Guide to
Community to Community Forums
in British Columbia

"The spirit of cooperation and willingness to work together was recognized as a necessity for the health of the Central Coast community."

"Sharing this meal gave the participants the further opportunity to have more casual, personal and informal discussions and it was apparent that participants were enjoying themselves."

anything more significant in my career. Building peoples' ...s' is much more satisfying."

t of give and take, compromise, respectfulness and treating at creates the framework for successful relationships and for future partnerships."

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

Guide to
Community to Community Forums
in British Columbia

Table of Contents:

Community to Community Forums

Community to Community (C2C) forums are about opening lines of communication and building relationships between neighbours. In this case, the neighbours are local governments and First Nations. Across British Columbia, many of these communities already share schools, stores, recreation areas, roads and highways, and sewer and water services. They have used C2C forums to develop closer working relationships, provide or share services, work jointly on issues and look for opportunities to partner on new projects. Regular communication and cooperation has led to the establishment of formal agreements between communities that cover a range of subjects – from sharing infrastructure and services to long-term economic development.

The C2C Forum program was designed specifically to help local governments and First Nations 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 1997, more than 170 regional C2C forums have been held in every corner of the province, involving more than 130 local governments and close to 200 First Nations and tribal councils.

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 allowable costs of the venue, food and planning for a C2C forum. The program is administered by UBCM and supported by 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.

In the decade that the C2C program has existed, it has steadily improved. The application and reporting out processes are straightforward, final reports from previous forums are available on the UBCM website (www.civicnet.bc.ca), and organizers who have coordinated forums in the past are generous in sharing their experience, recommendations and advice with colleagues across the province. There is now a wealth of resources and experience for communities to draw on in planning their own forums.

Communities that have held forums are generally very positive about the value and benefits of the program – especially communities that did not have a history of working together prior to their first forum.

How to use this guide

This guide was developed by interviewing people who have organized and participated in forums across British Columbia. It has two objectives:

> ❯ to encourage communities that have never held a forum to consider holding one. The guide explains the benefits of participating in a forum, and describes the process of applying for, planning, holding and reporting out on a C2C forum.

> ❯ to give communities that have already held forums new ideas to support local government-First Nation partnerships in the future.

Appendices at the back of the guide provide additional information.

While building a seawall in August 2002, the city of Powell River accidentally damaged an archaeological site, to the dismay of the Sliammon First Nation. But what could have been a disastrous circumstance was overcome by the commitment of both communities to work together and resolve the issue.

"The seawall brought the two communities together," said then Chief Councillor L. Maynard Harry. "The Mayor stepped up to the plate and faced the issue head on, and we used the C2C forum as a key tool to help make the new relationship work." The City turned the project over to the First Nation, which built the seawall and succeeded in protecting the site.

This experience helped both communities realize that they needed to open lines of communication and build a stronger relationship to avoid a repeat of the situation. Since then, they've held several C2C forums and have signed a number of accords and protocols covering economic development, cultural heritage and communications.

Harry's advice to communities looking to open a new relationship is simple: "Consistency, leadership, and taking the time to get to know each other on a personal level are important. Identify a project significant enough where you can accomplish things – it may appear to be a negative situation, but don't be afraid of it. If it can be negotiated, it can turn into an opportunity and a win."

a C2C Story

Applying for a forum

ELIGIBILITY

All municipal, regional district and First Nation governments (e.g. band or tribal council) in British Columbia are eligible to apply for funding for a C2C forum.

› Both 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, but not necessarily next door, to each other.

› Forums must include participation by elected officials from both First Nation and local governments.

› Both first-time and repeat applicants (communities that have held C2C forums in the past) are welcome to apply.

› Applicants may request up to three separate forums in one 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 Application Guidelines, posted on the UBCM and FNS websites (www.civicnet.bc.ca and www.fns.bc.ca), before proceeding with the application. These guidelines are periodically updated. See Appendix 1 for a sample application form.

When both partners agree that they want to hold a forum, the host will fill out and submit the application form to UBCM. The application form requires:

TIPS:

✔ The first step in hosting a forum – even before completing the application form – 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, 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 final reports from previous forums on the UBCM website for ideas on what to include in the application, what's worked for other communities and what to expect from the forum.

