



Hornby Island Local Trust Committee

Special Meeting Agenda

Date: September 29, 2023
Time: 8:30 am
Location: Electronic Meeting

Pages

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|-----|---|--------------------|--------|
| 1. | CALL TO ORDER | 8:30 AM - 8:35 AM | |
| | “Please note, the order of agenda items may be modified during the meeting. Times are provided for convenience only and are subject to change.” | | |
| 2. | APPROVAL OF AGENDA | 8:35 AM - 8:35 AM | |
| 3. | BUSINESS ITEMS | 8:35 AM - 9:55 AM | |
| 3.1 | Major Project: Draft Proposal for 2024/2025 Budget Process - for direction and endorsement | | 2 - 16 |
| 4. | ADJOURNMENT | 9:55 AM - 10:00 AM | |

File No.: HO-6500-06
(First Nation Relationship Building)

DATE OF MEETING: September 8, 2023
TO: Hornby Island Local Trust Committee
FROM: Renée Jamurat, Regional Planning Manager
Northern Team
SUBJECT: Major Project Proposal Endorsement for 2024/2025 Budget Process - Staff Report

RECOMMENDATION

1. That the Hornby Island Local Trust Committee endorse the proposal for First Nation Relationship Building – Major Project; and
2. That the Hornby Island Local Trust Committee request staff forward the proposal to the Islands Trust Regional Planning Committee and Financial Planning Committee for consideration of inclusion in the 2024/2025 Islands Trust budget.

REPORT SUMMARY

The purpose of this report is to respond to the Hornby Island Local Trust Committee's request that staff prepare a business case on Project No. 7 "First Nations" as a major project for the 2024/2025 fiscal year.

A proposal is provided for endorsement instead of a business case because there are outstanding areas of information requested of the LTC to inform a business case, such as further detail on scope of work, level of involvement, anticipated goal of the work. The information contained in the proposal for endorsement will be used to submit a business case for the Islands Trust budget.

This report outlines areas of the proposal that require further information from the Local Trust Committee to inform a business case for the upcoming fiscal budget. At this stage of the budget process, it is imperative that clear direction is provided to staff in order to submit a proposal for budget deliberations to both the Regional Planning Committee and Financial Planning Committee meetings in November and December.

It is important to recognize that the Islands Trust is attempting to evolve and making positive changes to its key vision and Policy Statements, to implement meaningful efforts and approaches regarding reconciliation with First Nations. Recent changes to the organization's key vision and governance processes (i.e. reconciliation efforts with First Nations, and creation of the Regional Planning Committee) has meant that there is outstanding clarity needed on the Islands Trust's administrative/operational processes to identify where the Hornby Island LTC's request falls within the purview of the Islands Trust Area Services, and the approach for raising projects that are beyond the conventional land use scope of Local Planning Services functions.

The subsequent actions include evolving or pivoting our administrative and operational policies and processes ('ways of doing business') in ways that the organization continues to learn and respond to in order to fulfil these important efforts. In the areas where there is uncertainty and lack of information, staff are exploring ways to navigate how to work within existing processes (i.e. budget) while being responsive to necessary changes to support these new ways forward.

BACKGROUND

At the regular business meeting on June 16, 2023, the Hornby Island Local Trust Committee passed the following resolution:

HO-LTC-2023-034

It was MOVED and SECONDED,

that the Hornby Island Local Trust Committee request Staff to work on a business case on Project No.7 “First Nations” as a major project for the 2024/2025 fiscal year.

