RELATIONSHIP-BUILDING: FIRST NATIONS AND MUNICIPALITIES

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CEDI Program Coordinator, Cando

Manitoba Learning Match
February 11-12, 2014
Welcome!

- Introductions – 3 parts
  - Your Name
  - Your Community/Organization
  - Main reason for your interest in this workshop
Agenda

1. Workshop objectives
2. Introduce First Nations – municipal CEDI
3. Why collaborate with your municipal neighbour?
4. Relationship-building principles
5. Small group discussions – your own experience
6. Other tools used by CEDI
7. Wrap-up and evaluation
Workshop Objectives

To introduce the First Nation – Municipal Community Economic Development Initiative (CEDI)

To discuss the benefits and challenges of joint First Nation – Municipal collaboration

Learn about your own experience of collaboration

To highlight the relationship-building tools used by the CEDI program and receive your input

Any to add?
Dialogue Guidelines

Be Present
To your own experience without judgment;
To each other – letting go of rehearsing your response or strategizing;
To the flow of the process.

Speak from your Experience
Express what you are really thinking and feeling in the moment as the dialogue unfolds.

Welcome / Increase Diversity
Welcome differences and explore them fully even if this generates tension;
Hold these differences as an important part of the group’s relationship build not as something to be avoided.
Engage Curiosity not Judgment
When you notice judgment arising in response to your own experience or another’s, engage your curiosity to move more deeply into what is emerging.

Hold Intensity
If intensity arises, hold this experience without reacting.

Welcome the Unknown
Allow space for the unknown rather than seeking to understand or explain things immediately.

See handout
First Nations – Municipal Community Economic Development Initiative (CEDI)

- CEDI is a partnership of FCM and Cando
  - National voice of municipal governments in Canada since 1901
  - 2,000 municipalities are members – convene, listen, unite
  - Offers a variety of national and international programs – CIPP Program

- National, membership-based, non-profit Aboriginal organization and voice of Aboriginal community economic development
- Trains, certifies and provides support services and resources to Economic Development Officers working in Aboriginal communities across Canada
6 Pairs of First Nations and adjacent municipalities across Canada

Focus on development of joint First Nations – municipal community economic development strategies

April 2013 – March 2016

Funded by AANDC
CEDI Components

- Relationship-building and strategic-planning workshops
- Volunteer peer mentorship
- Study Tours
- Community Capacity-building Grants
- Community of Practice (CoP)
CEDI Knowledge Products

- **CEDI Toolkit** for joint First Nation – Municipal Community Economic Development

- **CEDI Workbook** for communities to work through

- **CEDI Website** with program information, updates and access to resources
6 CEDI Focus Community Pairs

- Seabird Island Band, District of Kent, British Columbia
- Sawridge First Nation, Town of Slave Lake, RM of Slave River No. 124, Alberta
- Opaskwayak Cree Nation, Rural Municipality of Kelsey, Town of the Pas, Manitoba
- Unconfirmed Fly-in Community, Lac Seul First Nation, Town of Sioux Lookout, Ontario
- Eagle Village First Nation, Ville de Témiscaming, Québec
- Madawaska Maliseet First Nation, Ville d’Edmundston, New Brunswick
CEDI Community of Practice

- EDOs
- Elected officials
- Government staff
- Academics
- Other professionals and those with an interest in joint CED and First Nation – municipal collaboration
- Chance to provide input into CEDI tools, follow the progress of focus communities
- Join us today - handout
Challenges to joint Ec Dev planning

- Lack of knowledge of governance structures of ‘other’
- Lack of dedicated funding/resources
- Different jurisdictions
- Strained relationships
- Lack of capacity
- Political will/priorities
Both First Nations and Municipalities often undertake CED activities but work in parallel due to differing jurisdictions.

Benefits of Joint Ec Dev Planning

- Shared understanding and common goals
- Potential for:
  - Social and economic benefits for both those on- and off-reserve,
  - new employment opportunities,
  - better land use and management,
  - enhanced social and physical capital,
  - increased business development, and
  - a more favourable investment climate.