> preliminary description of the event

> objectives

> list of proposed participants

> tentative date

> anticipated outcomes and deliverables (for example, a plan for future meetings, the development of a formal agreement, identification of common areas of interest, etc.)

> communications plan

> confirmation of partner community's participation

> a budget

BUDGETS

C2C program grants will cover up to half the costs of a forum. The remainder are covered by the host community. The host's share of the costs are usually covered by a combination of paying for expenses and contributing resources, staff or volunteer time (in-kind services). Some partner communities will reimburse the host for half of those expenses, while others take turns in the role of "host." This way, they share the cost of coordinating and responsibility for organizing a series of forums over several years.
Eligible C2C Forum program costs include:

> rent for a location

> food

> printing costs (invitations, agendas, etc.)

> covering costs of facilitators, special speakers, etc.

> out of town transportation costs, if they are required for attendance of key participants.

Examples of in-kind contributions include:

> free use of local facilities

> staff time to organize event

> office expenses (photocopying, telephone costs etc.).

The budget accompanying the application will fully detail the proposed costs and in-kind expenses. See Appendix 1 for a sample budget.

Once the forum is complete, the host must submit a final report, with an accounting of expenses, to UBCM. The cost of forums varies depending on the size of the communities and location, but averages between $2,000 and $4,000. UBCM will write a cheque to the host community for half of the grant upon approval of the application. The remainder will be sent after the forum has been held and the final report has been submitted. See Appendix 4 for a sample financial summary.

TIMELINES

The UBCM and FNS call for applications twice each year, in the spring and in the fall. Visit their websites (www.civicnet.bc.ca and www.fns.bc.ca) for details.

❯ Communities applying in the spring must hold their forum before December 31.
❯ Communities applying in the fall must hold their forum before March 31.
❯ The final report is due within 30 days after the forum is held.

For Zeb King, a councillor with Central Saanich, planning the forum was as important as the forum itself.

It can be quite difficult to get the first forum started," he said. "We had no communication between Mayor and Council, and the Chiefs and Councils of our two neighbouring reserves – the Tsartlip and the Tsawout. It really took going there in person, talking to the Chiefs and Councils, getting to know each other, and making it clear that this wasn't just a one-off thing."

King kept the planning stages at a very personal level. "To build buy-in, we held meetings in each others' houses, not at the municipal hall. I held a meeting at my house and invited people to get to know me. I wasn't just Zeb the Councillor, but Zeb who lives in that house."

a C2C Story

Planning your forum

Once the application is accepted, begin planning the forum. It is important that communities are jointly involved in every decision, 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.

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 6). From election schedules to the make-up of a council, the structure and responsibilities of local government and First Nation governance structures can vary dramatically.

SET THE DATE

Applications can be approved in principle with a tentative date, but the first portion of the grant money cannot be released until the date of the forum has been confirmed. 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

TIPS:

✔ Confirm the date as soon as possible. Let UBCM know so it can release the first portion of the funding.

✔ 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 6). 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, councillors and staff, and every effort is being made to make it happen.

Debbie Miller of the Katzie First Nation organized an ambitious forum: a three-day, open ended session that included everyone from mayor, chief and both councils, to planners, CEOs and a range of key bureaucrats, business owners and community representatives from the First Nation, seven municipalities and two regional districts.

"It was a lot of work, but it was worth it," Miller said. Organizers kept the focus on open ended strategizing, broke the session into chunks of time, including a power networking lunch for mayors and councillors who couldn't attend the full three days. They wrapped up with a summary of the whole event, and provided a list with everyone's contact name and phone number.

"It took a lot of work and a lot of people to organize," Miller said, "but it was a success. People could see that there were lots of things we could undertake together, where we could achieve results."

a C2C Story

unexpected events – a death in a close-knit 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.

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.

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 share information. For example, First Nations have presented an overview of their history, traditions and land claims, while local governments have presented community plans and long-term economic goals.

❯ 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.

❯ Recently elected officials have used forums to meet each other for the first time in their new roles.