CARRIED

Actions were added to the Local Trust Committee’s ‘Future Project’ list as a result of the OCP advocacy policy recommendations made during the current OCP/LUB review project. The specific ‘Future Actions’ listed under the proposed project include:

- Consider heritage and traditional knowledge mapping with the K’omoks First Nation.
 - attempt to better understand the relationship between Indigenous cultural heritage preservation, species at risk, and freshwater resource sustainability;
 - gather information to inform meaningful engagement with First Nations; and
 - inform policy development related to the preservation of areas of cultural significance.
- Consider the use of covenants in conjunction with rezoning application to reduce the direct impacts of development on indigenous culturally sensitive areas.
- Work with K’omoks First Nation to determine how they wish to be engaged, information circulated in review of development and policy plans.
- Improve communications with K’omoks First Nation and Hornby Island LTC (Islands Trust).
- Improve communications with K’omoks First Nation by setting up regular LTC/Chief and Council meetings to discuss a wide range of issues of mutual concern.
- Consider the development of an agreement similar to the qathet Regional District, City of Powell River and Tla’amin First Nation www.ubcm.ca/sites/default/files/2021-08/Tlaamin_PowellRiver_20190909.pdf
- Consider inviting K’omoks representatives to attend as non-voting members and Advisory Planning Commission and Local Trust Committee meetings.

ANALYSIS

The proposal is attached as part of this report (Attachment 1) and the following identifies areas required for further direction by the LTC in order to have adequate information and proceed with the budget submission.

1) Confirm Proposal Scope and Desired Results

Hornby Island LTC has requested this initiative because of their desire to grow and foster a better relationship with K’omoks First Nation, and to understand what they would like to see for reconciliation actions by the LTC, and perhaps even the larger organization (Islands Trust).

Staff recommend that a broader approach be undertaken instead of the specific actions identified through the June 16th resolution. Instead, staff recommend that the scope for this proposal be *to support and carry out activities identified by the LTC to promote and build positive political/governance relationships with K’omoks First Nation, and which would be led by the Hornby Island LTC and K’omoks First Nation, with support from staff.*

This would support anticipated discussions that would apply to the overall Islands Trust political relationship building, strategic goals, and initiatives, in addition to other Islands that K'omoks First Nations may express interest in discussing. (i.e. Denman Island Local Trust Area).

Specific actions to create or update planning processes or bylaws would be outside of the scope of the 2024/2025 fiscal proposal.

Staff recommend that actions focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'omoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity, with interest from K'omoks First Nation, to initiate a Memorandum of Understanding (MOU) or protocol agreement.

The proposed scope of work is expected to be ongoing and based on specific actions that may require multiple years of LTC priority, staff resources, and budget.

Staff recommend there should be consideration for budget and resources given to actions that K'omoks First Nation may also identify through these discussions.

Requested Input from LTC:

- **Confirm the scope and intent of the proposal as described above and including specific changes to the purpose and results.**
- **What are your desired outcomes of the request? Are there key actions you would like to see included?**

2) Confirm LTC Commitment for Priority and Involvement

Staff suggest that a critical aspect of undertaking this initiative and building meaningful relationships, must be led and championed by the Hornby Island LTC. Through the endorsement of this proposal and the subsequent business case, the LTC signals its commitment towards reconciliation by giving priority of time needed to carry this out.

It's also noted that the actions may take longer than one fiscal year and may extend into multiple years. As a result the proposal explains that this may require LTC commitment over multiple fiscal years and priority of time.

The proposal and actions relate in a general way to governance matters of the Islands Trust & LTC through advocacy work, which does not clearly fall under the local planning service function for the organization. Also since this is a new kind of request for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management levels to inform how this request will be approached and to identify the staff to support it.

Requested Input from LTC:

- **Confirm the LTC's support for involvement over multiple fiscal years based on the proposal.**

3) Confirm Range of Estimated Budget and Budget Sources

Staff recommend two options through this proposal:

- Option 1: to focus on actions to initiate and continue relationship building; and
- Option 2: to explore the interest to initiate a Memorandum of Understanding (MOU) or protocol agreement with K'omoks First Nation.

A general estimated budget for option two (which includes option 1) is \$19,500 and a lower anticipated budget should just option 1 be endorsed as described in the proposal. Staff note that estimates provided at this time are subject to change because of the uncertainty of the timeframe and nature of the work involved.

The proposal (Attachment 1) includes estimated budget, budget sources, and time (staff resources) for both options, which suggests a feasible range of time to undertake work within one to two fiscal years.