Why collaborate with your neighbour?
Why do CED Jointly?

- Both First Nations and Municipalities often undertake CED activities but work in parallel due to differing jurisdictions.

- Joint economic development cooperation between First Nations and adjacent municipalities can lead to:
  - Social and economic benefits for both those on- and off-reserve;
  - New employment opportunities;
  - Better land use and management;
  - Enhanced social and physical capital;
  - Increased business development, and;
  - A more favourable investment climate.
Why collaborate with your neighbour?

"Our municipality and the area First Nation communities have a common economic destiny and a common interest in jobs and an economic future for their communities and particularly their youth. There is a recognition that "together, we are better." We recognize that we need to work more closely together in order to move all of our communities forward."

EDO, Municipality of Kenora, Ontario, 2012

“Never before have we sat down like this. We have only come to see each other when we want something from each other; now we are sitting down and creating a common vision for what we want together for our communities. This is a historic day.”

Madawaska Maliseet First Nation, COO, CEDI workshop, New Brunswick, 2013
“Muster your courage; take that leap of faith. The other levels of government aren’t actually the enemy – they can become your best allies. [...] If we can pool our resources, pool our intellectual knowledge, we can come up with some unique solutions that we wouldn’t have been able to come up with in the past and that alone is well worth it”

Chief of a Participating First Nation

- “it’s allowed us to discover the similarities between our jurisdictions... and how many synergies exist between us that we probably didn’t know before.”

- “Don’t wait until your town burns down, do it before then, before you have a disaster. Explore it now, not later.

Leader of a Participating Municipality
The City of Vancouver and the Musqueam Indian Band have signed a new comprehensive agreement that is one of the first modern long-term agreements to be signed between a municipality and a First Nation band.  
27th January, 2014

“This partnership is an excellent example of the opportunities for neighbouring governments to work together. It shows the opportunities in the Lower Mainland for municipalities and First Nations to work together to positively advance their common objectives.”

Mayor Gregor Robertson
First Nations and municipalities:

- Have similar goals of improving lives of communities
- Face similar challenges in funding and capacity
- Can experience mutual benefit from partnerships
  - Pooling of resources/leveraging funding/sharing costs
  - Economic development initiatives
  - Growth in tourism or industrial development
12 Relationship-Building Principles

See handout

1. Be respectful
2. Communicate openly
3. Create value for both parties
4. Have realistic expectations
5. Use bottom-up approaches
6. Practice integrity
7. Use resources and experts
8. Be flexible
9. Practice equality
10. Think long term
11. Clarify decision-making processes and responsibilities
12. Establish systems for dispute resolution
12 Relationship-Building Principles

- In each of your table groups, you will be given 4 of the relationship principles.
- With the others at your table, take 5 minutes to discuss the principles (1-2 min. per principle)
  - How would I practice this in my existing relationships? (i.e. what does this look like at a day-to-day level)
  - What would be challenging when trying to practice this? Solutions?
  - Please be prepared to share your answers.
Other Relationship-Building Tools used by CEDI

- Historical Timeline Exercise
- Friendship Accord
- Legislative Context Discussion
- Communication Protocol
Historical Timeline Exercise

- Create a timeline of the most significant economic, political and social events of both communities over the past 20 years
- Present, then
- Five years from now, what you would like to see in your community?
- Create future timeline for your community
- Present
- Synergies – have participants group their future events into areas of synergy
Friendship Accord

- The purpose of an accord outlines why and how a community would like to build their relationship.
- The document is used to strengthen relationships and provides a framework to undertake joint work.
- Various terms used to denote a relationship, not business agreement – eg. Friendship Accord.
- Spirit, intent and guiding language for cooperation.
- See template.
- See example Accords.
Friendship Accord Exercise – as used by CEDI facilitators