❯ Forums have compared local government and First Nation strategic and planning documents, looking for areas of common interest, mutual benefit and opportunities for partnerships.

TIPS:

✔ Check out agendas from other forums for ideas. 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.

> 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:

- fire protection
- emergency preparedness
- shared service provision (water, sewer etc.)
- education
- health care
- youth
- employment
- transportation
- land use, development and zoning
- forestry
- recreation opportunities.

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. Communities can apply to hold up to three forums a year.

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.

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:

> A 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.

❯ A 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.

❯ A multi-day brainstorming and planning session is an ambitious undertaking and requires more time and resources. This can work well when there are three or more communities involved with the forum.

If there are many common issues with the hope of resolution on key points, a formal working meeting works well. However, if this is mostly an opportunity for communities to begin sharing information about their history, structure and scope of responsibilities, a casual atmosphere with time for dialogue may be more appropriate. Final reports on the UBCM website indicate that each forum is different, and there is no set formula to follow.

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. The final report can provide a sense of the discussion and content of the forum. 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 follow-up commitments.

Common Objectives of C2C Forums, 2006-07

Objective	%
Relationship building	45%
Dialogue/communication	42%
Joint problem solving/projects	36%
Awareness of goals/plans/issues	35%
MOU/agreement/accord	27%
Plan next steps	18%
Ceremony/celebrate	11%
Partnerships/collaboration	7%
Share history/culture	4%

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

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 or controversial issues.

However, communities don't need to hire a facilitator to have a successful forum. Active involvement by the communities in planning is as important in building a relationship as the forum itself. In fact, some communities have found that making sure the facilitator understood community history and issues took valuable time away from discussion.

COMMUNICATIONS

Communities with C2C experience suggest that communicating the benefits of and outcomes from 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 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

TIPS:

✔ The facilitator must understand the need to engage both partner communities equally.

✔ Facilitators, as a neutral third party, can ensure balance, fairness and support when communities are discussing difficult topics.

✔ 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.

✔ To find a facilitator, review reports from previous C2C forums. They are usually identified by communities that have used them.

agreement or identification of common issues for action)

> inviting the media to interview the mayor and chief, so long as the parties are agreeable

> profiling the forums on local government and First Nation 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 local governments and First Nations. Communicating results of 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 local government-First Nations 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 Cabinet Ministers, 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 councils 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 a new C2C partnership.

TIPS:

✔ Review the agenda before the event with an eye to who needs to know about the forum (e.g. UBCM and FNS, 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.

When Brenda Ireland agreed to facilitate a C2C forum for the Fort Nelson Regional District and the Fort Nelson First Nation, she knew that history and decolonization would be key components of her presentation.

"I focus on facilitating a process which brings an understanding of how colonization affects people today," Ireland says. "First Nations people need to understand the impact 300 years of colonization has had on their lands, their community, their economies, their lives so that we can make sense of it all and take control of our lives today. When working with non-Indigenous people, I give them the history they didn't get in school. When we reach a place where we understand and respect each other's values and beliefs, and appreciate our shared history, we can start building meaningful and mutually beneficial relationships.

"For example, one of the things that came out of the session was the District began to understand why it couldn't engage the First Nation the way it wanted to. For the Nation, discussions on land use and economic development, although important, take a back seat when issues that strike at the heart of the community - social issues associated with the legacy of colonization: alcohol and drug abuse, suicide, violence and family abuse demand attention. Not knowing these things influences how we perceive each other, how we relate to each other …. History matters!"

a C2C Story

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.

FINAL REPORTS

To receive the second half of the forum funding, the host community must submit a final report to UBCM within 30 days of completing the event. These reports provide:

❭ accountability for the spending of public money

❭ an opportunity to identify improvements to the C2C program (including funding levels)

❭ a valuable source of information and inspiration to other communities planning forums.

The reporting process is a short, electronic form with clear and specific questions. The easy-to-use template is on the UBCM website (See Appendix 4).

Final reports include the following information:

❭ a description of the forum or forums

❭ an assessment of whether original forum objectives were met

❭ complete list of attendees, including name, title and organization

❭ a summary of the events – speakers, issues, presentations, etc.