Potential funding sources include:

- Islands Trust First Nation Reconciliation/Capacity funding program, \$150,000 over 5 years, existing from 2023-2028, managed by Trust Area Services.
- Capital budget project, endorsed by LTC, approved by Trust Council.
- Honorarium budget, managed by Administrative Services (Finance).
- Future funding opportunities that align and meet the results of this request, none identified.

Subject to input from Trust Area Services, the proposal could be funded from either the existing reconciliation funding, a combination of funding and capital budget, or just capital budget. It is anticipated that deliberations through the Regional Planning Committee and Financial Planning Committee will clarify the best approach.

The proposal identifies factors such as staff involvement to support the LTC's work, and will need to be identified. Staff may include Senior Management, Trust Area Services (Indigenous Relations, Communications), Local Planning Services, and Administrative Services (Finance).

Requested Input from LTC:

- **Support the estimated budget based on the options identified in the proposal.**

RATIONALE FOR RECOMMENDATION

In summary, staff recommend the following as presented in the attached Proposal for the LTC's consideration:

- The scope for this proposal is to support and carry out activities identified by the LTC to promote and build positive political/governance relationships with K'omoks First Nation, and which would be led by the Hornby Island LTC and K'omoks First Nation, with support from staff. The work is expected to be ongoing and based on specific actions that may require multiple years of LTC priority, staff resources and budget.
- Actions focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'omoks First Nation Chief & Council. In addition, this scope of work could accommodate the opportunity if there's interest to initiate a Memorandum of Understanding (MOU) or protocol agreement.
- Include two options focussing on actions to initiate and continue relationship building; and to explore the interest to initiate a Memorandum of Understanding (MOU) or protocol agreement with K'omoks First Nation.

- A general estimated budget for option two (which includes option 1) is \$19,500 and a lower anticipated budget should just option 1 be endorsed as described in the proposal.

ALTERNATIVES

The LTC may consider the following alternatives to the staff recommendation:

1. Request more information

The LTC may request further information prior to making a decision. Should the LTC require more information, staff note that required budget deadlines for RPC and FPC deliberations will be missed and the proposal will not be submitted in time for the 2024/2025 fiscal budget approval. If selecting this alternative, the LTC should describe the specific information needed and the rationale for this request. Recommended wording for the resolution is as follows:

That the Hornby Island Local Trust Committee request that staff provide the following [LTC to specify requested information].

2. Reduce scope of project proposal

If the LTC requires more time for consideration based on the current proposal, then staff suggest the LTC reduce the proposal to only option 1 as described in the proposal. The direction provided to staff at this meeting will be used to submit a proposal for RPC and FPC budget deliberations.

That the Hornby Island Local Trust Committee endorse option 1 from the proposal for First Nation Relationship Building – Major Project; and

That the Hornby Island Local Trust Committee request staff forward the proposal to the Islands Trust Regional Planning Committee and Financial Planning Committee for consideration of inclusion in the 2024/2025 Islands Trust budget.

3. Proceed no further

The LTC may request that staff proceed no further with this project request and not pursue a major project for next 2024-2025 fiscal year. The LTC would pursue minor projects identified in the current and future project lists in the next fiscal year, subject to operational budget and capacity.

That the Hornby Island Local Trust Committee request staff proceed no further with the First Nation Relationship Building – Major Project proposal for the 2024/2025 Islands Trust budget.

NEXT STEPS

Upon LTC endorsement of the proposal, staff will forward it to the Regional Planning Committee and the Financial Planning Committee for their consideration.

For information, the budget approvals and deadlines include:

- Due at this September 8th Hornby Island LTC Meeting, is the LTC endorsement of the proposal prior to RPC and FPC budget deliberations.
- RPC budget deliberations (if applicable) on September 6, November 15
- FPC budget deliberations on October 18, November 8, in order to proceed to Trust Council for budget approvals in December.

