format

There is a wide range of formats for C2C forums and deciding what works best will depend on participants' schedules and each community's needs.

Here are some examples of approaches that have been taken:

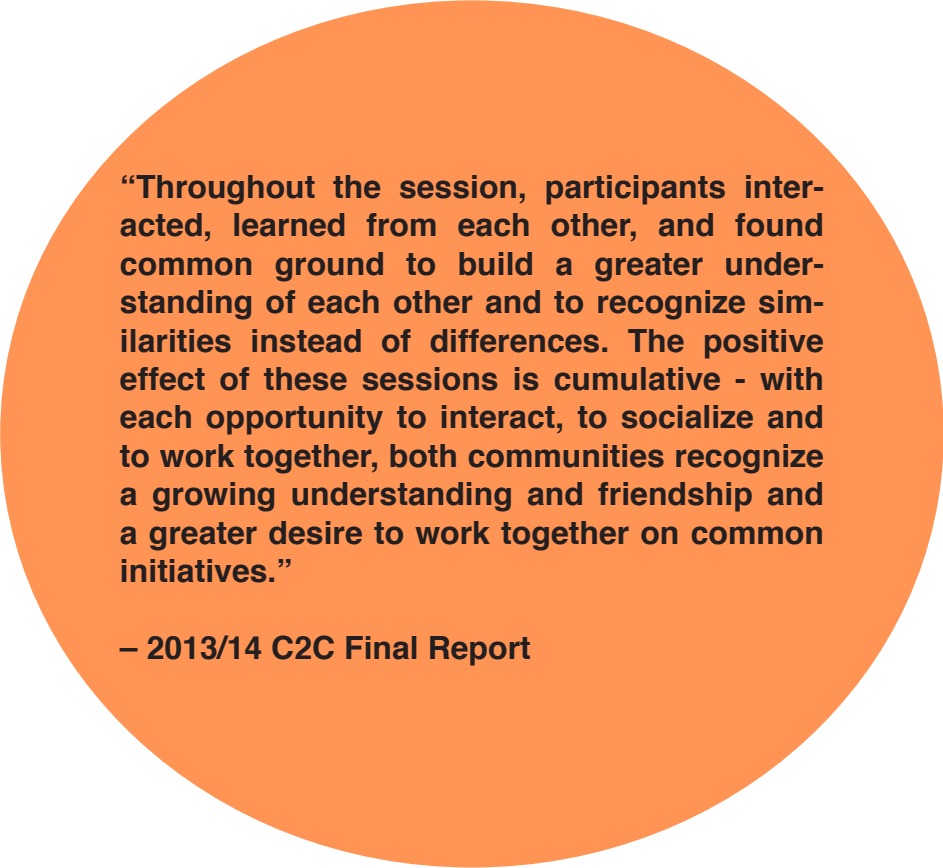
- Three-hour evening session that opens with a dinner provides a manageable time commitment and is easier to schedule and organize. If participants don't know each other well, it can also be a comfortable way to open a relationship.
- Full, day-long event gives participants the time to share history or information about each other, enjoy a casual meal or reception, generate ideas, address specific items or make plans for future meetings.
- Multi-day brainstorming and planning session is an ambitious undertaking and requires more time and resources.
- Signing ceremonies for accords, MOUs or other agreements. A signing ceremony can be a powerful signal of the commitment both parties have made.
- Joint Council meetings. Typically more formal in nature, these meetings can work well for drafting protocol agreements or discussing specific community plans or development proposals.
- A tour of traditional territories or joint visits to participant's facilities, lands, buildings or infrastructure. Taking the forum out into the community can be a valuable way to learn about an area's shared history.

It is important to remember that each forum is different, and there is no set formula to follow. In some cases, more formal meetings work well and in others a casual atmosphere with time for dialogue may be more appropriate. It is important for the applicant and partners to work together to determine the format they are most comfortable with.

Whether a formal record (minutes) of the forum is taken will depend on the nature of the forum. If the relationship is in the early stages and participants are still getting to know each other, there is likely no need to take formal minutes. There may also be cases where confidential information is being discussed and minutes may not be appropriate.

However, when communities begin to deal with complex issues, it may be time to draft, circulate and approve minutes from the forum. This helps to clarify expectations and remind participants of agreed upon action items.

C2C forums are designed for communities to begin talking about and exploring common issues. They do not need to be formal decision-making venues. Both First Nations and local governments must use their respective processes to make decisions about topics discussed at a forum.