❭ any recommendations, achievements or plans resulting from the forum

❭ a summary of any communications as a result of the forum

❭ a detailed financial summary

❭ additional attachments, if available, such as agenda, session summaries, minutes, media clippings, photos and presentations.

Tom Dall was with the Village of Lytton and Rita McKay with the Lytton First Nation, when they helped develop a complex governance protocol for six communities. Each community was looking to improve various combinations of fire protection, water and service and community health, among other services.

The C2C brought all communities together to talk about their strategic plans and find out what each other was doing.

"Man, did that work!" says Dall. "Right away, it gave us a better understanding of where the duplications were taking place."

As a result of that forum, the six communities created their own sub-governance model covering those areas of mutual interest.

"The Village applied for C2C funding to host the first forum, and we invited all the chiefs to that meeting," McKay said. "It was a good orientation because the Village didn't understand band governance, and we didn't understand municipal government. We went on to talk about sub-regional governance, how it could be feasible, and how it makes sense to partner. Everyone was gung-ho about it."

"The key is commitment and determination to make it happen," McKay said. "The Village is keeping the ball rolling, and the bands are in full participation. And as we make progress, momentum is building. You need consistency, having one group or person keeping the project alive – especially if it's a complex and ongoing project."

a C2C Story

Building on success:
Translating dialogue into action

Over the past 10 years, C2C forums have proven that they 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:

❯ developing a formal process to compare planning documents for areas of common interest

❯ identifying opportunities to partner on grant applications from other levels of government

❯ drafting a protocol or MOU on issues that are mutually important

❯ establishing service agreements

❯ determining referral mechanisms for development plans.

MOUs, protocols and accords 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. A signing ceremony can also be a powerful signal of the commitment both parties are making to each other.

Appendix 5 includes a draft template of an MOU that can be changed to suit the specific needs of local communities.

Service agreements, where one community agrees to provide services to another for a set fee, are legally binding.

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.

On her first day as the Chief Administrative Officer for the Village of Hazelton, Helen Koning attended a C2C forum. For the next three years she organized them.

"This cannot be a one-time process," says Koning, who has since moved to Osoyoos. "You have to be committed to this for a while. If you think it's a one-shot deal, it's not. We had some changes with municipal councillors, First Nation councillors, and chiefs. For continuity, we needed a meeting once a year."

Much of the relationship between the local government and First Nation was informal. For example, one side of the street in Hazelton is municipal, the other side is First Nation, Koning explained.

"You don't see a distinction, but there is a division, who has authority and responsibility for that land. Our meetings focused on those things. We didn't do anything grandiose as a result of the C2C forums, but we focused on the things that helped our day-to-day living, like water, sewer and eventually, an emergency plan.

"Every community is different, and the communities need to describe what they need. These forums give communities the chance to identify a common goal, and the opportunity to be real partners."

a C2C Story

Conclusion

Local governments and First Nations across British Columbia recognize that there are significant opportunities to partner and prosper. 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 controversial 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 answers to difficult issues.

It is the sincere hope of the partners of this publication, the First Nations Summit, the Union of BC Municipalities, the Ministry of Community Services, the Ministry of Aboriginal Relations and Reconciliation and Indian and Northern Affairs Canada, that this guide will assist communities that have never held a forum and help others to enhance relationships between neighbouring local governments and First Nations.

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
Fax: (604) 926-9923
Toll Free: (866)990-9939
www.fns.bc.ca

Union of BC Municipalities
545 Superior Street
Victoria, B.C., V8V 1T7
Tel: (250) 356-5134
Fax: 250 356-5119
www.civicnet.bc.ca

Appendices

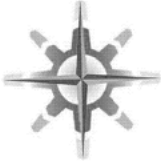## 1. SAMPLE APPLICATION FORM AND BUDGET

This is an example of a completed application form and budget to hold a C2C event. It is provided to help communities understand how to complete the form.

For further budget information please see the application guidelines and form on either the UBCM or FNS websites:

› www.civicnet.bc.ca (click on Programs and Services/Cmty to Cmty Forum Program)
› www.fns.bc.ca

Application guidelines and form are also available by calling UBCM (250 356-5134) and the First Nations Summit (604 926-9903).