Submitted By:	Renée Jamurat, RPP MCIP, Regional Planning Manager	August 31, 2023
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ATTACHMENTS

Hornby Island Major Project Proposal – First Nation Relationship Building

Attachment 1 - Project Proposal for Fiscal Budget 2024/2025

Proposal for Fiscal 2024/2025 Budget Request
Hornby Island First Nation Relationship Building (Major Project)

This proposal will be submitted to the Regional Planning Committee and Financial Planning Committee for budget deliberations. The proposal will be endorsed by the Hornby Island LTC with the intent to be used to inform a business case (as needed) for the budget review process.

Should the proposal be approved by Trust Council, then staff can prepare a project charter along with any necessary project management documents (ex: work programs, meeting schedules, etc.)

ISSUE/OPPORTUNITY:

The purpose and scope of this request is to support and carry out activities identified by the Hornby Island Local Trust Committee (HO LTC) to promote and build positive political/governance relationships with K'ómoks First Nation on whose unceded lands Hornby Island is situated on.

Hornby Island LTC trustees have requested this initiative because of their desire to grow and foster a better relationship with K'ómoks First Nation, and to understand what they would like to see for reconciliation actions by the LTC, and perhaps even the larger organization (Islands Trust).

'Suggested Approach':

The 'program' or key objectives, activities and timing, must be led and championed by the HO LTC. Through the endorsement of this project and the subsequent business case, the LTC will give direction to staff on what kind of support is needed to carry this out.

This is governance – Islands Trust & LTC - advocacy work and does not clearly fall under the planning role and function for the organization. Also since this is new for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform how this request will be approached and identify the staff to support it.

Then once an MOU or agreement is established, then administrative meetings (staff to staff) would identify actions as identified in Hornby Island's 'Project #7' are appropriate to discuss with K'ómoks First Nation in addition to others they may identify.

This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish/continue a positive relationship between K'ómoks First Nation and Hornby Island LTC, before staff begin exploring the analysis of larger policy processes and tools (both new and revising existing ones).

Scope of Work:

The work is expected to be ongoing and based on specific actions may require multiple years of LTC priority and staff resources and budget. Anticipated actions could focus on relational aspects such as calls, meetings, activities between LTC Chair & Trustees, and K'ómoks First Nation Chief & Council. This scope of work may include drafting and/or completing a MOU and protocol agreement, for example.

Specific actions to create or update planning processes or bylaws are outside of the scope of this year's fiscal proposal until a protocol agreement/MOU is established, which will be led by the HO LTC. In addition there should be consideration for resources given to specific actions that K'ómoks First Nation may identify through these discussions.

The LTC has also discussed as part of the LTC's current fiscal (2023/2024) Major Project, considering more robust acknowledgement of First Nations within the OCP, and comprehensive engagement with the K'ómoks First

Commented [RJ1]: LTC to confirm the scope of work and the specific actions?

LTC to confirm their commitment of time and involvement.

LTC to confirm this as a multi-year project, subject to available funding and/or budget and staff capacity as a major project.

Proposal for Fiscal 2024/2025 Budget Request
Hornby Island First Nation Relationship Building (Major Project)

Nation has been a cornerstone to the development of draft bylaws for the current project. The LTC considers engagement with K'ómoks First Nation to be a top priority for the following fiscal year, as well.

TIE TO ISLANDS TRUST GUIDING DOCUMENTS (Islands Trust Mandate, Policies and Resolutions)

Commented [RJ2]: Address for business case.

The possible actions provided under the proposed project are ideas that relate to the Islands Trust mandate, Policy Statements, Policies, Hornby Island's OCP, as well as help improve planning processes and non-planning functions carried out by the Islands Trust such as advocacy. However some initiatives may be too advanced to take action on at this time before a good government to government relationship is established between K'ómoks First Nation, Hornby Island LTC and Islands Trust via a protocol agreement (or MOU).

Rather the actions to support the progress to establishing a protocol agreement or MOU is the appropriate scope of this project instead.

Islands Trust has adopted policies regarding reconciliation, respect, communication and actions that build relations with Indigenous Communities on whose traditional and unceded lands the Islands Trust operates.