“Throughout the session, participants interacted, learned from each other, and found common ground to build a greater understanding of each other and to recognize similarities instead of differences. The positive effect of these sessions is cumulative - with each opportunity to interact, to socialize and to work together, both communities recognize a growing understanding and friendship and a greater desire to work together on common initiatives.”

– 2013/14 C2C Final Report

Tips

- Carefully weigh the pros and cons of a short session versus a long session, or an informal reception versus a more structured formal meeting. There are advantages and disadvantages to both.
- Make sure that the forum doesn't overwhelm the host community. Be realistic about the resources available to coordinate the event, and design a forum that is manageable.
- Be realistic about scheduling and plan a forum that matches the amount of time participants have available. For example, if elected officials are extremely busy, a short event is more likely to result in a better turnout.
- If this is the first forum, realize that everything does not have to be accomplished in one meeting. Applicants can submit a funding application in each intake.

Facilitators

The role of facilitators in C2C forums varies greatly: some communities have hired facilitators to promote discussion, ensure that everyone has an opportunity to speak, and keep participants on topic and on time. Some have asked facilitators to organize the entire event. Others have invited them to share special knowledge or a relevant presentation.

Facilitators can also be very useful in helping communities talk about difficult issues, such as the history and legacy of residential schools or inter-generational trauma. In such events, hiring a facilitator with specific expertise in creating culturally safe spaces and dialogue may be of immense value.

However, communities don't necessarily need to hire a facilitator to have a successful forum. Active involvement by the communities in planning a forum can be as important in building a relationship as the forum itself.

Tips

- The facilitator must understand the need to engage both partner communities equally.
- Facilitators, as neutral third parties, can ensure balance and fairness.
- Facilitators with specific expertise in cultural safety should be considered when difficult topics, such as residential schools, are included on the agenda.
- The facilitator can make sure everyone has equal time to talk, and may be able to help participants listen to new ideas. Having a facilitator lead a meeting allows all participants to concentrate and engage in the process equally.

Communications

Communities with C2C experience suggest that communicating the benefits and outcomes of the forum should be part of the planning process. This is an opportunity to build awareness about new C2C relationships, joint projects and protocols, profile the leadership that launched the forum and build community support for future forums.

Community

Community audiences can include residents, taxpayers, business owners, service providers, Indigenous organizations (such as friendship centres or organizations representing Métis members) and, often, other neighbouring local governments and First Nations. Participants can let them know about the forum and work being done to build a relationship or progress on common issues by:

- Writing an article or “Letter to the Editor” for a community newspaper or newsletter, explaining the value of building a relationship, providing an overview of the items of discussion, and outlining plans for future work together.
- Issuing a news release to local media, especially if there is a tangible outcome from the forum (an agreement or identification of common issues for action).
- Inviting the media to interview the mayor/chair and chief, so long as the parties are agreeable.
- Profiling the forums on the First Nation and local government websites and in newsletters.

- Referring to the forum in grant applications to other levels of government.

Other Levels of Government

Provincial and federal governments interact regularly with First Nations and local governments. Communicating results of C2C forums is valuable, especially for communities looking to leverage funding or support for joint projects from other levels of government.

Ensure federal and provincial governments know about First Nation-local government relationships by distributing copies of any news releases or media articles about the forum to officials. This is especially important if a decision is reached on a common issue that results in a formal agreement.

Some organizers have invited Members of Parliament and Members of the Legislative Assembly to attend forums when the discussion directly involved other levels of government.

Neighbouring Communities

Another key audience might be the staff and elected officials of neighbouring communities who were not part of the C2C forum. They may be interested in the themes and outcomes of the session, especially if there is an opportunity to work together in a joint initiative. It might even lead to new C2C partnerships.

Communications to neighbouring communities can include:

- Presentations to staff and elected officials.
- Distributing a record of the forum, if one was prepared.
- Setting up a section on participants' websites to explain outcomes from the forum.

Tips:

- Review the agenda before the event with an eye to who needs to know about the forum (e.g. other levels of government, politicians, community members, media).
- Engaging the media is a decision that both participants must make together. If a news release or article submission is sent to media, both participants should approve the content. The distribution of this material can include a follow up phone call to ensure that it has been received. This call may also encourage the media to publicize the information and seek answers to questions.
- If the C2C forum results in future action items, a formal record should be kept and circulated for review and approval by the participants.