Sample Application and Budget Form:

First Nations Summit & UBCM
Community to Community Forums

Fax: (250) 356-5119
Mail: 545 Superior Street, Victoria, BC, V8V 1T7
E-mail: dwelch@civicnet.bc.ca

FIRST NATIONS SUMMIT

UNION OF
BRITISH
COLUMBIA
MUNICIPALITIES

2007/08 APPLICATION FORM

Please complete and return this by **June 15, 2007** for forums to be held before December 31, 2007. Thank you in advance for your cooperation. Questions? Contact Danyta Welch at UBCM at dwelch@civicnet.bc.ca or (250) 356-5134.

Please type directly in this form or print and complete. Use additional space or pages wherever required.

Applicant: Regional District of Beverly Hills, BC	**Mailing Address:** 123 Beverly Road, Pleasantville, BC, V2V 2V2
Contact person: John Smith	**Position:** Councillor
Phone: (250) 123-1234	**E-mail:** john.smith@rdbh.bc.ca

1. **DESCRIPTION** (*Preliminary description of event. If more than one event is proposed a rational for multiple events and a description of each should be included.*)

   As this event will be the first time for local government and First Nations community leaders within the RDBH to meet as one group, an "ice breaker" dinner is proposed. Following this we will break into smaller groups to discuss a series of questions on common concerns, how our organizations operate and how we can communicate better.

2. **OBJECTIVES** (*e.g. what do you hope to achieve?*)

   The main objective of the first Community to Community Forum is to establish communication between First Nations and local governments in our region. Included will be discussion on areas of common concern, activities and functions (how we operate), and protocol for effective communications (between both elected officials and staff).

3. **PROPOSED PARTICIPANTS** (*please attach an additional page if required*)

   ☑ First Nation(s): Redwood Tribal Council, Fern First Nation, Blackford First Nation

   ☑ Local Government(s): RDBH, District of Blackford, City of Pleasantville, District of Elkwood, Town of Beverly

   ☑ Other Participants: Blackford Health Authority, Pleasantville Community Association

4. **DATE(S)** (*please note: funding will not be advanced until date is set*)

   We have tentatively scheduled the forum for September 24, 2007.

5. **INTENDED OUTCOMES & DELIVERABLES** (*e.g. plans for future meeting dates, projects for future joint action/collaboration, next steps*)

   Outcomes that are expected include: a plan for future meetings; identification of common areas of interest and next steps; and a greater understanding of each entity's function, goals and values.

Sample Application and Budget Form: (continued):

6. COMMUNICATION PLANS. *Each proposal must identify which of the following strategies will be utilized to meet the Community to Community Forum Program communication requirement:*

- ☑ *Report at meeting of full band council, municipal council and/or regional district board.*
- ☐ *Posting of event materials on respective websites and UBCM website.*
- ☑ *Release of news release and/or reports to the media.*
- ☑ *Other:* The proceedings of the event will be recorded in a report, which will be sent to UBCM upon completion. A news release will be sent to our local newspaper, *The Town Crier* after the event.

7. CONFIRMATION OF PARTNERS.

Please attach confirmation. Confirmation that the elected leaders of all groups have agreed to be involved in the planned Community to Community Forum is required. This can be in the form of a letter and need not be a council resolution. Confirmations can be submitted after the application, but are needed in order for funds to be released.

8. BUDGET. Amount of Request: $2,812.50

Please review the 'Additional Information on Budgets' in Section 4 of the Application Guidelines and submit a budget in the same format as the sample budget in Appendix A. Attach the completed budget to this application.

9. REPEAT APPLICANTS ONLY. *Repeat applicants must include all the information required by first time applicants (sections 1 – 7 above) as well as the following information:*

Date of Last Forum: June 2, 2005

Progress: *Improvements in the First Nation - local government relationship since previous event and how the proposed event would build on the results of the previous event.*

Since our last event in 2003, the RD and the First Nation have continued discussions on servicing. The First Nation participated in the City's annual festival and we set up a joint committee to look at regional recreation needs. Our proposed event will help us identify new opportunities for partnering.