1) Islands Trust Reconciliation Declaration, adopted by Islands Trust Council on March 14, 2019.

"The Islands Trust Council acknowledges that the lands and waters that encompass the Islands Trust Area have been home to Indigenous peoples since time immemorial and honours the rich history, stewardship, and cultural heritage that embody this place we all call home.

The Islands Trust Council is committed to establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous Peoples. Islands Trust states a commitment to Reconciliation with the understanding that this commitment is a long-term relationship-building and healing process.

The Islands Trust Council will strive to create opportunities for knowledge-sharing and understanding as people come together to preserve and protect the special nature of the islands within the Salish Sea."

2) The Hornby Island LTC's standing resolution regarding First Nations in the Local Trust Area, adopted May 24, 2019.

"Whereas the Local Trust Committee seeks to engage in Reconciliation with local First Nations, governments and the island community by honouring the Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples, Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples, and Islands Trust First Nations Engagement Principles, the Local Trust Committee endeavours to:

a) Annually, write a letter to First Nations, (re)introducing Trustees and staff and provide a schedule of known Local Trust Committee meetings for the upcoming year, as well as, provide an update of current projects and advocacy activities;

b) For various Local Trust Committee meetings, invite elders from local First Nations to attend and provide a traditional welcome to the territory;

c) Work with First Nation governments on cooperative initiatives, including and not limited to, language, place names, territorial acknowledgements, and community education on Coast Salish and local First Nations' cultural heritage and history;

Proposal for Fiscal 2024/2025 Budget Request
Hornby Island First Nation Relationship Building (Major Project)

d) *Work with First Nation governments on engagement principles for inclusive land use, marine use, and climate change planning; advocacy, protection and stewardship; and knowledge and information sharing protocols;*

e) *Establish and maintain government-to-government dialogue with First Nations, now and into the future, based on respect and recognition of Aboriginal rights and title, treaty rights, and First Nations' traditional territories within the Islands Trust Area."*

- 3) Islands Trust Conservancy Reconciliation Declaration, ratified by the Islands Trust Conservancy Board on June 16, 2019, in the territories of the Lək'wəṇən Peoples, METULIYE/Victoria, B.C.

"The Islands Trust Conservancy acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.

The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.

The Islands Trust Conservancy is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful."

- 4) Reconciliation Action Plan 2019-2022, passed by the Islands Trust on June 19, 2019, in the Coast Salish/Penelakut Territory, Galiano Island.

[Reconciliation Action Plan 2019-2022 \(1668KB\)](#).

The Reconciliation Action Plan is a four-year action plan that will guide Islands Trust in the implementation of United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission (TRC) Calls to Action, and the Declaration on the Rights of Indigenous Peoples Act (DRIPA). Progress report to-date available on the IT website: [2019-2021 Reconciliation Report \(3368KB\)](#).

- 5) Trust Council's strategic plan
- 6) Policy Statement directives
- 7) Council Bylaws
- 8) Work programs

PROJECTED RESULTS/DELIVERABLES:

The proposed Major Project would address issues and provide opportunities as follows:

- Strengthen and improve the LTCs relations with K'ómoks First Nation, while taking actions that align with the Trust Council Declaration on Reconciliation and the Standing Resolution regarding First Nations in the Hornby LTA.
- Build trust with the K'ómoks First Nation, and ask them how the LTC can support them in building their own capacity to engage with the LTC (if that's what K'ómoks First Nation would like to prioritize).
 - [Issue example: Thatch Pub development where the K'ómoks First Nation became aware of the proposed development during the Development Permit process, and approval proceeded despite the K'ómoks First Nation's objections. In this case, the LTC was obligated to approve the owner's DP because it met the guidelines, despite K'ómoks First Nation's statement of objection on the basis of a large, culturally sensitive archaeological site on the lot (Shingle Spit site).]
- If this qualifies as an LPS – planning major project (and not under the purview of another department), then it would be classified as 'major' because of following criteria: (Policy 5.9.1)
 - Will likely exceed 12 to 18 months to complete;
 - The budget is expected to exceed \$5,000; and
 - The approach is newer to the IT and not formally established. Therefore the project requires discretionary and additional activities that exceed planning processes.

