



CONTENTS

SUMMARY	1
LEADERSHIP FORUM AGENDA	5
LEADERSHIP FORUM ATTENDEES	6
DISCUSSION.....	7
PROTOCOL AGREEMENT GENERAL FEEDBACK	7
SHARED PRIORITY INTERESTS	7
RATIFICATION PROCESS AND TIMELINE	7
COMMUNICATING THE PROTOCOL AGREEMENT.....	8
PROTOCOL AGREEMENT NEXT STEPS	8
RECOMMENDATIONS	8
APPENDIX A: DRAFT PROTOCOL AGREEMENT FOR COMMUNICATION AND COOPERATION	10
APPENDIX B: BREAKOUT SESSION FOCUS QUESTIONS.....	19
MORNING BREAKOUT SESSIONS FOCUS QUESTIONS.....	19
AFTERNOON BREAKOUT SESSIONS FOCUS QUESTIONS	19
APPENDIX C: BREAKOUT SESSION NOTES.....	20
MORNING BREAKOUT SESSION	20
AFTERNOON BREAKOUT SESSION.....	26
APPENDIX D: LEADERSHIP FORUM PRESENTATION	34

SUMMARY

On November 15th, 2017, the Leadership Forum brought together 25 leaders and senior administrators from Northern St'át'imc communities, the District of Lillooet and the Squamish-Lillooet Regional District (SLRD) at the P'egp'ig'lha Community Centre, T'ít'q'et, Lillooet. The purpose of the meeting was to review and discuss the Draft *Protocol Agreement for Communication and Cooperation* developed by the Intergovernmental Relations Working Group, which included:

- Courteney Adolph-Jones; Relations Manager, St'át'imc Government Services
- Helen Copeland; Councillor, P'egp'ig'lha Council
- Michelle Edwards; Chief, Sekw'el'wás
- Randy James; Councillor, Tsal'álh
- Mickey Macri; Director, SLRD Electoral Area B
- Matt Manuel; Natural Resources Coordinator, Lillooet Tribal Council
- Jeannette Nadon, Communications & Grants Coordinator, SLRD
- Michael Roy, Chief Administrative Officer, District of Lillooet
- Shannon Squire, Governance Advisor, P'egp'ig'lha Council
- Barb Wiebe, Councillor, District of Lillooet

Developing the Protocol Agreement and the related Leadership Forum were part of a continuing process to strengthen relationships, in an effort to foster increased collaboration at the regional level. A copy of the draft version of the *Protocol Agreement for Communication and Cooperation* discussed on November 15 is attached as Appendix A.

The Leadership Forum was made possible with financial support provided by the provincial Rural Dividend and Regional Community to Community (C2C) Forum programs and the Squamish-Lillooet Regional District. Planning and organization of the Forum was coordinated by EcoPlan International (EPI), in collaboration with the Intergovernmental Relations Working Group.

The Forum was facilitated by William Trousdale of EPI, with presentations and break-out sessions led by representatives of the Intergovernmental Relations Working Group.

The day consisted of both small-group and plenary discussions. During the morning breakout session, attendees split into three groups to review, discuss and clarify questions regarding the draft Protocol Agreement and to clarify next steps regarding the ratification process and timeline. The afternoon breakout session, again with three small groups, looked to identify shared priorities for action as well as goals and objectives to be pursued under the Protocol Agreement.

Overarching themes identified through a review of notes from the breakout sessions included:

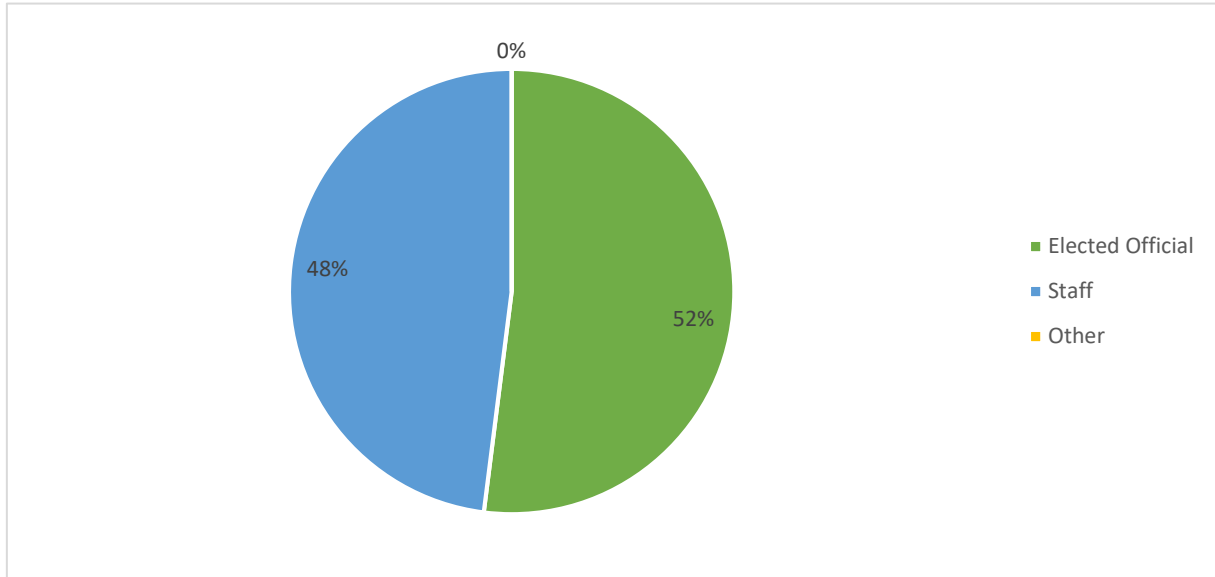
- An identified need for continued education of all Parties, for all Parties and a shared understanding to enable a shared vision;
- A need for the mutual recognition of the authority and legitimacy of all governments involved in the Protocol Agreement;
- The importance of working collaboratively to address collective concerns;

- The need for funding to enable sustainable action and the need for Parties to apply together with a cohesive vision for higher likelihood of receiving funding;
- The various internal timelines and priorities of the participating parties will need to be considered moving forward with the Protocol Agreement process; and
- While there is still work to be done, many participants felt that the relationship between the Northern St'át'imc, District of Lillooet, and Squamish-Lillooet Regional District is moving in the right direction.

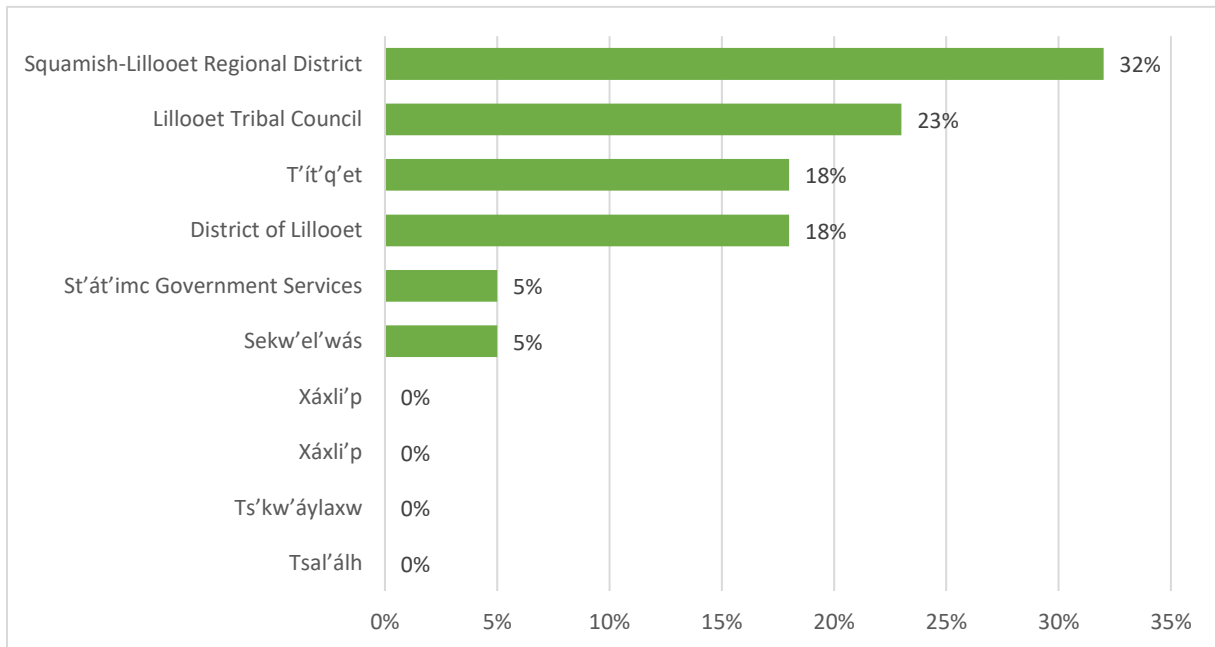


At the beginning of the Forum, participants were asked to answer questions using automated response units (hand held devices) to collect general information about who was in attendance. The questions and results were as follows:

What best describes you? (In what capacity are you here?)