Sample Application and Budget Form: (continued):

Sample Budget

A. Cash Expenditures	
Dinner for 75 people at $25/person	$1,875
Facilitation services	$1,500
Guest Speakers	$500
Facilities Rental	$800
B. In-Kind Expenditures	
Preparation of materials – printing costs for informational materials	$250
Final report production and printing	$550
C. Contingency	$150
TOTAL	**$5,625.00**
TOTAL FUNDING REQUESTED (50%)	**$2,812.50**

Please Note:

Staff at the UBCM and FNS offices are available to provide advice to applicants on their application and event.

2. SAMPLE AGENDA

5:00 p.m.   **Opening Prayer**
              Opening Remarks – Chief, Mayor
              Introductions

5:15 p.m.   **Dinner**

              Presentations – to be determined by participants.
              Past examples include participants taking turns in sharing histo-
              ries and administrative processes, as well as identifying issues
              and opportunities.

              Specific items – to be determined by participants.
              Experience indicates this usually takes place at second C2C
              forums. Topics include land issues, service agreements,
              emergency preparedness, and recreation.

8:45   **Conclusion** – to be determined by participants.
              In many cases, the Chief and Mayor will seek consensus on next
              steps and provide concluding comments.

3. SAMPLE EVENT PLAN

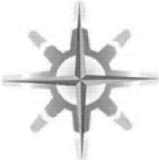| Item	Notes	Deadline	Responsibility	Status
Application approved				
First disbursement of funds from UBCM	One-half of grant, released when date is confirmed by partners			
Meet with partner, begin final planning of event	Begin discussions as soon as application is approved		Host will initiate	
Set date and identify venue options	As soon as possible		Both partners	
Contact possible facilitators, if using one	As soon as date is set			
If there is a meal, discuss, agree on caterer, menu				
Book venue	Number of participants may determine size of venue		Host to book	
Book caterer	Depends on community		Host to book	
Discuss, finalize agenda			Host to book	
Identify potential participants				
Invite participants		1 month prior to forum		
Identify, book special equipment	Projector, screen, microphones, etc.	2 weeks prior to forum		
Confirm participants		1 week prior to forum		
Confirm menu, catering	Based on number of participants who confirm	1 week prior to forum		
Confirm venue	Visit venue, double check seating, serving and meeting spaces	1 week prior to forum		
Send agenda to all participants		1 week prior to forum		
Send media advisory, if appropriate		2 days before forum		
Call media re advisory, if appropriate		1 day before forum		
C2C forum		Event Day		
Media relations, if appropriate	Contact media, send News Release. Both partners to agree on communications messages	On Event Day, or day after		
Draft final report, send for partner approval		+ 20 days		
Submit final report to UBCM		+ 30 days		
Final disbursement of UBCM funds		After receipt of Final Report		

4. SAMPLE FINAL REPORT AND FINANCIAL SUMMARY

This is an example of a typical Final Report and financial summary of a C2C forum. It is provided to help communities understand how to complete the form. The Report is due 30 days after the forum has been completed.

The Final Report form (including Financial Summary form) is available on the UBCM and FNS websites:

> www.civicnet.bc.ca (click on Programs and Services/Cmty to Cmty Forum Program)
> www.fns.bc.ca

Sample Final Report and Financial Summary:

First Nations Summit & UBCM

Community to Community Forums

UNION OF
BRITISH
COLUMBIA
MUNICIPALITIES

FIRST NATIONS SUMMIT

Fax: (250) 356-5119
Mail: 545 Superior Street, Victoria, BC, V8V 1T7
E-mail: dwelch@civicnet.bc.ca

FINAL REPORT

*Please complete and return this form **within 30 days of the completion of your forum**. Final disbursement of grant money will only be released after the final report is complete. Thank you in advance for your cooperation. Questions? Contact Danyta Welch at UBCM at dwelch@civicnet.bc.ca or (250) 356-5134.*

Please type directly in this form or print and complete. Use additional space or pages wherever required.

Applicant: Regional District of Beverly Hills, BC	**Mailing Address:** 123 Beverly Road, Beverly, BC, V2V 2V2
Contact person: John Smith	**Position:** Councillor
Phone: (250) 123-1234	**E-mail:** john.smith@rdbh.bc.ca
Date(s) forum was held: September 24, 2007	

1. **DESCRIPTION** *(Describe the forum that was held. If than one event was held please attach descriptions of each event.)*

The forum had two parts: an "ice breaker dinner" followed by facilitated small group discussions. The dinner allowed First Nation, local government and community participants to meet informally and learn more about each other. The small group discussions allowed participants to identify issues of concern and to share ideas for potential solutions and means of working together in the future.

2. **OBJECTIVES** (assessment of how the original forum objectives were or were not met)

The main objective of the forum was to establish communication between First Nations and local governments in our region. The dinner portion of the event was a great way to start this.

During the discussions we talked about common concerns and about how our organizations operate. This helped us learn about each other's roles and values. We didn't have time to discuss communication issues as much as we would like to, but this is now an agenda item for a future meeting.

3. **PARTICIPANTS.**

Please attach a complete attendance list including name, title and organization.

4. **SUMMARY OF FORUM** (e.g. issues discussed and/or presentations made)

Bob Smith presented his experience in First Nations/local government relations and Jane Doe presented a case study of a land use plan that was developed between a First Nation and local government.

Working together on future development, growth boundaries and environmental management were the most common topics of conversation at the small group discussions.

5. **NEXT STEPS** (e.g. recommendations, achievements, or plans resulting from the forum)

Both the First Nation and local government representatives will be reporting back to their Councils in the next month. After this, we are planning a second meeting to continue discussions about a protocol for communications between staff and elected officials across our organizations.

We plan to share the attendance list so notices of future meetings of interest to participants can be shared and to ensure everyone is invited to the next forum.

6. **COMMUNICATION SUMMARY.** _Indicate which of the following strategies were utilized to meet the Community to Community Forum Program communication requirement:_

☑ Report at meeting of full band council, municipal council and/or regional district board.

☐ Posting of event materials on respective websites and UBCM website.

☐ Release of news release and/or reports to the media.

☑ Other? A full report of the forum was prepared by the facilitator and is being printed.

7. **FINANCIAL SUMMARY**

Please review sample financial summary in Appendix B of the Application Guidelines and submit a summary in the same format. _Attach the completed financial summary to this application._

Sample Final Report and Financial Summary: (continued):

8. ATTACHMENTS. *Please attach* the following items to this report:

☑ Complete attendance list
☑ Financial summary
☑ Agenda
☐ Session summaries or minutes if available and documents or presentations tabled
☐ Media releases and press coverage and other public communications
☑ Any other background information that may be relevant (e.g. participants, planning process, context, goals).

Sample Financial Summary

A. Cash Expenditures	
Dinner for 59 people at $25/person	$1,475
Facilitation services	$1,500
Guest Speakers	$500
Facilities Rental	$800
B. In-Kind Expenditures	
Preparation of materials – printing costs for informational materials	$250
Final report production and printing	$550
Staff time organizing RSVPs and catering (10 hours)	$265
TOTAL SPENT	**$5,340.00**
ORIGINAL FUNDING REQUEST*	**$2,812.50**
TOTAL FINAL PAYMENT REQUESTED**	**$1,263.75**

* 50% of original request, or $1,406.25, would have been dispersed prior to the forum

** As this forum came in under budget, the total final payment is 50% of total funds spent minus the first payment (or $5,340/2 = $2,670 - $1,406.25 = $1,263.75)

Please Note:
Sending in the minutes and the prepared materials from an event does not constitute a Final Report. The above format must be followed. All minutes and prepared materials should be in an appendix to the Final Report.

5. MOUs, AGREEMENTS AND PROTOCOLS

An MOU, agreement or protocol simply puts in writing the intent of communities to work together on an issue or common interest. This simple template suggests some of the items that can be included in an agreement; it can be amended to meet specific community needs.

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

Sample MOU

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 protocol
NOW THEREFORE the Parties enter into this Protocol Agreement with the intention and desire to *xxx.*

1.0 PURPOSE

    1.1   *Detail the purpose of the protocol (to develop a formal relationship, improve communications, share services, etc.)*

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

    1.3   *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 protocol (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 termi-
nated 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 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)*

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.*

6. STRUCTURE OF LOCAL GOVERNMENTS AND FIRST NATIONS

One of the primary reasons for the regional Community to Community program is to provide an opportunity for First Nations and local governments to learn about each other's governance structures.