- In your assigned group, take 5 minutes to read each Friendship Accord
- Individually, note what elements you like in the samples accords then share in group
- Using a highlighter, highlight as a group, the key elements you like in the samples and would like to see in the draft Friendship Accord between your communities. Group debrief.
- Return your highlighted “master copy” to us
Legislative Context Discussion

- Brief presentation of the differences between Municipal and First Nations governance
- Questions and clarification
- See handout
## Legislative Context

<table>
<thead>
<tr>
<th></th>
<th>First Nation</th>
<th>Municipality</th>
<th>Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Head of Local Government</strong></td>
<td>Chief</td>
<td>• Mayor</td>
<td>Chiefs and Mayors play a similar role in terms of their decision-making authority</td>
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<td></td>
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<td>• Reeve</td>
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<tr>
<td></td>
<td></td>
<td>• Chief Elected Official</td>
<td></td>
</tr>
<tr>
<td><strong>Local Government</strong></td>
<td>Band Council</td>
<td>Municipal Council</td>
<td>Band councils and municipal councils play a similar role in terms of their decision-making authority</td>
</tr>
<tr>
<td><strong>Head of Administration</strong></td>
<td>Band Manager</td>
<td>Chief Administrative Officer (CAO)</td>
<td>First Nations and municipal governments rely heavily on their respective administrations for necessary program delivery and support</td>
</tr>
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## Legislative Context

<table>
<thead>
<tr>
<th>Guiding Legislation</th>
<th>First Nation</th>
<th>Municipality</th>
<th>Comparison</th>
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<tbody>
<tr>
<td>Historic treaties</td>
<td>• Historic treaties</td>
<td>• Provincial</td>
<td>Both responsibilities are dictated by a higher-level body (except in cases of self-government)</td>
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<tr>
<td>The Indian Act</td>
<td>• The Indian Act</td>
<td>• Municipal Acts</td>
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<tr>
<td>Other federal legislation</td>
<td>• Other federal legislation</td>
<td></td>
<td></td>
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<tr>
<td>Self-government agreements (where negotiated)</td>
<td>• Self-government agreements (where negotiated)</td>
<td></td>
<td></td>
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<tr>
<td>Regional Governance</td>
<td>Tribal Council</td>
<td>• Regional District Commission</td>
<td>Both may partner with other governments to form regional bodies to discuss issues of mutual concern</td>
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<tr>
<td>Metropolitan community</td>
<td>• Metropolitan community</td>
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### Legislative Context

**Funding**

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<tbody>
<tr>
<td>• Federal transfers or funding agreements (annual or multiyear)</td>
<td>• Taxation revenues</td>
<td>First Nations and municipalities are responsible for ensuring that their initiatives are supported with funding, whether through government funding, property taxes or user fees. There are significant differences in the resource base and ability to access resources between First Nations and Municipalities based on funders and funding agreements.</td>
</tr>
<tr>
<td>• Program grants and contributions for projects</td>
<td>• Provincial transfers</td>
<td></td>
</tr>
<tr>
<td>• Tribal councils</td>
<td>• Program grants and contributions for projects</td>
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<tr>
<td>• Own source revenue</td>
<td>• Federal grants</td>
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Communications Protocol

- A formal document that outlines:
  - What would joint communications look like?
  - What are the key principles the participants wish to follow?
  - What are the key communications activities to undertake in the coming weeks, months, years
  - Who needs to be involved (and will take responsibility), messaging, timing, etc.
Your Feedback

- We are very interested in your feedback on our processes and tools
- What looks like it would be useful? What would you change? What would you add/take away?
- What would you like to see in the CEDI toolkit and workbook – what would be useful to you?
Closing

Thank you for participating!

2 closing questions:

1. Where is your community at in terms of its relationship with its municipal or other First Nation neighbour?
2. What will you be taking away from this session?
## Project Contacts

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<tr>
<th>Program</th>
<th>Name</th>
<th>Contact Information</th>
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