“The experience was extremely valuable as the two Councils met to introduce themselves to describe their histories and challenges en route toward reconciliation of past misunderstandings as all strive for a successful, viable ... future for all residents. At times tears were shed illustrating the level of empathy and trust that transpired between these strong leaders during the day-long forum.”

– 2014/15 C2C Final Report

Final Reports

Grant payments are issued after the C2C forum is complete and UBCM has received and approved the required final report. Reports are required to be submitted within 30 days of completing the event(s). These reports provide:

- Accountability for the spending of public money.
- An opportunity to identify improvements to the C2C program.
- A valuable source of information and inspiration to other communities planning forums.

Final reports include the following information:

- Confirmation of the date of the event(s).
- Complete list of attendees, including name, title and organization.
- Description of the completed C2C event(s).
- Assessment of whether the C2C program objectives were met.
- Summary of outcomes and deliverables.
- Identification of planned future action or next steps resulting from the forum.
- Financial summary.
- Optional: if available and appropriate, final agenda, session summaries, minutes, media clippings, photos and presentations or other relevant background information can be submitted.

An itemized financial summary for each completed event must be submitted with the final report. Financial summaries are required to use the format outlined in Appendix 1.

“The C2C forum became a safe space to explore whether the Town and the First Nation were ready and willing to co-design such a research project. It allowed time to reflect on the project, and to talk about how this idea project might move forward, to name tensions and opportunity in engaging in such a project and begin brainstorming around to being able to imagine engagement tools to draw in a larger community audience. The forum clarified boundaries, terms of engagement, outcomes to move forward and guiding statements to provide a foundation on which to build a Terms of Reference” – 2014/15 C2C Final Report

Building on Success: Translating Dialogue into Action

After nearly 20 years, the C2C Forum program continues to play an essential role in opening up lines of communication between First Nations and local governments and supporting the realization of diverse and beneficial projects. C2C forums have proven that dedicated meetings and events can help communities initiate dialogue and develop long-term relationships. Some communities now regularly work together by participating on each other's committees and engaging in joint opportunities.

This progression to a new working relationship can mean:

- Advancing reconciliation and building a shared understanding of the impact of colonization.
- Coordinated approaches to emergency preparation, response and recovery.
- Protocol agreements for communications, dispute resolution, land use planning, resource management, etc.
- Service agreements for the provision of water, sewer, solid

waste disposal, fire protection, etc. These agreements, where one community agrees to provide services to another for a set fee, are legally binding.

- MOUs or accords. These are not legally binding, but signing these agreements can help communities reach the goals identified in the agreement. They provide direction to staff of both communities, and provide continuity through elections and changes of leadership.
- Joint projects or plans (such as economic development or youth engagement).

Appendix 4 includes a sample agreement template that can be changed to suit the specific needs of local communities.

Tips

- MOUs, protocols and accords can be as straightforward as putting a longstanding, informal arrangement into writing.
- They are a good way to ensure that community relationships are built on agreements as well as the personal relationship between community leaders.
- Agreements generally include a process to address disputes and describe how the agreement can be changed or terminated.

Conclusion

First Nations and local governments across British Columbia recognize that there are significant opportunities to partner, prosper and advance reconciliation. This awareness is reflected in the popularity of the C2C program and the growing trend of communities to hold more than one forum each year.

Most communities that have held forums acknowledge that building an effective working relationship takes time and commitment. Communities that have held a series of forums say they are increasingly able to tackle more complex issues – ones with long timelines or that would have been considered too difficult to discuss at early forums. With a better understanding of each other and a growing history of cooperation and consultation, communities are able to work together for solutions to difficult issues.

Future iterations of the program, while difficult to predict, have been shown likely to include increased emphasis on regional emergency management, with focus on prevention, response, and recovery. It is also likely that C2C forums will continue to be used as a funding source for reconciliation efforts between First Nations and local governments, especially in light of the release of the 94 TRC Calls to Action and Canada's adoption of UNDRIP in recent years.

It is the sincere hope of the partners of this publication, the First Nations Summit, the Union of BC Municipalities, the Ministry of Municipal Affairs & Housing and Indigenous Services Canada, that this guide will assist communities to enhance relationships between neighbouring local governments and First Nations and embark on a meaningful path towards reconciliation.