RISK ASSESSMENT: *This is not an exhaustive list and is meant to illustrate areas for budget deliberations.*

BENEFITS:

- This assumption is based on staff expertise and capacity to draft a protocol MOU agreement in-house, rather than engaging with a consultant service to support this work.
 - To be confirmed if there is in-house expertise from LPS and TAS.
- Consultant service benefits include expertise regarding nature of the work and process, capacity, connected to outside agencies and resources.
- Staff benefits include potential cost savings to complete work in-house, intimate knowledge of Islands Trust process.
- This proposed fiscal project seeks to 'address the missing pieces' of this relational and governance aspect, to establish/continue a positive relationship between K'ómoks First Nation and Hornby Island LTC.
- The relationships fostered can support future discussions of mutual interest regarding key strategic and planning policies, Islands Trust and planning processes, bylaws, and tools (both for new and revising existing ones).

RISKS:

- Approach: There's no approach in-place yet for the organization so the LTC will need to support the evolution of this as staff create something. The nature of the work does not clearly fall under the LPS planning role and function for the organization. Also since this is new for the Islands Trust, a strategic and coordinated approach is needed at the senior governance and management level to inform how this request will be approached and identify the staff to support it.
- Staff capacity and K'ómoks First Nation capacity to support the work. First Nation capacity and interest to engage may not align with desired project timelines.

Proposal for Fiscal 2024/2025 Budget Request
Hornby Island First Nation Relationship Building (Major Project)

- Cost of First Nation capacity support funding/honoraria, compensation for participation may be beyond budget.
- The project may take longer to complete, running into multiple fiscal years. Once started, the commitment to complete a protocol MOU agreement with K'ómoks First Nation must remain a priority both financially (budget) and as a strategic priority (politically, staff time).
 - This may mean other projects would not be initiated by TAS and/or LPS for Hornby Island and other LTC areas.
- Staff resources: Uncertainty of staff allocation for time and limited hours of staff time available to any large level of activities. Staff will recommend to keep the scope small and simple to achieve results incrementally and be able to maintain strong positive relationships consistently/over time.

OPTIONS CONSIDERED: *This is not exhaustive and is meant to illustrate areas for budget deliberations.*

(Proposed) Option 1: Relationship Building Actions: meetings, activities, joint events organized and/or supported by Hornby Island LTC with K'ómoks First Nation.

Funding Request (FY24/25)	Target Duration	Estimated Cost
Budget Approval	2024 Q1	
*On-going meetings 'Council & LTC', honoraria for First Nation and participation, activities, events, facility rentals, materials, printing, travel	Start in 2024 Q2	~\$3,000-\$5,000**
	Total Hours ~TBD*	Total \$5,000

*Subject to interest and availability by K'ómoks First Nation.

**When providing capacity support funding to K'ómoks First Nation, we have been allotting \$150 per hour to the Nation.

* Estimated hours of 1 full-time staff time.

Financial implications –

- Not sure how much budget to request because we don't know what actions, quantity.
- Scale, scope could be kept to just LTC and Chief/Council in order to estimate budget.
- Option to be given a budget to work within. Ex: \$10,000
- TAS reconciliation budget: Funding is available to support relationship building. Implication is that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- Provincial grant funds to support relationship building (\$150,000 over 5 years). Implication is that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.

Resource requirements –

- Will require administration time to coordinate meetings, events, activities, take minutes, etc.
- If K'ómoks First Nation wants to include IT staff, we should know who is available and # hours.
- Should include a briefing by LTC trustees on the actions and how it went, to share with TC and community.

Other implications-

Proposal for Fiscal 2024/2025 Budget Request
Hornby Island First Nation Relationship Building (Major Project)

- LTC needs to provide general guidance on kinds of actions and how many.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- No established approach.