While the local government system of governance is standardized across the province, First Nations systems of governance can vary widely based on the history and cultural practices of a particular First Nation.

Today, the diverse First Nations governance structures include hereditary systems, elected systems and blended models. First Nations administrative models are just as 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 B.C.: 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 B.C. Ministry of Community Services 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. B.C. 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 B.C. 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 three years (2008, 2011, 2014, etc.), and always on the third Saturday in November.

Acknowledgments

The **British Columbia Guide to Community to Community Forums** has been sponsored by:

FIRST NATIONS SUMMIT (FNS)

The FNS is comprised of a majority of First Nations and Tribal Councils in B.C. It provides a forum for First Nations in British Columbia to address issues related to aboriginal title and rights, treaty negotiations and other issues of common concern.

www.fns.bc.ca
Suite 1200 – 100 Park Royal South, West Vancouver, B.C. V7T 1A2
phone: 604.926.9903   **toll-free:** 1.866.990.9939

INDIAN AND NORTHERN AFFAIRS CANADA (INAC) BC Region

INAC has primary responsibility for meeting the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and Northerners. In partnership with First Nations, INAC is responsible for delivering services such as education, housing and social support programs on-reserve. First Nations administer 85 per cent of INAC program funds. INAC also negotiates and oversees implementation of land claims and self government agreements on behalf of the federal government.

www.ainc-inac.gc.ca
Suite 600 – 1138 Melville Street, Vancouver, B.C. V6E 4S3
phone: 604.775.5100   **toll-free:** 1.800.665.9320

MINISTRY OF ABORIGINAL RELATIONS AND RECONCILIATION (MARR)

The Ministry has the primary responsibility of developing new relationships with Aboriginal people founded upon reconciliation, recognition and respect. It negotiates treaties and other agreements with First Nations to create economic certainty over Crown land and resources, and to improve the lives of Aboriginal people.

www.gov.bc.ca
The Ministry of Aboriginal Relations and Reconciliation
PO Box 9100, Stn Prov Govt, Victoria B.C. V8W 9B1
phone Enquiry BC:
Vancouver 604.660.2421
Victoria 250.387.6121
Outside Vancouver and Victoria: 1.800.663.7867

Acknowledgments (cont'd)

MINISTRY OF COMMUNITY SERVICES (MCS)

The Ministry is responsible for the legislative framework for local government in British Columbia, providing certain types of financial assistance, advice and assistance to local governments and the general public. In addition, the Ministry facilitates and supports the building of harmonious and productive relationships between local governments and First Nations.

www.gov.bc.ca
P.O. Box 9839 Stn. Prov. Govt., Victoria, B.C. V8W 9T2
phone: 250.387.4020   **fax:** 250.387.7979

UNION OF BC MUNICIPALITIES (UBCM)

UBCM represents the interests of all municipalities and regional districts in BC. Through its Executive, which is composed of mayors, councillors and regional district directors from communities throughout the province, it develops policy on various issues, and works with both provincial and federal governments in an effort to improve upon current legislation, regulations and funding arrangements.

www.civicnet.bc.ca
60 – 10551 Shellbridge Way, Richmond, B.C. V6X 2W9
phone: 604.270.8226   **fax:** 604.270.9116

FIRST NATIONS SUMMIT

Indian and Northern
Affairs Canada

Affaires indiennes
et du Nord Canada

BRITISH
COLUMBIA
The Best Place on Earth

Ministry of
Aboriginal Relations
and Reconciliation

BRITISH
COLUMBIA
The Best Place on Earth

Ministry of
Community Services

UNION OF
BRITISH
COLUMBIA
MUNICIPALITIES

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

"I cannot recall being involved in

futures instead of building 'thing

"It is the age-old concept

"What is necessary to make a relationship successful?
Communication, trust, cooperation, tolerance,
dedication, wisdom, honesty, respect."

each other as equals tha

countless opportunities