“Each [forum] lessens the distance between communities, which physically are very near to each other, but sometimes socially very distant”

-Participant comments from C2C forum final reports, 2006-07

Appendix 1

Sample Event Budget

Budgeted Expenditures	Proposed Costs
Event organization	\$750
Meals, snacks and beverages (include # of people)	\$900
Venue rental costs	\$300
Facilitation services	\$1,450
Guest speakers	\$650
Forum materials	\$1,000
Transportation (include # of km)	\$25
Eligible honoraria (include description)	\$500
Event minutes or reports	\$550
Contingency	\$175
TOTAL	\$6,300
FUNDING REQUEST (50%)	\$3,150

Sample Financial Summary

Actual Expenditures	Budgeted	Actual
Event organization	\$750	\$700
Meals, snacks and beverages (include # of people)	\$900	\$925
Venue rental costs	\$300	\$175
Facilitation services	\$1,450	\$1,600
Guest speakers	\$650	\$0
Forum materials	\$1,000	\$500
Transportation (include # of km)	\$25	\$37
Eligible honoraria (include de- scription)	\$500	\$500
Event minutes or reports	\$550	\$450
Contingency	\$175	
TOTAL	\$6,300	\$4,887.00
FUNDING REQUEST (50%)		\$2,443.50

Tips:

- A budget is required for each planned event.
- Applicants are responsible for any cost over-runs unless a revised budget is submitted and approved before an event takes place.
- 'Contingency' is not an eligible final expense and any expenditures made from the funds allocated to contingency in the budget should be allocated to the appropriate line item in the financial summary.

Appendix 2: Sample Event Plan

It is recommended that before applying for C2C funding, communities first confirm that everyone involved is committed to working together. This is especially important for communities holding their first forums.

Activity	Timeline/Deadline	Responsibility	Status
Discuss the Event			
Meet with partner		Host will initiate	
Discuss dates, general format		All partners	
Plan the Event			
Set the date	ASAP	All partners	
Discuss the agenda, format, participants		All partners	
Identify options for venues		All partners	
Identify options for facilitators		All partners	
Identify options for catering		All partners	
Confirm the Event			
Set the agenda and format	As soon as date is set	All partners	
Confirm # of participants		All partners	
Send invitations and agenda		Host	
Bookings			
Book venue	As soon as date is set	Host to book	
Book AV equipment			
Book facilitator (if needed)			
Book caterer (if needed)			
C2C Event	Event Day		
After Event			
News release (if desired)		All partners	
Draft final report, send to partners		Host to draft; partners review	
Submit final report to UBCM	Within 30 days of event	Host	
C2C Grant	After receipt and approval of final report	Host	

A large, solid orange oval is centered on the page. It contains two lines of text: a quote and a source attribution.

“This forum will be instrumental in cementing the relationships between our respective governments, and discussing sustainable communities.”

-Participant comments from C2C forum final reports, 2006-07

Appendix 3: Sample Agenda

Please note: sections in italics are intended to be deleted.

5:00 p.m. Opening – Chief and Mayor/Chair

Could include opening prayer or invocation, land acknowledgment, introduction of participants, ice-breaker activity, and/or review of meeting purpose and objectives.

5:30 p.m. Dinner/feast and networking

Could include traditional Indigenous foods and/or utilize Indigenous catering services.

6:30 p.m. Presentations & Questions

Could include sharing histories, governance structures, administrative processes or strategic priorities and plans, identifying issues and opportunities, or community-specific issues or topics.

7:30 p.m. Review of Action Items or Next Steps

Could include agreement to hold future meetings, share documents or plans, consider protocols or agreements, or other outcomes and/or deliverables.

8:00 p.m. Final Remarks – all participants

8:30 p.m. Acknowledgements & Closing Remarks -- Chief and Mayor/Chair

Tips:

- Although not eligible for funding, the presentation of gifts or the inclusion of cultural performances (such as drumming or dancing) are often included in C2C events.
- In many cases, full-day or longer forums use break-out groups for discussions.
- Formatting of the agenda document itself is important. Often the logos of the First Nation and local government are included.

Appendix 4: Sample Agreement

There are many types of agreements that communities can agree to develop (e.g. MOU protocol or service agreements).

This sample template is intended to help communities identify the common issues or interests they would like to work together on and suggests some of the items that can be included in an agreement. It should be amended to meet specific community needs.

Please note: sections in italics are intended to be deleted.

Identify the date:

This AGREEMENT dated for reference the xx day of xxxx, 20xx.