(Proposed) Option 2: Includes Option 1 & Establish an MOU or Protocol Agreement

Commented [RJ3]: LTC to confirm this as an option.

Funding Request (FY24/25)	Target Duration	Estimated Cost
Budget Approval	2024 Q1	
On-going meetings 'Council & LTC', honoraria for First Nation and participation, activities, events, facility rentals, materials, printing, travel	Start in 2024 Q2	~\$3,000-\$5,000
Development of a protocol MOU agreement—including capacity funding to support their participation in this work, plus related costs for meetings	Start in 2024 Q3. Likely 6 months, possibly longer.*	~\$7,500** + \$2,000
Legal review	~3 months	~\$5,000
Finalize MOU agreement & Celebration	~1 month	~2,000
<i>May need multiple fiscal years' budget & priority to support a protocol/MOU agreement.</i>	~13 months (Q2 2024 – Q2 2025)	
	Total Hours ~600*	Total ~\$19,500

*A Protocol/MOU Agreement may take more than one fiscal year, subject to interest and availability by K'ómoks First Nation.

**When providing capacity support funding to K'ómoks First Nation, we have been allotting \$150 per hour to the Nation.

* Estimated hours of 1 full-time staff (i.e. Island Planner or Manager) time.

- Occurs over multiple years in sequence.
- Unclear of which department or joint team will lead the project. Requires clarity from Islands Trust-CAO/management group in order to estimate staff resources.
- Suggest CAO, Legislative Director or TAS Director to lead. LPS supports/informs.

Financial implications –

- Not sure how much budget to request because we don't know what actions, quantity.
- Scale, scope could be kept to just LTC and Chief/Council in order to estimate budget.
- Option to be given a budget to work within. Ex: \$10,000
- TAS reconciliation budget: Funding is available to support relationship building. Implication is that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.
- Provincial grant funds to support relationship building (\$150,000 over 5 years). Implication is that TAS does not yet have an approach to request funding (i.e. capacity, honoraria, activities, events, meetings, etc.). However a list of all related projects by TAS is underway.

Resource requirements –

- Will require administration time to coordinate meetings, events, activities, take minutes, etc.
- If K'ómoks First Nation wants to include IT staff, we should know who is available and # hours.

Proposal for Fiscal 2024/2025 Budget Request
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- Should include a briefing by LTC trustees on the actions and how it went, to share with TC and community.

Other implications-

- LTC needs to provide general guidance on kinds of actions and how many.
- Need to consider if K'ómoks First Nation is interested to participate, how much.
- No established approach.

Option 3: 'Do Nothing' approach

Benefits –

Risks –

Financial implications –

Resource requirements –

Other implications -

CRITICAL SUCCESS FACTORS:

What related factors have been identified?

Which of these factors are critical to the success of this initiative?

Discuss outcomes if critical success factors are not met.

RECOMMENDED OPTION:

State your recommendation, and summarise why you chose it over others. Reference options, summary.

COST/BENEFIT ANALYSIS:

Quantitative & Qualitative considerations, i.e. financial costs, cost-savings, non-quantifiable costs & benefits.

a. Does it need budget? How much? From where?

- Subject to the selected option or level of work, there will be a cost for carrying out the work. Anticipated costs will be related to capacity support for First Nation Chief and Council and their administration (staff), in-person meetings, activities and events held between the LTC and First Nation, legal fees for agreement drafting.
- Staff need LTC direction on an option for the request and desired results, in order to suggest a budget.
- Staff will suggest one simple option with actions in order to provide a budget estimate, however the nature of the work and timing is uncertain so the actual time and budget may be higher.

b. Potential Funding Sources:

Commented [RJ4]: For business case.

Commented [RJ5]: For business case.

Commented [RJ6]: For business case as endorsed by LTC.

Commented [RJ7]: For business case.

Proposal for Fiscal 2024/2025 Budget Request
Hornby Island First Nation Relationship Building (Major Project)

- Islands Trust First Nation Reconciliation/Capacity funding program, \$150,000 over 5 years, existing from 2023-2028, managed by Trust Area Services.
 - Gift and honorarium budgets, managed by Finance.
 - Capital budget project, endorsed by LTC, approved by Trust Council.
 - Future funding opportunities that align and meet the results of this request, not identified.
- c. Budget Approvals and Deadlines: What approvals (what & when) is needed by LTC, RPC, FPC, TC?
- Due at this September 8 LTC Meeting: The LTC endorsement of the proposal/business case prior to RPC and FPC budget deliberations.
 - RPC budget deliberations (if applicable) on September 6, November 15
 - FPC budget deliberations on October 18, November 8, in order to proceed to Trust Council for budget approvals in December.
 - Reference Islands Trust Council Budget Process Policy 6.3.1.

PURCHASING PROCEDURE: Describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor); goods or services needed to be procured for the work. If this is for new staff hiring, indicate likely hiring method (i.e.: external competition, government-restricted internal competition, etc.)

Commented [RJ8]: For business case.

PROPOSED IMPLEMENTATION STRATEGY:

What are the specific features of the “roll-out” of the recommended solution? What is the timeline and anticipated date of completion for this initiative?

- A Protocol/MOU Agreement may take more than 1 year, subject to interest and availability by K’ómoks First Nation.
- When providing capacity support funding to K’ómoks First Nation, we have been allotting \$150 per hour to the Nation.

Commented [RJ9]: LTC to confirm the scope of work for this fiscal and any actions that would require multiple fiscal years.

STAFF RESOURCING:

What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.

Staff involvement:

- Senior Management – CAO (lead), Directors (co-lead)
- Senior Indigenous Relations Advisor, Trust Area Services (team)
- Communications Specialist, Trust Area Services (support)
- Legislative Services (support)
- LPS – RPM or Island Planner (support)
- Administrative support
- Updates to Regional Planning Committee?
- Updates to Legislative/Governance Committee?
- Trust Area Services as lead? LPS as lead? And explain role/responsibilities, involvement, and why.
- Regional Planning Team capacity to manage the project in 2024/2025 along with other LTC projects that are yet to be approved for that time frame.

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- The CAO and LTC trustees must commit to involvement & available throughout the entire process & project.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Commented [RJ10]: For business case.

Are there any concerns and how will these be addressed? Have other stakeholders been identified?

SUPPLEMENTAL INFORMATION:

- 1) At the Hornby Island LTC Regular Business Meeting of June 16, 2023, the LTC passed the following resolution:

HO-LTC-2023-034

It was MOVED and SECONDED,

that the Hornby Island Local Trust Committee request Staff to work on a business case on Project No.7 "First Nations" as a major project for the 2024/2025 fiscal year.

CARRIED

- 2) Specific actions were added to the LTC's 'Future Project' list as a result of OCP Advocacy Policy recommendations made during the current OCP/LUB review project. Specific 'Future Actions' listed under this proposed project include the following:
 - Consider heritage and traditional knowledge mapping with the K'ómoks First Nation.
 - attempt to better understand the relationship between Indigenous cultural heritage preservation, species at risk, and freshwater resource sustainability;
 - gather information to inform meaningful engagement with First Nations; and
 - inform policy development related to the preservation of areas of cultural significance.
 - Consider the use of covenants in conjunction with rezoning application to reduce the direct impacts of development on indigenous culturally sensitive areas.
 - Work with K'ómoks First Nation to determine how they wish to be engaged, information circulated in review of development and policy plans.
 - Improve communications with K'ómoks First Nation and HO LTC (IT)
 - Improve communications with K'ómoks First Nation by setting up regular LTC/Chief and Council meetings to discuss a wide range of issues of mutual concern.
 - Consider the development of an agreement similar to the qathet Regional District, City of Powell River and Tla'amin First Nation www.ubcm.ca/sites/default/files/2021-08/Tlaamin_PowellRiver_20190909.pdf
 - Consider inviting K'ómoks representatives to attend as non-voting members and Advisory Planning Commission and Local Trust Committee meetings.