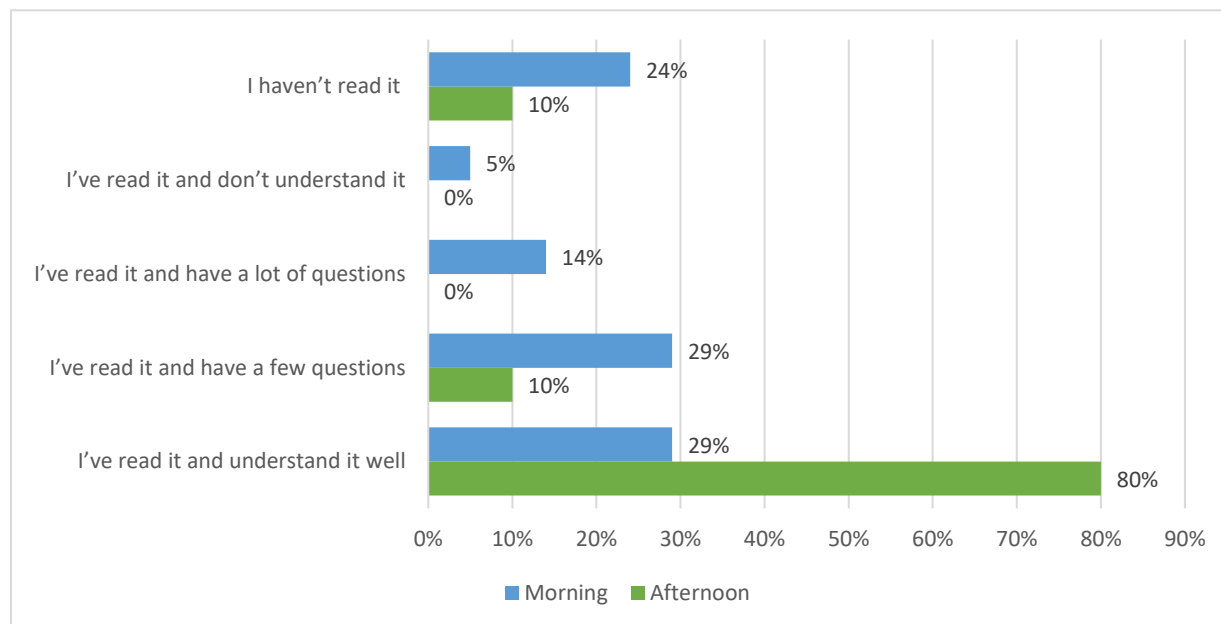


What community or organization do you represent?

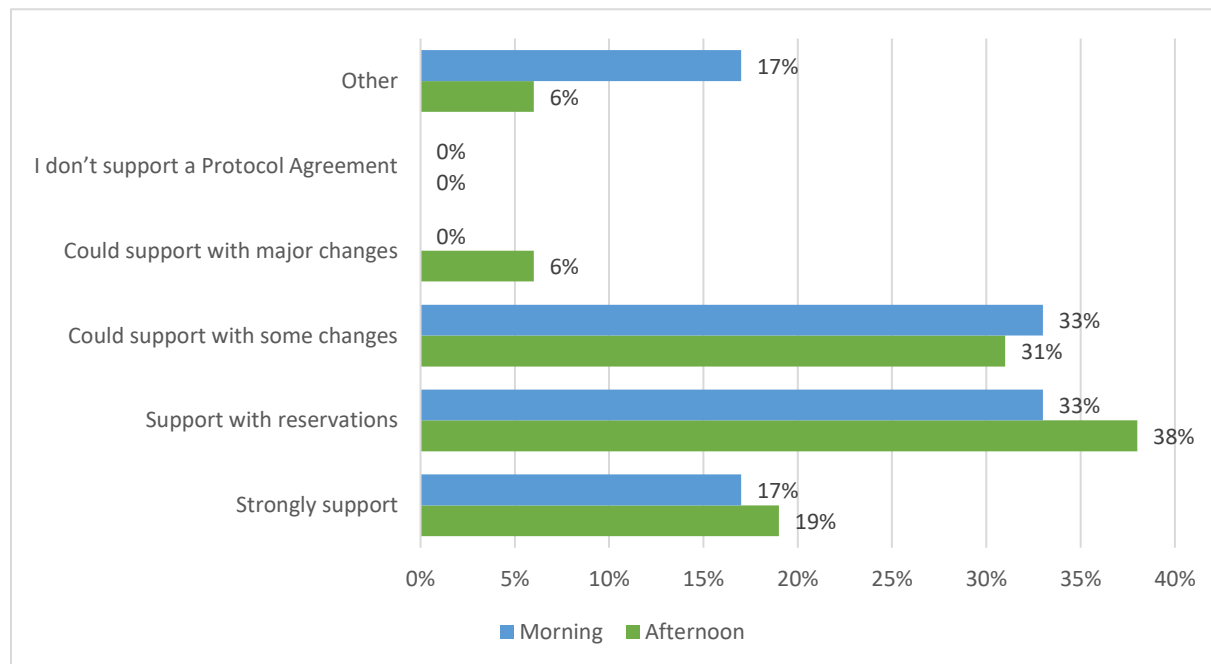


Participants were also asked two questions regarding their understanding of and support for the Protocol Agreement at both the beginning and end of the Leadership Forum. Overall, results showed an improvement in understanding and support for the Protocol Agreement over the course of the day. The questions and results were as follows:

How well do you understand the draft Protocol Agreement?



What is your level of support for the Protocol Agreement as it currently stands?



LEADERSHIP FORUM AGENDA

TIME	ACTIVITY
8:30 – 9:00 AM	Check-in and Registration
9:00 – 10:15 AM	Leadership Forum Introduction • Welcoming, opening remarks and prayer • Forum overview and objectives
	Introducing the Protocol Agreement for Communication and Cooperation • Presentation – Overview of Draft Protocol Agreement • Issues and Agreement - Key questions, concerns and consensus from review of the Protocol Agreement
10:15 – 10:30 AM	Break
10:30 – 11:45AM	Morning Breakout Sessions • Understanding the Protocol Agreement; discussion, issues, questions, modifications, ratification process and timeline
11:45 - 12:30 PM	Reporting Back and Plenary • Key learnings from the Breakout Sessions • Outstanding issues • Confirming the ratification process and timeline
12:30 – 1:30 PM	Lunch
1:30 – 2:45 PM	Afternoon Breakout Session – Action Planning • Priority identification • Goal/objective setting, action planning, measuring success, communications plan and next steps
2:45 – 3:00 PM	Break
3:00 – 3:45 PM	Reporting Back and Plenary • Key learnings from the Breakout Sessions • Discussion of priorities
3:45 – 4:15 PM	Next Steps, Closing Remarks and Prayer

LEADERSHIP FORUM ATTENDEES

The following individuals were in attendance at the Leadership Forum:

Kevin Aitken – District of Lillooet, Councillor
Darrell Bob - Xáxli'p, Chief
Jack Crompton - SLRD, Board Chair
Debbie Demare - SLRD, Director, Electoral Area A
Lynda Flynn - SLRD, Chief Administrative Officer
Nora Greenway - T'ít'q'et, P'egp'ig'Iha Council
Graham Haywood - SLRD, Project and Research Coordinator
Laurie Hopfl – District of Lillooet, Councillor
Allison James - Xwísten
Susan James - Xwísten, Chief
Marg Lampman – District of Lillooet, Mayor
Lacey LaRochelle - Lillooet Tribal Council, Office Manager
Andrea Leech - Lillooet Tribal Council, Administrator
Shelley Leech - T'ít'q'et, P'egp'ig'Iha Council, Chief
Jim MacArthur - Lillooet Tribal Council
Russell Mack - SLRD, Director, Electoral Area C
Mildred Mackenzie - T'ít'q'et, P'egp'ig'Iha Council
Mickey Macri - SLRD, Director, Electoral Area B
Matt Manuel - Lillooet Tribal Council, Natural Resources Coordinator
Gerald Michel - Xwísten, Councillor
Jeannette Nadon - SLRD, Communications and Grants Coordinator
Marilyn Napoleon - T'ít'q'et, P'egp'ig'Iha, Council Member
Michael Roy – District of Lillooet, Chief Administrative Officer
Shannon Squire - T'ít'q'et, P'egp'ig'Iha Council, Governance Advisor
Leonora Starr - St'át'imc Chiefs Council

DISCUSSION

The following provides a summary of the main discussion points brought forward during the morning and afternoon breakout sessions at the Leadership Forum. Detailed notes from each breakout session discussion can be found in Appendix C.

PROTOCOL AGREEMENT GENERAL FEEDBACK

Overall, many participants agreed that the *Protocol Agreement for Communication and Cooperation*, once complete, will be a useful document that will continue to encourage improved communication and relationship building between the Northern St'át'imc communities, the District of Lillooet and the Squamish-Lillooet Regional District. There was also agreement among many participants that further revisions to the Protocol Agreement are needed before it can be finalized.

There were differing opinions regarding the level of detail to be included in the Protocol Agreement, and differing opinions regarding the inclusion and necessity of specific statements and wording. For example, some participants felt that the draft Protocol Agreement is quite long and may be overwhelming or perceived as too legalistic. Conversely, others felt that a detailed and specific Protocol Agreement is more likely to encourage commitment, action, and lead to change in the relationships between Parties.

Recognition of St'át'imc Title in the Protocol Agreement was also a common topic of discussion at the Forum. St'át'imc representatives present at the Forum felt that acknowledgement of St'át'imc Title is imperative to their community's participation in the Protocol Agreement. Acknowledgement of Title was seen as important to recognizing the legitimacy of all governments involved, and an important step in moving forward. The role of local government in recognizing Title was also discussed, including the implications of local government recognizing Title.

With regards to the Whereas statements, it was noted by some St'át'imc participants that the statements referencing the St'át'imc Transformer story may not be appropriate, and this language may not be representative of the language all St'át'imc communities use. There was general agreement that these statements should be removed from the Protocol Agreement.

It was also agreed that some statements included in the Protocol Agreement require clarification, such as referrals processes and engagement, and these should be added to the Definitions section.

SHARED PRIORITY INTERESTS

Leadership Forum participants were asked to consider the Parties' shared priority interests. Ideas put forward during the breakout sessions largely related to concerns that could be addressed collectively. For example, emergency preparedness planning, lack of communications infrastructure, illegal dumping and transportation issues. Other shared priority interests included land use planning and tourism development/management.

RATIFICATION PROCESS AND TIMELINE

Following the Leadership Forum, participants agreed that revisions to the Protocol Agreement should be made and subsequently reviewed and discussed by the Intergovernmental Relations Working Group. Revisions will then need to be presented to the leadership of each community. It will be important to consider the timeline of each community involved, including their council meeting dates. More time will be needed for those Parties who wish to conduct community engagement on the Protocol Agreement prior to its finalization.

COMMUNICATING THE PROTOCOL AGREEMENT

Though the Protocol Agreement is a government to government document, some participants felt that communicating the intent and content of the Protocol Agreement to community members during the process of writing the Protocol Agreement will be important. For other communities, sharing the Protocol Agreement with the community will take place once it has been finalized. Due to the turnover in leadership positions in communities, sharing the Protocol Agreement with staff will also be important. Participants were generally in favour of a public signing ceremony and media release regarding the Protocol Agreement once it has been revised and finalized.

PROTOCOL AGREEMENT NEXT STEPS

For many, holding another Leadership Forum was seen as an important step in moving forward with the Protocol Agreement. Specifically, the next Leadership Forum could focus on discussing the final draft of the Protocol Agreement, as well as other pertinent topics and issues related to improving communication and coordination between Parties.

In many discussions, it was noted that funding will be necessary to move forward with the Protocol Agreement and to support the continuation of the Intergovernmental Relations Working Group. For example, Parties could commit to funding their representatives' participation in the Working Group. However, this may be a challenge for some, and additional funding may be needed. Funding will also be necessary to support any actions the Working Group wishes to undertake. It is possible that funding could be secured through joint applications to grant programs such as the BC Rural Dividend Program and Community to Community (C2C) Program.

Breakout session discussions also turned to concrete ways in which to improve communication and cooperation between Parties. For example, sharing each other's content, including educational information, on government websites and through social media outlets and developing programs to educate each other on topics such as history, governance, culture, etc.

RECOMMENDATIONS

Following the Leadership Forum, the Intergovernmental Relations Working Group met to share their reflections on the event, review the draft report, and discuss next steps. The following four initiatives are recommended:

- The Board and / or Councils of the SLRD, Northern St'át'imc, and DoL receive the Leadership Forum Summary Report and commit human resources to enable the Working Group to continue through 2018;
- The Board and / or Councils receive the most recent draft of the *Protocol Agreement for Communication and Cooperation* with suggested changes flowing from the Leadership Forum and modified/reviewed by the Intergovernmental Working Group and, if they are not ready to ratify as is, provide comments back to the Working Group outlining their specific questions and / or concerns;
- The Working Group develop recommended objectives and a work plan for 2018, including:
 - a plan to clarify expectations and address outstanding issues with respect to St'át'imc Title and rights, which may include the development of a briefing note that responds to any unresolved questions and / or concerns, and may also include additional opportunities for dialogue;

- a plan for outreach to Sekw'el'wás and Tsal'álh, two communities which participated on the Intergovernmental Relations Working Group but did not attend the Leadership Forum, and other Northern St'át'imc communities not currently engaged in the Protocol Agreement process;
 - a communications plan for sharing information concerning the Intergovernmental Relations Working Group and the Protocol Agreement with the general public; and,
 - other actions that will demonstrate commitment to implementing the Protocol Agreement.
- The Working Group explore funding opportunities in order to plan a second Leadership Forum in 2018.

APPENDIX A: DRAFT PROTOCOL AGREEMENT FOR COMMUNICATION AND COOPERATION

The following Protocol Agreement is the draft shared at the Leadership Forum. The Draft Protocol Agreement is currently being revised based on the discussions noted in this report.

Multi-Party Protocol Agreement for Communication and Cooperation

1. THE PARTIES

The parties to this Protocol Agreement are:

- Sekw'el'wás
- T'ít'q'et - P'egp'ig'lha Council
- Tsal'álh
- Squamish-Lillooet Regional District (SLRD)
- District of Lillooet (DoL)
- _____
- _____
- _____
- _____

Other parties may be added to this Protocol Agreement subject to the review and approval of the signatories.

2. DEFINITIONS

Aboriginal Interests - The cultural, economic, environmental and asserted rights of Aboriginal Peoples.

Aboriginal rights - A right to conduct activities, including the practices, traditions and customs distinguishing the unique culture of each First Nation. These are rights due to Aboriginal Peoples because of their sovereignty prior to the assertion of sovereignty by Britain, France, or Canada.¹ Aboriginal Rights are protected under s.35 of the Constitution Act, 1982.²

Aboriginal Title - The right to land; an inherent right to land or territory as a result of Aboriginal Peoples' occupation of and relationship to their territories, including ongoing social structures and political and legal systems.³

The Crown - An abstract concept or symbol that represents the state and its government⁴; in Canada, it is generally used to refer to both the Federal and Provincial levels of government, including departments, ministries and Crown agencies.

¹ Kotaska, J. G. (2013). *Reconciliation 'at the end of the day': Decolonizing territorial governance in British Columbia after Delgamuukw* (Doctoral dissertation). Retrieved from

<https://open.library.ubc.ca/cIRcle/collections/ubctheses/24/items/1.0074235>

² Indigenous and Northern Affairs Canada. (2010). *Aboriginal Rights*. Retrieved from <https://www.aadnc-aandc.gc.ca/eng/1100100028605/1100100028606>

³ Indigenous Foundations. (N.D.). *Aboriginal Title*. Retrieved from http://indigenousfoundations.arts.ubc.ca/aboriginal_title/

⁴ The Canadian Encyclopedia (N.D.) *Crown*. Retrieved from <http://www.thecanadianencyclopedia.ca/en/article/crown/>

Full and informed consent - Information is provided that covers a range of aspects, including the nature, size, pace, reversibility and scope of any proposed project or activity; the purpose of the project as well as its duration; locality and areas affected; a preliminary assessment of the likely economic, social, cultural and environmental impact, including potential risks; personnel likely to be involved in the execution of the project; and procedures the project may entail. This process may include the option of withholding consent. Consultation and participation are crucial components of a consent process.⁵

Resources - The cultural, spiritual, environmental and economic assets of a community.

The Squamish-Lillooet Regional District (SLRD) - A local government federation consisting of four member municipalities (District of Lillooet, Village of Pemberton, Resort Municipality of Whistler, District of Squamish) and four unincorporated rural Electoral Areas (A, B, C, D). Regional Districts are a governance structure unique to BC, established to provide local government services to the unincorporated (rural) areas, as well as to serve as an inter-jurisdictional body to deliver sub-regional and regional services, and to provide a forum for regional decision-making.

St'át'imc Nation - The St'át'imc Nation is composed of eleven distinct and self-governing communities including: Líl'wat, N'Quátqua, Samáhquam, Sekw'el'wás, Skatín, T'ít'q'et, Tsal'álh, Ts'kw'áylaxw, Xáxli'p, Xáx'tsa, and Xwísten.

Timely notice - Notice is given sufficiently in advance of any authorization or commencement of activities, and respect is shown to the time requirements of indigenous consultation / consensus processes⁶ and the time requirements of local governments. Sufficient time is given for meaningful involvement in a process or activity, including time to understand issues and aspects fully, and to participate in an informed manner.

3. WHEREAS

WHEREAS the Parties to this Protocol Agreement each have distinct governance authorities and responsibilities towards their constituents;

WHEREAS the Parties acknowledge that the interests of all persons living in the areas under their governance are best served by each Party working together in the spirit of cooperation and improved communication;

WHEREAS the Parties acknowledge that establishing and maintaining mutually respectful and effective relationships is a shared responsibility that requires political will, joint leadership, trust building, accountability, transparency and an investment of resources;

WHEREAS since the time of the Transformers, the St'át'imc have been one with the land and water of St'át'imc territory. They are tied to the land and love all the mountains, the rivers, the lakes, the creeks, the medicines, the fish and all the animals of St'át'imc territory;

⁵ United Nation Human Rights Office of the High Commissioner (2013). *Free, prior and informed consent of Indigenous Peoples*. Retrieved from

<http://www.ohchr.org/Documents/Issues/IPeoples/FreePriorandInformedConsent.pdf>

⁶ United Nation Human Rights Office of the High Commissioner (2013). *Free, prior and informed consent of Indigenous Peoples*. Retrieved from

<http://www.ohchr.org/Documents/Issues/IPeoples/FreePriorandInformedConsent.pdf>

WHEREAS all St'át'imc are linked together through time to the territory, and to one another, through St'át'imc language, ways, laws, family ties, and relationships to the water and animals;

WHEREAS in past times the land and water were shaped by the Transformers to make them good for the St'át'imc. The work of the Transformers and St'át'imc ancestors created and maintained ecological conditions in the territory that allowed all beings to thrive. Because of their work, the territory sustains the root people, the winged people, the finned people, the four-legged people and the two legged-people;

WHEREAS the St'át'imc continue to make important contributions to the region and to community life, including but not limited to; economically, socially, culturally as well as through stewardship and their many skills and competencies;

WHEREAS the Parties recognize and acknowledge that the St'át'imc assert Aboriginal Title to all lands within its territory;

WHEREAS the Parties acknowledge that the St'át'imc have existing and distinctive Aboriginal and treaty rights, recognized and affirmed in Section 35 of the *Constitution Act* (1982), that flow from ongoing and organized occupation of the Territory, and that give rise to corresponding constitutional obligations on the Crown, including upholding the honour of the Crown through reconciliation, consultation, and accommodation;

WHEREAS the Parties acknowledge that for the purpose of this Protocol Agreement, the Crown is defined as either the provincial Government of British Columbia or the federal Government of Canada, and that while the legal obligations pertaining to reconciliation, consultation and accommodation remain with the Crown, the Parties should make every effort to engage with one another in a timely, open and transparent manner in the spirit of building respectful and effective relationships;

WHEREAS this protocol acknowledges the adoption by the United Nations General Assembly of the Declaration of the Rights of Indigenous Peoples on September 7, 2007, and endorsed by the Government of Canada without qualification in May of 2016 and the Province of British Columbia in September of 2017, which recognizes Indigenous Peoples' rights to their lands, and rights to self-determination, to maintain and strengthen their political, legal, economic, social and cultural institutions, to participate in decisions that could affect their rights, to maintain and strengthen their distinct spiritual relationships with their territories and uphold their responsibilities to future generations and to conservation and protection of their territories;

WHEREAS the District of Lillooet and Squamish-Lillooet Regional District are local governments exercising jurisdiction and authority delegated by the Province pursuant to the *Community Charter* and *Local Government Act*;

WHEREAS the Parties recognize the intrinsic value of the land, and acknowledge their responsibility to steward the land for the mutual prosperity and well-being of current and future generations;

WHEREAS the Parties accept that non-St'át'imc people are also of this land now, by birth and by adoption, with strong ties of love and loyalty; and

WHEREAS the Parties acknowledge their cultural differences, while recognizing that they have overlapping and mutual interests, that their decisions impact one another, and that the parties are stronger when working together.

4. LEGAL OBLIGATIONS

WHEREAS this Protocol Agreement does not prejudice or affect any inherent Aboriginal Title, right, or interest of the St'át'imc Nation, recognizing that the legal context within which St'át'imc Title, rights and interests exist evolves and changes, thus impacting the ways in which Title, rights and interests are exercised;

WHEREAS this Protocol Agreement does not prejudice or affect the District of Lillooet's or Squamish-Lillooet Regional District's powers, duties, responsibilities or obligations in the exercise of their functions pursuant to the *Local Government Act* and the *Community Charter* as amended from time to time; and

WHEREAS this Protocol Agreement does not create a legal obligation between the Parties, but does create expectations for best efforts by all Parties.

5. PURPOSE

The purpose of this Protocol Agreement is to establish a framework to enable the Parties to share information and continue learning about one another, and in so doing, building trust and greater understanding, while improving communication and fostering opportunities to work more collaboratively on matters of mutual interest and concern.

6. PRINCIPLES OF COMMUNICATION AND COOPERATION

The Parties agree to:

- .1 Approach communication with a spirit of flexibility and understanding, to make best efforts to accommodate each other's priorities, schedules, commitments, and communication styles;
- .2 Use a variety of communication mediums and practices to accommodate individual and community needs;
- .3 Pursue opportunities for collaborative decision-making and action planning on areas of common interest and concern;
- .4 Listen with respect, patience and willingness to learn and understand one another's perspectives;
- .5 Recognize the need to give space for thought and reflection in discussion, decision-making and cooperative processes;
- .6 Respect and acknowledge each other's jurisdictions, recognizing that in some cases it is acceptable to agree to disagree;
- .7 Ensure that communications are timely, open, honest, respectful and considerate of the interests of all Parties; and
- .8 Hold safe sensitive information, and also recognize that some information is confidential and cannot be shared.

7. COMMITMENTS/ ACTIONS

The Parties will make best efforts to achieve the following commitments, recognizing the funding and resource limitations each Party may have:

7.1 Awareness and capacity building

- .1 Implement cross cultural training at a staff and leadership level on relevant topics and skills, for example, the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, intercultural competency, conflict resolution, human rights, and anti-racism;⁷
- .2 Encourage learning opportunities between and among the Parties and their respective communities regarding each other's roles, rights, responsibilities, governance, laws, culture and history; and
- .3 Educate staff and community members regarding the Multi-Party Protocol Agreement for Communication and Cooperation, its meaning and purpose.

7.2 Communication, engagement and cooperation

- .1 Leadership and administrators will meet annually to build understanding, exchange information, discuss common social, economic, and environmental objectives, identify issues of common concern, and coordinate efforts to address those issues including establishing communication and cooperation goals, objectives, annual work plans, and processes for monitoring and evaluating success;
- .2 Staff will meet as required, and at a minimum quarterly, to report on relevant work, interactions, and matters of mutual interest and/ or concern to follow the directions and meet the objectives set by the Parties' leadership; and
- .3 The Intergovernmental Relations Working Group, made up of the appropriate representatives from each Party, will continue to meet as required, and as resources allow, to support the implementation of the Protocol Agreement, organization of meetings and development, implementation and monitoring of work plans.

7.3 Information sharing

- .1 Parties will engage with one other in a timely manner, and with sufficient information, on matters that may impact the interests and / or jurisdiction of one or more other parties, so that the Parties have the opportunity to participate meaningfully, allowing time to fully understand the issues and present interests in an informed manner;
- .2 Parties will familiarize themselves with one another's plans and processes, with the goal of being able to provide informed feedback; and
- .3 Parties will work together to determine a process to identify what types of information should be shared, when and with whom, as tied to the priorities and objectives set at the annual Leadership Meeting. This process may include the following types of information:

⁷ Truth and Reconciliation Commission of Canada. (2015). *Truth and Reconciliation Commission of Canada: Calls to Action; Call to Action #57*. Retrieved from http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

Operational Information

- Meeting schedules
- Key organizational contacts

Long Range/Strategic Plans

- Official Community Plans (OCP)
- Regional Growth Strategies (RGS)
- Comprehensive Community Plans (CCP)
- Sustainability plans

Governance

- Mandates and governance structures
- Organizational policies
- St'át'imc laws
- Heritage codes
- Organization structure

Land Use, Zoning and Local Government Referrals

- Zoning bylaws
- Bylaw changes and updates

Opportunities

- Contracting opportunities
- Economic opportunities

.6 The Parties acknowledge and recognize that communications / information shared may be subject to the *Freedom of Information and Protection of Privacy Act*.

7.4 Working together, advocacy, and presenting as a united group on areas of shared interest

- .1 The Parties will notify each other, early and often, regarding decisions and matters of potential concern, impact, or interest to the signed Parties; and
- .2 The Parties will consider joint advocacy to the provincial and federal governments as well as to other Parties, on issues of mutual concern or interest.

7.5 Strategically collaborating on key interest areas

- .1 The Parties will work together to identify shared interests, a shared vision and to collaborate on future plans.

8. CONFLICT OF INTEREST

The Parties agree to:

- .1 Declare any conflict of interest, provided as a written statement to all other signed Parties.

9. DISPUTE RESOLUTION

The Parties agree to:

- .1 Open, honest and respectful interaction with each other in order to communicate effectively and to avoid disputes; and
- .2 Seek to avoid disputes relating to this Protocol Agreement and all other contexts by actively listening to each other's concerns, seeking clarification of issues and statements to avoid misunderstandings, and adopting mechanisms and processes as needed to assist in avoiding disputes.

Where a dispute arises between one or more of the Parties on a matter within the scope of this Agreement (including its interpretation and implementation), the Parties will:

- .1 Engage in informal communications in an attempt to resolve the dispute;
- .2 Where a dispute between one or more of the Parties has not been resolved by informal communications, either Party to the dispute may, upon providing timely notice, call a special meeting of the Parties to discuss the issues of concern and attempt to resolve the dispute;
- .3 The concerned Party(ies) will provide the other Party(ies) with a written summary of the dispute;
- .4 For the purpose of resolving the dispute as noted in .3, the Board and / or Council of the Parties to the dispute may participate in the special meeting either as a whole Board or Council, or by way of at least three delegated representatives of the Board or Council, and will make their best efforts to resolve the dispute in accordance with the principles of cooperation set out in this Agreement;
- .5 If the Parties are not able to resolve the dispute during the special meeting, the Parties may agree to explore alternate methods of dispute resolution including facilitated discussions, followed by mediation if necessary; and
- .6 If an alternate method of dispute resolution is chosen, the Parties are responsible for their own costs as well as an equitable portion of the shared costs related to the dispute resolution process.

10. MONITORING

The Parties agree that:

- .1 The Intergovernmental Relations Working Group will monitor the goals, objectives and implementation of the actions laid out in this Protocol Agreement and related work plans annually; and
- .2 Every two years, the Parties will review the Protocol Agreement and its impacts to measure the extent to which the implementation of the Protocol Agreement meets the expectations of the Parties.

11. RESOURCES

The Parties will:

1. Make best efforts to ensure staff resources are available to support the implementation of this Protocol Agreement and continued relationship building;
2. Be responsible for funding its participation in the development and implementation of the Protocol Agreement;
3. Assist one another, as required and as possible, in securing the resources necessary to support the implementation of this Protocol Agreement and continued relationship building; and
4. Make best efforts to secure resources from other levels of government, agencies, foundations, non-government organizations and the private sector to support the implementation of this Protocol Agreement and continued relationship building.

12. TERMS OF AGREEMENT

The Parties agree that:

- .1 This Protocol Agreement is a living document and may be amended upon mutual consent;
- .2 This Protocol Agreement will remain in effect unless terminated by mutual agreement of all Parties;
- .3 Each Party may terminate its participation in the Protocol Agreement by providing 60 days' written notice to the other Parties;
- .4 Other parties may be added to this Protocol Agreement, subject to the review and approval of the signatories;
- .5 Revisions must be agreed to in writing and by adoption, by formal resolution, of each respective Nation, Council and / or Board; and
- .6 This Protocol Agreement shall take effect immediately upon the adoption by resolution by each participating Nation, Council and / or Board.

APPENDIX B: BREAKOUT SESSION FOCUS QUESTIONS

MORNING BREAKOUT SESSIONS FOCUS QUESTIONS

General

- What is your general feedback on the Protocol Agreement?
- Does anyone have any specific questions or clarifications regarding the Protocol Agreement?
- We would like to clarify the statement, “The Parties will work together to identify shared interests, a shared vision and to collaborate on future plans.”
 - o Should this vision be about a shared vision for the Protocol Agreement, for the relationship between Parties, or for the future?
- **Specifics**
- The Protocol Agreement discusses information sharing.
 - o What do you think of the preliminary list of types of information to share?
 - o Is it realistic?
 - o Is there anything missing? For example, there are concerns around sharing Comprehensive Community Plans.
- **Next Steps**
- What will the ratification process look like for the Protocol Agreement?
 - o What is the timeline for ratification?
- Should we consider a public signing ceremony?
- Do you have any other concerns or comments?

AFTERNOON BREAKOUT SESSIONS FOCUS QUESTIONS

- What do we feel is appropriate regarding a communications plan and next steps for the Protocol Agreement?
 - o When and how will we let our communities, regional stakeholders and the media know what we’re working on?
- How much money and staff time are we prepared to allocate moving forward with the Protocol Agreement?
- What are our shared priority interests?
- What are we already doing, and what actions are we prepared to commit to moving forward?
- What are some agreed upon, shared metrics / indicators to hold us accountable to the Protocol Agreement?

APPENDIX C: BREAKOUT SESSION NOTES

The follow are key discussions points captured by note-takers during the morning and afternoon breakout sessions.

MORNING BREAKOUT SESSION

Group 1

General Feedback

- P’egp’ig’lha Council provided feedback already, including exact recommendations
- It’s important to remember the mantra, “do no harm.” Sometimes, even with good intentions, how we describe and say things can be offensive.
- Concerns about how Ucwalmi’cwts culture is represented – is very important to Ucwalmi’cwts. “Love” the mountains is not our language but this language was provided by the Working Group
- Possible that not all communities will use the same language
- Government to Government doesn’t include SLRD and DOL so they don’t know about those issues
- LTC recommended leaving out term “recognition” – but working group did want to use it
- Should we consider adding referrals to the definitions section?
- SLRD and DOL have prescriptive authority from Province that doesn’t include prescription for cooperation with local First Nations
- Acknowledgement of Title and Rights is not negotiable on one side or proven on one side
- How can mutual understanding occur with these two sides?
- Want to use actions to show understanding without overstepping jurisdiction
- Consider prioritizing important things for communication
 - Example of Province approving campground w/o consulting Area D – and they didn’t like it
- Using “should” over “will” in whereas “should” allows for leeway (limitations like capacity and budget)
- How can we cooperate and communicate?
 - Setting aside Title and rights disagreement
- What does UBCM say?
- Definition of Aboriginal Title and rights and associated expectations for local government – find a common understanding
- How does local government know what is expected?
- Questions from Working Group about 3rd Parties
- Local governments have legislative referrals process – doesn’t include First Nations but local government does get input
- Fee Simple impacts on our Title and rights, example of impacts on fish
 - Requires awareness of how fee simple affects Title and rights
- Generate awareness through capacity development, long range strategy, plan sharing
 - Issues with confidential info
 - T’it’q’et’s new website

Feedback on information sharing discussed in the Protocol Agreement:

- Some say too prescriptive

- Part of a referral process
- Some info is redundant or too time consuming
- Referral process for T'it'q'et already exists
- Different Interpretations of Referral Process
 - SLRD = includes OCP, policy changes etc.
 - FN = is more land based (?)
 - SLRD uses "refer it out"
 - What are the priorities for referrals?

What will the ratification process look like for the Protocol Agreement? What is the timeline?

- Time should be 'built in' to the process to allow communities enough time to review the next draft at the Chief/Council table and then conduct engagement with their community members.
 - Xwísten
 - Holds monthly Chief/Council meetings
 - Holds regular community dinners
 - Also puts out a regular community newsletter and has an active following on Facebook
 - P'egp'ig'lha Council
 - The P'egp'ig'lha Council meets monthly. The Joint Council meets quarterly. The Joint Council is Chief and Council, the Elders Council, the P'egp'ig'lha Council and the Youth Council.
 - SLRD
 - The Board meets monthly (normally the fourth Wednesday of the month)
 - Will likely not conduct community engagement regarding the Protocol Agreement prior to its adoption, as we view this primarily as a document regarding how our organizations relate with one another. That said, we will wish to share information about the Protocol Agreement with our communities following the adoption.
 - District of Lillooet
 - Council meets twice a month (1st and 3rd Monday of the month)
 - Similar to SLRD, no community engagement planned prior to adoption.

Should we consider a public signing ceremony?

- Working Group to determine another meeting to review changes before public signing

Group 2

General Feedback

- Some group members were generally happy with the results, but overwhelmed with the amount of content in the Agreement after the first review
- Hard conversations are inevitable, and the working group and leadership were generally satisfied with the concept of the forum and the ability to have the 'hard conversations' there

- Why there was a need to remove the story of the Transformers, as requested by the St'át'imc?
 - o Response given was that the inclusion of the story, or reference to it, in its given form was not fully representative based on the language used (e.g. "Love of the Mountains")
 - o The intention was 'good' but use of certain language by people without the correct or sufficient knowledge of the history of the context could diminish these positive intentions
- Comment made regarding 'heavy' use of the whereas statements on the St'át'imc side, came off as somewhat repetitive
- Attendee questioned the use of not legally binding 'obligations' in the agreement in relation to the use of the term 'best efforts', which was contended to be a legally binding term
 - o Noted this was not recognized by the working group at large and could be flagged for review
- Noted that, between governments, we have systems, but we are already beginning to change these systems and processes, and the Protocol Agreement will help to carry on these changes in an organized and functional manner
 - o An impact of these changes is changes to workflows requiring adaptation by staff
 - o Staff and elected officials will have to grapple with the choices of how to adapt and adopt
 - o "Best efforts" language allows our organizations to relieve some of the challenges and impacts associated with these adaptations to workflow processes.
- The Protocol Agreement is really about building a relationship, and if too legalistic, Officials and Staff will find it too unadoptable
- Expectations will slow us down, but will ultimately foster 'better' results
 - o If there is no commitment to the Agreement, then the parties will forgo any expected results.
 - o However, if done properly, all parties will win through collective and mutual protection of the land and resources.
- Xáxli'p Chief Darrell Bob remarked that Xáxli'p was not content with the agreement
 - o Too weak in obligations section
 - o The Agreement should have more recognition of rights and title and Crown obligations
 - o Noted an issue regarding interests versus responsibilities; First Nations do not hold an interest(s) in or to the land, but have a responsibility to the land
 - o Also raised an issue regarding the 'Area of Interest' issue with respect to the NSTQ treaty negotiation, and its effect on St'át'imc Aboriginal Title.
 - o Also made a note of making a stronger recognition of St'át'imc oral history
 - o Noted that there should perhaps be a direct cite to the Tsilhqot'in SCC decision
- Attendee commented on the lack of 'tools' the government of Canada provides communities to understand each other
 - o A greater 'tool kit' needs to exist to understand coexistence
 - o These tools do not need to be 'legal' in nature, but simply need to work in order to provide the best relationship and greatest mutual understanding.
- An issue was raised that both parties are asking each other to recognize one another's authority, but neither party really wants to
 - o Solution is to move beyond this and start recognizing what is actually playing out

- Comment was made by a working group member that the general public and/or 'property owners' do not fully understand the relationship and the work that is being done to improve the relationship
 - o Therefore the challenge is broader than just language
 - o However we still need to understand the broader meaning of what changes to the language will have on the relationship (i.e. changing 'assert')
- A question was raised regarding whether local government even needs to have a place in the room a lot of the time?
 - o However the implications on Local Government (i.e. as a result of semantic changes) will be huge
 - o The SLRD could get to a point where supporting the Northern St'át'imc versus the NSTQ (for example) will be productive
 - o Local Governments are told what will happen by the Province and by First Nations; it is difficult to get involved as Local Government, but local government would still like to change this formula as advocates and/or supporters of First Nations.
- Public Perception is important. There is a need to balance reactions to the recognition of title by Local Government—this comes back to the 'assert' versus 'have' [title] issue.
- Title is the a very relevant and pervasive issue to St'át'imc so it has practical implications to this Agreement
- Question posed: Does St'át'imc believe that local government has the 'ability' to recognize title?
 - o Yes, First Nations do, but we need to remove the frameworks and the legal context under which we are narrowly defined in order to do this.
- Communication processes must be revisited
 - o Emphasis on "early and often"
 - o Communication is extremely important to the St'át'imc
 - o Must be thorough and matter-of-fact
 - o In rebuttal, communication is a two-way-street, and Local Government expects or desires communication to be given back from First Nations to Local Government (or at least an effort to be made)
 - o Both parties are going to have to make compromises and sacrifices for this to be successful
- Working group members commented that there should be a bit more emphasis on actions and practicality with less fluff
 - o There needs to be an understanding of the processes, and then an amendment of these processes, to achieve this.
- Question of whether the Protocol Agreement could potential pose more problems than it solves?
 - o The participants at the table all acknowledged this as a risk
 - o However, the Agreement provides the parties the opportunity to 'respectfully disagree' with one another when facing differences
 - o Also, the Agreement facilitates the creation of a more holistic body of knowledge even if there is disagreement. And increasing the exchange of information increases the chances of successful cooperation between the parties.

Next Steps

- Work plans?
- Existing plans and documents—take out relevant steps and actions and incorporate as processes in new forms of dialogue
- Establish a better process for exchanging the Agreement itself (for all staff and officials to observe)
- SLRD and DOL Staff and Officials to tour the Land with the St'át'imc and gain a better understanding for the importance of the Land to the St'át'imc
- Determine ways to better understand the importance of one another's general way of life
- Working group members identified a gap between leadership aspirations (SLRD) and an understanding of the Aboriginal Title matter
- Question posed—which Local Governments in BC have formally recognized Aboriginal Title?
- Another issue discussed was with respect to Local Government turnover (particularly with Elected Officials) and the effect this will have on the Agreement
 - o As such, it is important to have education and awareness in communities, and on the ground.
 - o A shared vision by all community members will foster a shared understanding
 - o The public elects officials, so turnover is a major concern.

Should the vision be about a shared vision for the Protocol Agreement, for the relationship between Parties, or for the future?

- All of them
- Key issue Title and rights – but DOL/SLRD/St'át'imc don't know all the answers either
- Example: Vancouver Accord
- Education and Awareness building in communities
 - o Build a shared vision = build a shared understanding
- Something to acknowledge in spirit of agreement

What will the ratification process look like for the Protocol Agreement? What is the timeline?

- Media release
- Community awareness
- The SLRD's process is generally:
 - o Collect information
 - o Revise Draft
 - o Board Vote
 - o Chair Signs/executes
 - o Community Celebration
 - o March 2018 target date?
- The Working Group questioned how much more work should be put in to involve more of the St'át'imc Communities that are not already significant participants?
- LTC representative noted that the LTC would not be a signatory, only the Communities.
- The group questioned whether full inclusion of all St'át'imc communities was necessary; generally resolved that the working group should stay course, despite lack of full inclusion, to show solidarity for non-signatories.
- Xáxli'p Chief stated that they will not sign if there is no recognition of full Aboriginal title

- Noted that Tsal'álh has had problems in the past with any form of recognition of Provincial jurisdiction, so this could be a challenge for their participation in this Agreement.
- But many of the other St'át'imc communities are willing to move forward despite the Title matter.
- LTC representative had a differing opinion on the matter, noting that it would be tough to move forward without the inclusion of all 6 St'át'imc communities
- The Participants then briefly questioned how to move forward respectfully without all communities participating as signatories, while keeping public perception in check.
- The idea of drafting a 'Letter of Expression acknowledging Indigenous Territory and/or title' was posed as a means of upholding perception and recognition

Should we consider a public signing ceremony?

- Signing ceremony should be in the spirit and intent of protocol

Group 3

General Feedback

- Suggested to change "asserted title" in the protocol, to take the word asserted out
- Suggested that there should be a "therefore" statement in the "Where as" section.
- Suggested that "respectful communication" be included in Purpose statement
- Comment that all the organizations should think about taking Lateral Violence and Decolonization training – this should be part of the protocol working group orientation
- Suggestion that everyone needs to be aware of cultural appropriation.
- There were a lot of concerns regarding consultation – can this protocol be considered a consultation process?
- There was more discussion on the sharing of information and what is considered consultation.
- Suggestion that the protocol needs more definitions – what does information sharing mean? What information?
- Suggestion that a policy should be developed for staff to follow
- We have a will to develop a process of having dialogue/engagement and recognition of each other
- Educational component is really important with regards to cross cultural awareness
- The P'egp'ig'lha Council has reviewed the protocol, but T'it'q'et Chief and Council still need to review it.
- It is likely that the protocol will be on the SLRD Board agenda in the next few weeks
- There was discussion on how the organizations can work together in emergencies such as fire evacuations, etc.

Communication

- There was a lot of discussion on communication – an example was brought up – concrete blocks put around hydro poles for safety – but blocks off parking to First Nation fishing areas
- There was a comment of how to define the protocol in order to move it forward
- Question: if we are sharing information, once it is gathered, how will it be stored and used?
- There was discussion on how to communicate better with regards to heritage sites, and disturbing the ground. Communication was discussed.

- SLRD made a comment that Regional Districts only have a certain amount of jurisdiction in their area. Then it goes Provincial or Federal.
- Suggested that engagement needs a definition
- To move this process forward, we need to get to the right person to communicate with.
- There was discussion on taking something off the shelf to test the protocol with.
- The Welcome to Lillooet sign was discussed, was there consultation before this was completed?
- An example of how Squamish has signs with Ucwalmi'cwts language on them, as well as English – this was brought up as something to possibly work together on
- There was more discussion on the Lillooet sign and the process on how it got there. Also discussion on signs with St'át'imc language as a project for working together
- St'át'imc had to learn English and that renaming places in the St'át'imc Language – people will have to take the time to learn how to say them and what they mean.
- Different governing bodies have different perspectives

Should we consider a public signing ceremony?

- Suggestion to test the protocol in situations to see if it will work
- It may be too early for a signing ceremony for the protocol - everyone needs to be comfortable with the protocol

AFTERNOON BREAKOUT SESSION

Group 1

Next Steps

- Intergovernmental Relations Working Group needs a budget
 - o Covers their representative's costs
- 2 grants Rural BC Dividend (\$10,000) + C2C (\$5,000 for 2018)
 - o Reduce costs (secretarial support)
- Commitment from organization to fund their own participation
- Synthesize feedback
- Another meeting to review feedback provided + finalize draft
- Council + Board receive draft
- Engage communities
- Working Group
- Leadership forum [not a full day]
- Try to have more meaningful agenda items: current issues that are relevant to protocols, e.g. 10-mile slide, tourism, emergency response planning
 - o SER/Tourism WG has a lot of the same people
 - o Once protocol signed use it to address issues, pilot it for tourism, emergency planning
- Work more collaboratively on land use planning
- Update on agricultural plan group LAFS – Lillooet Ag+Food Security
- Follow up on specifics for Land Use Planning
 - o Where do we work together?
- Reduction of forestry services
- Grizzly bear signage – Coast Cascades
- # of visitors to Joffre
- Discussion + Dialogue opportunities

- Strength in Tripartite support
- Best options for co-management of issues
- Overlapping territorial claims can create barriers to relationship building
 - o Does P'egp'ig'lha know what Lil'wat's doing?
- Why doesn't SLRD engage St'át'imc Chiefs Council [SCC]?
 - o Arose from Northern SLRD
 - o SCC is currently focused on a more political agenda

What are our shared priority interests?

- Telus Infrastructure + Rain event
- Maybe SLRD could push for Xwísten to get 911 service – Xwísten has all civic addresses (911 is a regional district service)
- SLRD Alert
- Opportunities for services + infrastructure are limited when we don't get along
- Tourism management / over-tourism (ecological impacts, socio-economic impacts, cultural impacts, road safety impacts)
- Land use planning
- Emergency planning and response
- Closure of forestry office and the related impacts to the community / region
- Communications infrastructure (lack thereof)
- 911 Service
- Illegal dumping
- Transportation issues: roads (10 Mile Slide, Big Slide, etc.), rail, transit
- Road issues – tied to emergency planning

Next Steps

- Move forward with what we're already doing
- SLRD is working on getting a sustainable line item in budget for cooperation + communications with First Nations
 - o Asked Minister of Reconciliation
- Creative funding w/ important agenda items (safety, health, etc.)
- SLRD 101 - for P'egp'ig'lha
- St'át'imc 101 for DOL and SLRD
- Breakout of colonial mindset, develop curriculum for First Nations governance 101
 - o Online or physical library of resources for awareness piece
- Secure financing to support the continuation of the Intergovernmental Relations Working Group
- It may be possible to apply for another \$10,000 Project Development grant from Rural Dividend Fund to support the "next step efforts" of the Working Group.
- Secure commitment from participating communities (including all communities on the Working Group and the communities present at the November 15 meeting) to continue supporting the participation of their representatives on the WG
- Hope that the SLRD would establish a sustainable service area to continue this work.
- Comment that funding should be made available to assist St'át'imc communities with these costs (e.g. staff wages, travel expenses, etc.). It will be difficult for the St'át'imc to continue participating without resources.
- Compile feedback on the Protocol Agreement and share with all participating communities.

- EcoPlan should create a 'tracked changes' draft that includes all of the feedback received before, during and after the Forum. This draft should clearly show which community/organization provided the feedback.
- The Working Group should get together to review this revised draft and come up with a 'clean' draft.
- Both the 'tracked changes' and 'clean' drafts should be shared with all participating communities.
- Participating Board/Councils should review and consider both drafts, and share the draft with their community/ies for additional feedback (if necessary).
- Participating Board/Councils should submit their feedback on the draft to the Working Group.
- Working Group should meet to review and discuss the next round of feedback, finalize the next draft and determine the agenda for the next leadership meeting.
- A follow up leadership forum should be held to bring the elected leaders back together to discuss the next draft.
- The discussion regarding the Protocol Agreement could likely be completed in 1 – 2 hours. The remainder of the day could be spent in action planning regarding one (or potentially more) priority areas of interest.
- It's difficult to get all of the chiefs / councils out, and designing a meaningful agenda items that includes opportunities to learn about and discuss their priority interests (with interesting guest speakers, relevant staff, and related provincial agencies in attendance) could motivate them to attend.

Actions to consider:

- Secure funding to continue the Intergovernmental Relations Working Group (i.e. consulting fees / secretariat support)
 - Direct staff to apply for a second \$10,000 project development grant through Rural Dividend Fund to support "next step" efforts
- Commit staff resources to continue participating on the Intergovernmental Relations Working Group
- Develop a training program together (led by St'át'imc, but supported by SLRD / DoL) - "St'át'imc 101"; history; governance; culture; Title / rights; etc.
 - o Apply for funding to develop a curriculum that can be modified based on the audience (i.e. community members, local government staff)
 - o SLRD / DoL could potentially provide funding and staff resources to help develop the curriculum and roll it out.
- Enhance the content available on our websites, with direction and input from St'át'imc.
- Develop both an online and a physical resource library (potentially in partnership with regional libraries)
- Design a process to show how it can be done, and then do it
 - o The parallel process currently underway regarding regional tourism management / St'át'imc Cultural Centre could potentially be a 'pilot' project.
- Small successes = big wins

Metrics

- Develop a ratification process for the Protocol Agreement and execute it
- Develop a forum agenda, secure funding, and hold a follow up meeting

Group 2

General Feedback

- Discussion on the general meaning of “Protocol”—determined that the meaning is the ‘rules’ and ‘process’ of carrying out activities or actions.
 - o Importantly, the ‘rules’ and ‘process’ should not be too prescriptive, but also not too ‘open’. There should be a balance between the two (i.e. prescriptive/open).
- Discussion returned to Aboriginal Title and Rights
 - o Does the group need to suitably define Title and Rights prior to referencing it in the Agreement?
 - o The definition should not just be boiler plate language, but should be something that works and is acceptable to the St’át’imc (and all Parties)
 - o The group discussed the concept of changing ‘Aboriginal Title’ to ‘St’át’imc Title’ throughout the Agreement to make it more contextual
 - o Discussed the need for inclusion or stronger focus on ‘St’át’imc Laws’ with a softer focus on ‘government laws’
 - Need for understanding in the document or in ancillary work to recognize the difference between St’át’imc Laws, which are more traditional and inherent laws, from governmental or political laws/legislation
 - o Recognition of Tsilhqot’in decision in the definitions section was re-discussed with more participants agreeing that it should be included to some extent, or there should be a recognition that the case law is evolving, while citing this decision.
 - o St’át’imc Law could also deserve its own definition in the ‘Definitions’ section in order to improve clarity and understanding for non-First Nations.
 - o Some discussion given to the production and inclusion of a Map, demarcating St’át’imc title lands, versus other lands (Such as SLRD area, and NSTQ area of interest).
 - o Engagement with the community after signing the agreement was flagged as a priority.
 - o Discussion surrounding St’át’imc and wider First Nation involvement on the SLRD/Regional Board.
 - o The participants discussed the need for including the term “respect” throughout the document
 - o St’át’imc participants proposed changing the Title statement to “Whereas the Parties recognize and acknowledge that the St’át’imc exercise Aboriginal Title to all lands within their territory”
- Consultation:
 - o St’át’imc participant noted that the Agreement should not be considered to be consultation, but rather consultation is the end outcome as a result of the Agreement.
 - o This matter could potentially use an additional Whereas clause to address it.
 - o There are two different forms of consultation: consultation by Local Government, and consultation by the Crown (Provincial and Federal). However, consultation can be delegated to a Local Government by the Crown (Whistler OCP example).
 - o The Agreement can be used as a tool to guide consultation.
- Legal Obligations:
 - o Repeated the point that the Protocol Agreement does not constitute consultation or referrals and the legal obligation that exists in this respect.

- Improved education and communication are needed for the Parties/organizations involved in order to satisfy this legal obligation.
- Resources:
 - Participants identified that at least a couple of days of staff time per month will be required, and that the success of this project and the Agreement is contingent on sufficient staff time being allocated towards it.
 - This may be addressed by the “Best Efforts” language, but this language should not be used as a ‘cop out’.
 - The public at large should also not be left out of the process, and may need to be relied upon to help foster the relationship.
- Actions & Priorities:
 - Development of a Communication and Education Plan (staff).
 - Education of the Public
 - Regular face-to-face meetings following the establishment of the Agreement
 - Newspaper blurbs
 - Podcast Conversations
 - Social Media
 - Video Project (website integration)
 - Integration of links to mutual education pieces and history/knowledge material on both Parties’ websites
 - Continued and expanded content sharing
 - Having St’át’imc voice at the table
 - Community understanding of Rights
- Move purpose to start
- Add respect to purpose statement
- Change 1st 3 definitions
- Communication
 - Do we wait until the end?
 - The need for more public at large understanding

What are our shared priority interests?

- Communication
 - Internal between partners
 - To public (open house - Tsilhqot’in)
 - Articles in newspapers
 - Conversations
 - Podcasts
 - Social media
 - Sharing content (existing and new)
- Education
- Unveil plan – put out together as a group
- Money to keep facilitators involved
- Ceremony part of celebration
- Monitoring – start small, quick success
- Content share
- Policy

- Regional considerations
- St'át'imc considerations
- Internal processes: how to make space for protocol

Next Steps

- Participants discussed the need for another Leadership Forum as a 'next-step'
 - Conversation generated at the forum perceived as very beneficial
 - The forum setting provides for 'collective conversation', representative of council and board settings, which produces balanced and fulsome dialogue
 - Further or future decision making on the definition and recognition of Aboriginal Title should continue to happen so that it can be fully resolved
- Commitments:
 - Further discussion on the importance of staff time and resources
 - Development of a 'Progress Plan' or schedule
 - Development of an 'unveiling plan', to make an impact on all communities involved
 - 'Open House' events to explain the Document and its importance to the various communities and to staff
 - Some form of celebratory meal or dinner between the Parties to celebrate success and accomplishment
 - Working group to continue to meet up to 4 times per year
 - Council(s)/Board to meet at least, or around, 1 time per year
 - Continued resources for project facilitators
 - Search for grant and other funding opportunities for sustained resources
 - Consideration of use of Rural Development Fund
 - Look into availability of INAC funding
 - Development of quick and easy statistics to demonstrate accomplishments to Public and Staff.
 - Inclusion of First Nations considerations in staff Reports to Regional Board

Group 3

Communications Plan and Next Steps

- Review process with St'át'imc communication
- DoL - next draft go to Council – newspaper
 - Council reports at meeting
 - Not in mandate that has to go to public
 - Feedback: meet 1st/3rd Monday – receive
 - Depending on council decision could be adopted at meeting (internal)
 - DoL - high workload may be pushed to new year
- P'egp'ig'lha Council:
 - Meets 4 times a year with community
 - Needs to be reviewed by Chief and Council
 - Need new draft to review
 - 3 councils – Chief & Council, P'egp'ig'lha, Elders
- Need to wait and hear concerns from rest of parties before trying to ratify
- P'egp'ig'lha Council

- Can discuss at Joint council meeting but community meeting may not be till March
- Xwísten:
 - Council meets, review protocol
 - Present to community at community meeting monthly dinner
 - Would go in community newsletter
 - Present at Band meeting
 - Get feedback from community
 - Discussion on Title & Rights/St'át'imc Jurisdiction
 - No one is going anywhere, we need to work together
 - Would Xwísten want a rep on working group? Bradley/Bobo will be cc'd in Protocol information to bring to Xwísten Council
 - Example of working with DoL on fire emergency etc.
- SLRD: staff time, Board supports but funding in the future could be an issue
 - Could be a template agreement
 - Discussion on future funding and how to support completing the protocol
 - Rural Dividend Fund?
 - (Protocol) discussed doing with Southern and Northern St'át'imc Communities – concerns with making process longer by bringing in new people not familiar with history
 - Rural Dividend Fund call for proposals coming up soon
 - Work on funding proposal together for Rural Div. Fund – lots of other funding sources could also be utilized
 - INAC
 - SLRD Board would have to review and could possibly provide a budget
- Proposal writing:
 - Band Council Resolutions from St'át'imc communities can support the proposal
 - Intergovernmental Working Group
 - Education (St'át'imc 101, SLRD 101 etc.)
 - UBCM (15 min)
 - Whose role is consultation? Better to phone and make an apt because get more time to present
 - St'át'imc seat @ UBCM
 - Minister of Aboriginal Affairs
 - Will get more support in regards to funding if we work together
 - How many more drafts required and who will do the work?
 - How to communicate to region – communication protocol agreement
 - Have to be identified in budget
- Discussion on signage around Lillooet
 - Station Hill
 - Guaranteed Rugged
- T'it'q'et has to present to community
- Next Oct local govern. Elections
- T'it'q'et has 3 Councils – Chief & Council, P'egp'ig'hla Council, Elders
- Sustainability of protocol agreement?
 - Staffing?
- Having specific tasks was mentioned to move process forward
- T'it'q'et CCP was developed after ratified copies were given to admin staff to follow
- Orientation Package should be developed for new leadership, Councils, Board members
- Staff to staff communication

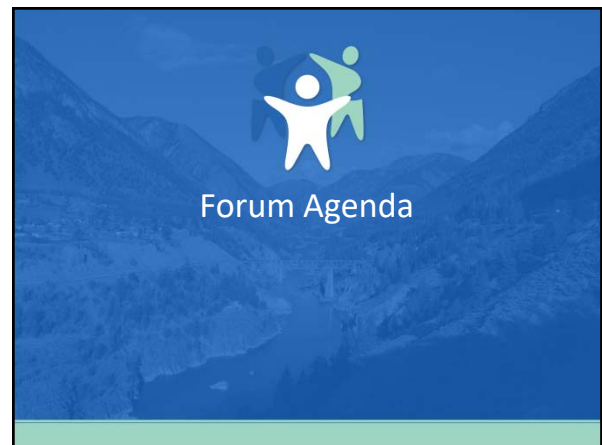
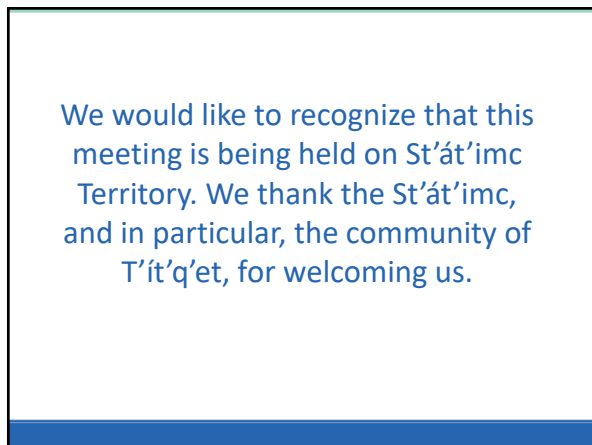
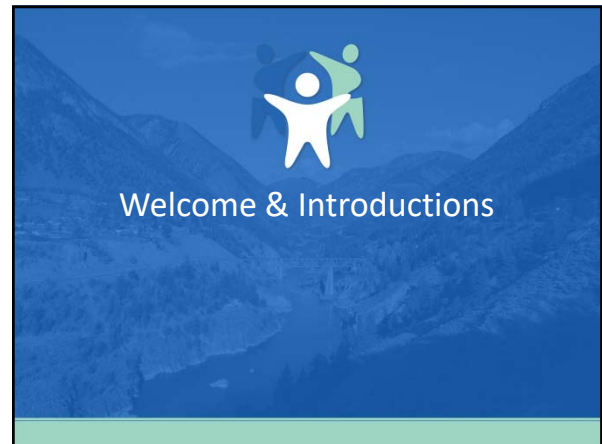
- Who do we call? After protocol.
- Staff have quarterly meetings – but what about other ways to communicate?
- St'át'imc communities have administrators or Chiefs who are visually first point of contact

Protocol Agreement Information Sharing / Shared Interests

- #7 1,2,3 in protocol
- Discussion mechanism for staff
- Heritage –concerned with digging into ground without having an assessment or heritage monitor there. Bidding process. Arch Branch concern that no penalties for not following permits etc.
- Discussion on incident with fee simple land holder, who subdivided a lot and impacts a heritage site



APPENDIX D: LEADERSHIP FORUM PRESENTATION



TIME	ACTIVITY
8:30 – 9:00	• Check-in and Registration
9:00 – 12:30	• Welcome and Introductions • Introducing the Protocol Agreement for Communication and Cooperation • Morning Break • Morning Breakout Session • Reporting Back and Plenary
12:30 – 1:30 PM	• Lunch
1:30 – 4:00 PM	• Afternoon Breakout Session – Action Planning • Afternoon Break • Reporting Back and Plenary • Next Steps and Closing Remarks



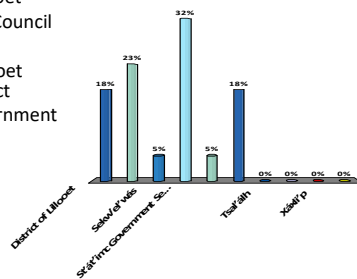
- **Listen**
 - Carefully, with an open mind (whether you agree or not)
- **Participate**
 - KISS - Keep it short and simple
 - Provide a rationale for your opinions
- **Respect:**
 - Treat everyone with mutual respect – be inclusive

Tension? Conflict? Maybe.
Problem? Opportunity? Perspective.



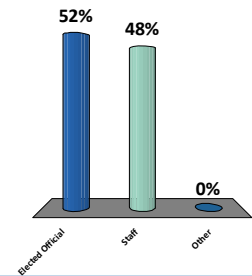
What community or organization do you represent?

- District of Lillooet
- Lillooet Tribal Council
- Sekw'el'wás
- Squamish-Lillooet Regional District
- St'át'imc Government Services
- T'it'q'et
- Tsal'álh
- Ts'kw'áylaxw
- Xáxl'ip
- Xwísten



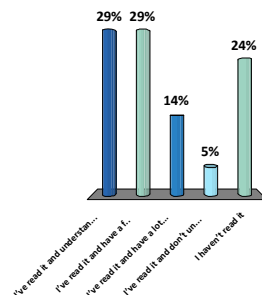
What best describes you? (In what capacity are you here)

- Elected Official
- Staff
- Other



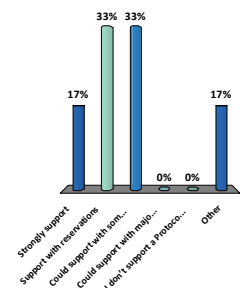
How well do you understand the draft Protocol Agreement?

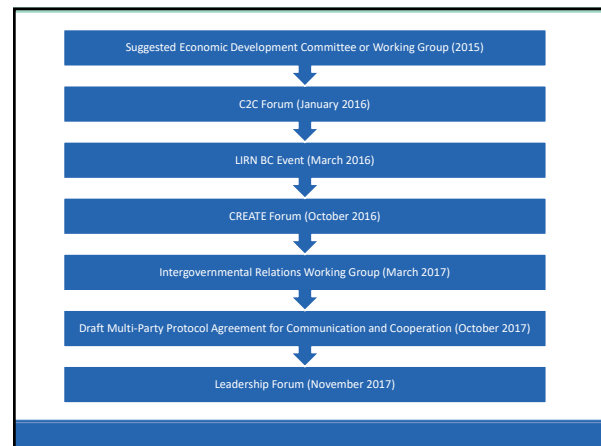
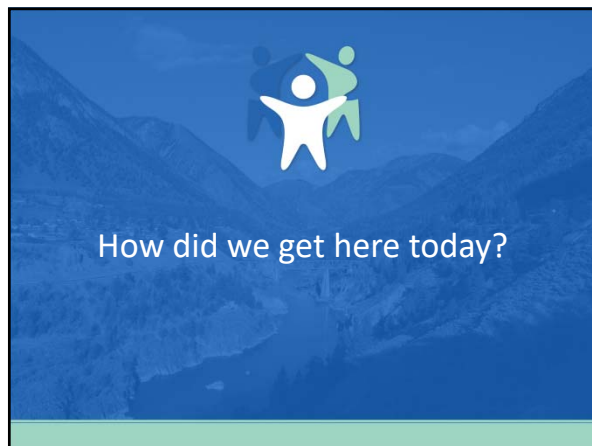
- I've read it and understand it well
- I've read it and have a few questions
- I've read it and have a lot of questions
- I've read it and don't understand it
- I haven't read it



What is your level of support for the Protocol Agreement as it currently stands?

- Strongly support
- Support with reservations
- Could support with some changes
- Could support with major changes
- I don't support a Protocol Agreement
- Other





Community-to-Community Forum

- January of 2016
- Elected officials and members of staff of:
 - Squamish-Lillooet Regional District
 - District of Lillooet
 - Northern St'át'imc
- Discussed foundational issues
- An opportunity for information sharing
- Discussed next steps



C2C Forum

Identified a need to support leadership and staff beyond economic development to continue relationship-building activities and efforts to improve communication and foster cooperation more broadly.



LIRN BC Event

- Brought together about 50 people from around the northern SLRD / northern St'át'imc Territory
- Identified several priorities, including:
 - Improved communication and information sharing
 - Building awareness of shared history
 - Building trust



CREATE Forum

- Brought together 50 individuals
- Recommendations included:
 - Developing a Guiding Values and Principles Document as foundational to an Economic Development Working Group
 - Forming a Steering Committee, with representation from each government/community to focus on relationship building, partnership and network



A Common Theme

- continued relationship building
- improved communication
- information sharing.



The Intergovernmental Relations Working Group



Intergovernmental Relations Working Group



- Formed as response to the recommendations that came out of the C2C Forum
- Confirmed by recommendations that came out of the LIRN-BC and CREATE Forums
- Demonstrates community engagement and support for this initiative

Two Terms of Reference

- Staff-level working group supported by EcoPlan
 - One to organize the CREATE Forum
 - One focused on intergovernmental relations



Intergovernmental Relations Working Group

- Both were approved by the DoL, LTC and SLRD.
- In March of 2017, the Squamish-Lillooet Regional District, District of Lillooet, Lillooet Tribal Council, St'át'imc Government Services and six Northern St'át'imc communities were invited to appoint representatives to the Working Group.



Working Group Members

District of Lillooet

Councillor Barb Wiebe
Michael Roy

Lillooet Tribal Council

Matt Manuel

P'egp'ig'lh Council

Councillor Helen Copeland
Shannon Squire

Sekw'el'wás

Chief Michelle Edwards

Squamish-Lillooet Regional District

Director Mickey Macri

Jeannette Nadon

St'át'imc Government Services

Courteney Adolph-Jones

Tsal'álh

Councillor Randy James

The Intergovernmental Relations Working Group



Multi-Party Protocol Agreement for Communication and Cooperation



A Collaborative Effort

- Working group members have met monthly over the past 7 months to jointly and collaboratively draft the Protocol Agreement
- Multiple rounds of review, revision and discussion
- Each section was considered carefully, and was written with the intent of encouraging collaborative, communicative, and positive relationships between all Parties involved



Background Research

- A comparative analysis of approximately 14 Protocol Agreements, Memorandum of Understanding, Community Accords and Cooperative Protocols was conducted
- A close examination of 3 Protocol Agreements, including interviews with the communities involved:

- Penticton Indian band, Osoyoos Indian Band, Lower Similkameen Indian Band, Regional District of Okanagan- Similkameen
Protocol Agreement (2013)
- Tsleil- Waututh Nation and District of North Vancouver
Co-operation Protocol (2007)
- District of Powell River, Tla'amin First Nation
Protocol Agreement on Culture, Heritage and Economic Development (2004)



What We Heard

- Protocol Agreement processes often began from a place of conflict
- The process of developing and implementing the Protocol Agreements has led to stronger relationships and improved opportunities for working together
- Keys to success:
 - A commitment to implementation
 - Building trust
 - Developing practical and sustainable processes for implementation



What We Heard

- Important:
 - Champions at both the political and staff level in all participating organizations
 - Continuous communication with each other, respective communities and stakeholders
 - Shared language and shared measurement (to keep everyone accountable)



What We Found

- Protocol Agreements commonly included the following sections:
 - Whereas
 - Purpose
 - Cooperation and/or coordination
 - Commitments or actions
 - Dispute resolution
 - Terms of agreement
 - Relevant topic/issue/interest areas (e.g. communications, joint interests areas)
- All varied in length and specificity

What We Added

- We included the following sections that we found to be less common in the agreements reviewed:
 - Definitions
 - Monitoring
 - Resources



1. The Parties

- Sekw'el'wás
- T'it'q'et - P'egp'ig'lha Council
- Tsal'álh
- Squamish-Lillooet Regional District (SLRD)
- District of Lillooet (DoL)

All Northern St'át'imc communities are invited to join the Protocol Agreement.

2. Definitions

- Clarifies key words, names and phrases included in the Protocol Agreement.
- Written to confirm a shared understanding of the meaning of the Protocol Agreement.
- Will help to avoid misunderstanding

3. Whereas

A preamble to the Protocol Agreement

Frames the Protocol Agreement

Ensures the Protocol Agreement is read with the appropriate context in mind

3. Whereas

Highlights

- Affirms the spirit of cooperation, mutual respect and understanding in which the Protocol Agreement was written
- Acknowledges that the St'át'imc have existing and distinctive Aboriginal rights
- Recognizes the legitimacy and authority of all governments involved
- Emphasizes that all parties are stronger when working together

4. Legal Obligations

- Acknowledges that the Protocol Agreement is not legally binding and does not impact the rights and authority of the Parties involved
- Though the Protocol Agreement does not create a legal obligation between the Parties, it does create expectations for best efforts by all Parties

5. Purpose

The purpose of the Protocol Agreement is to establish a framework to enable the Parties to share information and continue learning about one another, and in so doing, building trust and greater understanding, while improving communication and fostering opportunities to work more collaboratively on matters of mutual interest and concern.

6. Principles of Communication and Cooperation

- Outlines the principles that the Parties will adhere to when approaching communication and cooperation
 - Flexibility and understanding
 - Collaborative decision-making and action planning
 - Respect, patience and willingness to learn
 - Timely, open, honest, respectful, considerate communication
 - Holding safe sensitive information

7. Commitments/ Actions

- Outlines the commitments that the Parties will make best efforts to achieve, while recognizing funding and resource limitations
- Acknowledges that further consideration, direction and planning is needed to move forward with commitments and actions

7.1 Awareness and Capacity Building

Highlights

- Cross cultural training at staff and leadership level
- Encourage learning opportunities between and among parties and their communities
- Educate staff and community members regarding the Protocol Agreement, its meaning and its purpose