Identify partners:

BETWEEN *insert name of partner*

AND *insert name of partner, adding more partners if required*

WHEREAS

Describe partner communities and their relationship:

A: The xxx First Nation and the xxx local government have distinct governance authorities (*etc.*)

Describe circumstances

B: The Parties currently share xxx services, (or have a mutual interest in xxx, *etc.*)

Describe intent of the agreement

NOW THEREFORE the Parties enter into this agreement with the intention and desire to xxx.

1.0 PURPOSE

- 1.1 Detail the purpose of the agreement (to develop a formal relationship, improve communications, share services, etc.)*
- 1.2 Describe other relevant points*

2.0 PRINCIPLES

- 2.1 Describe the principles of the new process (to meet regularly, to act in accordance with each community's governance structure, etc.)*
- 2.2 Describe other relevant points*

3.0 SHARED VALUES

- 3.1 Describe the shared values relevant to the agreement (respect for each other's governance structure, focus on a government-to-government relationship, etc.)*
- 3.2 Describe other relevant points*

4.0 KEY INTERESTS

- 4.1 List any and all specific interests that are relevant to the agreement (existing relationships with other governments, shared services, improving infrastructure, land use planning, economic development, capacity building etc.)*
- 4.2 Describe other relevant points*

5.0 COMMUNICATIONS

- 5.1 Describe the process around communications (use of joint spokespeople, approval must be given by both councils, etc.)*
- 5.2 Describe other relevant points*

6.0 TERMS OF THE AGREEMENT

- 6.1 Describe how the agreement will come into being (formal approval by each partner's governance body)*
- 6.2 Identify how the agreement will be updated and revised to accommodate changes in circumstance*

6.3 *Identify dispute resolution process*

6.4 *Identify termination process (Agreement will remain in effect unless terminated by either of the Parties by providing sixty (60) days notice in writing, to be delivered to Council by hand, facsimile or registered mail)*

6.5 *Describe other relevant points*

7.0 IMPLEMENTATION

7.1 *Describe the format (create new committees, introduce a system of regular communications, etc.)*

7.2 *Describe any next steps or deliverables that will arise from the agreement*

7.3 *Describe other relevant points*

8.0 ADDRESS FOR SERVICE

First Nation mailing address, including contact position (e.g. Chief Administrative Officer)

Local government mailing address, including contact position (e.g. Chief Administrative Officer)

9.0 SIGNATURES

IN WITNESS WHEREOF the Parties have hereunto affixed their signatures as of the day and year first written above.

Insert signature blocks, identifying the First Nation and Local Government, the signatory's name and title.

I cannot recall being involved in anything more significant in my career. Building peoples' futures instead of building 'things' is much more satisfying."

-Participant comments from C2C forum final reports, 2006-07

Appendix 5: Structure of First Nations & Local Governments

C2C forums, and the joint planning of events, provide an opportunity for First Nations and local governments to learn about each other's governance structures.

First Nations governance structures are diverse and can include hereditary systems, elected systems and blended models. First Nations administrative models can be equally diverse with differences reflecting the size of the First Nation, geographic location and the varied exercise of jurisdiction, among other factors. First Nations operating revenues come from several sources including: economic development operations, taxing authority, federal and provincial funding arrangements, and others.

There are two key types of local governments in BC: municipalities and regional districts. Both are created and granted powers by the provincial government under the Local Government Act and the Community Charter. The exception is the City of Vancouver, which is governed by the Vancouver Charter.

The provincial Ministry of Municipal Affairs and Housing is responsible for the legislative framework under which local governments operate. Day-to-day administration for local government services is done for municipalities and regional districts by professional staff. The provincial and federal governments help local governments with costly infrastructure (roads, sewer and water systems) through special grant programs.

Municipalities include cities, districts, towns and villages. Municipalities are governed by an elected council that is made up of a mayor and several councillors (depending on population size). Services provided by municipalities can be anything the council decides is necessary or desirable. Examples include: land use planning and zoning, fire and police protection, libraries, parks and recreational facilities. Services are primarily paid for through property taxes and fees for services.

Regional districts are unique to BC and deliver local services to rural (electoral) areas outside municipalities and provide a way for municipalities and electoral areas to jointly fund services that benefit both areas, or the whole regional district. Services include: regional planning, public transportation, water, sewer, waste management, fire protection, emergency programs, recreation and libraries. Each regional district is managed by a board of directors composed of appointees from municipalities and a director elected in each electoral area. The regional district board selects a chair annually.

Local government elections are held every four years (2018, 2022, 2026, etc.), and always on the third Saturday of October.

Notes:

Notes:

Notes:

Notes:

Notes:

