



P.O. Box 1749  
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**Item No. 15.1.3**  
**Halifax Regional Council**  
**May 3, 2022**

**TO:** Mayor Savage and Members of Halifax Regional Council

**SUBMITTED BY:** Original Signed  
\_\_\_\_\_  
Caroline Blair-Smith, Acting Chief Administrative Officer

**DATE:** February 2, 2022

**SUBJECT:** Development of Friendship Accords

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**ORIGIN**

June 29, 2021 Regional Council motion (Item 11.8.3)

MOVED by Councillor Mason, seconded by Councillor Stoddard

THAT Regional Council request a staff report that outlines a process and timeline for exploration of the development of Friendship Accord(s) with the Mi'kmaw Grand Council, the Assembly of Nova Scotia Mi'kmaw Chiefs, band councils with current and anticipated service agreements with HRM, and any other group staff may identify, per the recently completed engagements regarding the Culture and Heritage Priorities Plan Update, and to consider including First Nations relationships in the terms of reference for the Executive Standing Committee.

MOTION PUT AND PASSED

**LEGISLATIVE AUTHORITY**

*Halifax Regional Municipality Charter*, Section 7A - The purposes of the Municipality are to:

- a) provide good government;
- b) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality; and
- c) develop and maintain safe and viable communities. 2019, c. 19,

*Halifax Regional Municipality Charter*, Section 74(1) – The Municipality may agree with one or more municipalities, villages, service commissions, the Government of the Province or of Canada or a department or agency of either of them or a band council pursuant to the *Indian Act* (Canada) to provide or administer municipal or village services.

**RECOMMENDATIONS ON PAGE 2**

## **RECOMMENDATION**

It is recommended that Halifax Regional Council:

1. Direct the Chief Administrative Officer to explore establishing friendship accords with potential Indigenous partners guided by the CEDI Stronger Together Toolkit, as outlined in this report, and;
2. Direct the Chief Administrative Officer to return to Regional Council seeking a resolution committing to the process of developing a friendship accord(s) should appropriate prospective Indigenous partners be identified that wish to engage in the process with the Halifax Regional Municipality.

## **BACKGROUND**

In December 2015, Halifax Regional Council passed a Statement of Reconciliation<sup>1</sup>, which committed the Municipality to the principles set forth in the final report of the Truth and Reconciliation Commission of Canada (TRC). This includes a commitment for the Municipality to seek a new equal partnership with Aboriginal people in Canada based on truth, dignity, and mutual respect.

In October 2017, Council approved the creation of a special committee regarding the commemoration of Edward Cornwallis on municipal assets as well as the commemoration of Indigenous history in the Halifax region. The Committee's membership was appointed by Council, with half of the appointees consisting of nominations put forward by the Assembly of Nova Scotia Mi'kmaq Chiefs (ANSMC). In October 2018, Council approved a request from the Co-Chairs to reconstitute the Committee to reflect an equal partnership between the Municipality and the Mi'kmaw community, as represented by the ANSMC.<sup>2</sup>

In December 2018, a new governance structure for the Committee was agreed upon and the Committee renamed the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History (Task Force). Although retaining the mandate and membership of the Committee, the Task Force was responsible to determine its own procedures for fulfilling its mandate.

The final report of the Task Force was received by the Municipality in May 2020. The report contained 20 recommendations focusing on the commemorative elements of the Task Force's mandate as well as actions to help advance reconciliation in HRM, such as seeking stronger relationships with Indigenous partners. The report and recommendations were accepted by Regional Council on July 21, 2020.<sup>3</sup>

Some Task Force recommendations align with HRM's "Sharing Our Stories" Culture and Heritage Priorities Plan (CHPP), which seeks to clarify and improve the Municipality's role in supporting culture and heritage. Part of the CHPP involves developing a framework for how the municipality works with Indigenous communities to identify, protect and commemorate Indigenous history and culture. The municipality has been undertaking targeted engagements with Indigenous partners in support of this work, including:

- Mi'kmaw Native Friendship Centre;
- Sipekne'katik Band Council;
- Acadia Band Council;
- Millbrook Band Council;
- Mi'kmaw Grand Council members from Sipekn'ekatik District (Council of hereditary Chiefs of the seven district councils in Mi'kma'ki);
- ANSMC (13 Mi'kmaw Chiefs, the Grand Chief and Grand Keptin of the Mi'kmaw Grand Council);
- Kwilmu'kw Maw-klusuaqn Negotiation Office (KMKNO) (organization working on behalf of the Assembly of Mi'kmaw Chiefs, dedicated to implementing treaty rights with the Provincial and Federal governments); and

<sup>1</sup> Statement of Reconciliation: <http://legacycontent.halifax.ca/council/agendasc/documents/151208ca1442.pdf>

<sup>2</sup> <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/181030rc1451.pdf>

<sup>3</sup> <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200721rc11110.pdf>

- Tripartite Committee on Culture and Heritage (Working group with the Province, Mi'kmaw).

These engagements were led by Mayor Savage and Councillor Mason with support from staff, recognizing that appropriate representation from Council is necessary to support government-to-government relationship-building during engagements with Mi'kmaw leadership. Discussions ranged beyond issues of culture and heritage to broader conversations of advancing reconciliation. A common theme which emerged was the possibility of developing Indigenous-municipal friendship accords to help cultivate new relationships based on mutual trust and respect and provide a framework for future collaboration.

Exploring friendship accords with regional Indigenous partners aligns with Council's Statement of Reconciliation, as well as the recommendations of the Cornwallis Task Force.

## **DISCUSSION**

### **Friendship Accords**

A friendship accord is a formal agreement that publicly declares the commitment of two or more governments and/or communities to work together in a long-term relationship based on mutual understanding and respect. An accord is not a legally binding document. It expresses shared principles and values underpinning the relationship of the parties, as well as a mutually agreed upon framework for how the signatories will work together in the future.

Friendship accords have been used in the Indigenous-municipal context across Canada as a means of advancing reconciliation. Despite shared interests and overlapping responsibilities, Indigenous communities and municipalities have often struggled to work together. Complex historical relationships, a legacy of mistrust, and gaps in understanding regarding governance, jurisdictions, and culture have acted as barriers for closer collaboration. Overcoming such barriers and cultivating new relationships based on mutual respect and trust is at the heart of the process of developing friendship accords.

A review of friendship accord partnerships across Canada was undertaken in preparing this report, the details of which are provided in Attachments A and B. Friendship accords are also called relationship agreements, communications protocols, or Memorandum of Understanding. However, the accords reviewed typically follow a common structure and contain the following broad sections:

- **Recitals** – Typically includes land acknowledgements, acknowledgment of TRC calls to action, acknowledgment of the historical rights and contributions of the parties and sets out a mutual desire to foster a strengthened relationship build upon respect and trust.
- **Purpose** – Often to establish and maintain a co-operative government-to-government relationship in the spirit of reconciliation and to provide the framework for future collaboration.
- **Guiding Principles, Values, and/or Vision** – Sets out shared principles underlying the relationship as co-developed by the parties, such as mutual respect and understanding.
- **Process** – Outlines a high-level mutually agreed upon framework for how the relationship will be administered and implemented, as well as how the parties will communicate with each other.

The accords reviewed focus on formalizing and publicly committing the parties to a long-term relationship while providing a high-level framework for future collaboration. In this sense, friendship accords can be understood as setting the foundation for the government-to-government relationship upon which the parties pursue other joint initiatives.

### **Process for Developing Friendship Accords**

The leading benchmark in Canada for developing Indigenous-municipal friendship accords is the 'Stronger Together' approach, developed as part of the First Nation – Municipal Community Economic Development

Initiative (CEDI)<sup>4</sup>. CEDI is jointly administered by the Council for the Advancement of Native Development Officers (Cando) and the Federation of Canadian Municipalities (FCM). The program provides support to assist First Nations and municipalities to pursue joint community economic development initiatives. The program recognises that building strong government-to-government partnerships is a prerequisite for joint community economic development. As such, reconciliation is a principle underpinning the CEDI process.

Since 2013, the CEDI has supported 16 First Nation–municipal partnerships utilizing the Stronger Together approach. Due to demand, Cando and FCM developed the CEDI Stronger Together Toolkit (Toolkit) to help guide interested communities. The Toolkit provides a step-by-step outline of the Stronger Together approach as well as timelines, templates, and other tools. The development of the Toolkit was informed by subject matter experts as well as the experiences of past CEDI participants. A link to the full Toolkit is as follows: <https://data.fcm.ca/documents/resources/CEDI/stronger-together-toolkit-cedi.pdf>

Discussion of the Stronger Together approach in this report is focussed on the process for the development and adoption of a friendship accord, as outlined in Stages A and B of the Toolkit. However, Stages C and D provide a framework for planning and pursuing joint initiatives once a formal partnership has been established through a friendship accord.

### 1. Preliminary Step – Internal Champions Group

The Toolkit suggests creating an internal champions group prior to engaging with potential partners. This group is the primary body from each organization responsible for undertaking the process of developing an accord. As it is a government-to-government process, it calls for elected officials as well as staff from each community to participate and suggests that each community create their own internal champions group which will eventually come together to form a joint working group (JWG). The JWG is responsible for undertaking much of the joint work of cultivating the relationship and co-developing a friendship accord. An important preliminary step is that members of the champions group should take time to familiarize themselves with their prospective partner communities. This includes the history of their relationship, their organizational structure, governance, and key individuals.

### 2. Stages A & B

These stages focus on the cultivation of the relationship to the co-development and execution of a friendship accord. The Toolkit provides a rough estimated timeline for the completion of Stages A and B of between 4 to 7 months. However, experiences of CEDI partnerships have varied, with one influencing factor being the pre-existing relationship of the parties. During these stages, the Toolkit suggests that the parties agree on issues such as content and potential facilitation models for joint workshops, processes for approval (i.e. respective council resolutions), and resource commitments / implications.

### 3. Friendship Accord Joint Governance

Part of the process of co-developing a friendship accord involves establishing a mutually agreed upon framework for how the new partnership will be administered. The Toolkit puts forward two recommended models for joint governance: Joint Working Group Model (JWG) and Joint Council Model.

Under the JWG model, elected and staff representatives from both communities formalize a group and co-develop a terms of reference. The JWG becomes the main body through which the government-to-government partnership is maintained, and joint work is overseen. This JWG is typically a continuation of the joint internal champions group, with its focus shifting from cultivating to administering the partnership. Members of the JWG are typically responsible for reporting the activities of the partnership to their respective councils and seeking approvals were necessary.

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<sup>4</sup> CEDI Stronger Together Toolkit (Link): <https://data.fcm.ca/documents/resources/CEDI/stronger-together-toolkit-cedi.pdf>

Under the Joint Council Model, the communities commit to annual or bi-annual joint meetings of their councils. The joint council is responsible for sharing information about their communities and maintaining the government-to-government partnership. Under this model, joint councils will often establish a JWG to oversee and advance the joint work. These JWGs will typically have a mandate, composition, and terms of reference similar to those set out under the Joint Working Group Model. The key distinction is that under the Joint Council Model, the JWG reports directly to the joint council.

The Toolkit suggests that the Joint Working Group Model may be better suited for newer or issue-specific partnerships. Of the ten CEDI partnerships from the scan, four opted for a Joint Working Group Model while six opted for a Joint Council approach. Those opting for joint councils tended to be small or rural communities involving two partner organizations. Conversely, the JWG model tended to be adopted by partnerships involving multiple organizations and/or larger municipal units. In such instances, there is a disparity in the resources of the organizations involved, as well as greater time constraints placed on Councillors; all of which can make the Joint Council Model less practical. Another potential factor is that a gathering of a certain number of elected Councillors can trigger legislative procedures for a formal Council meeting. In addition, it is common to see the Mayor and Chief or political equivalents commit to regular informal conversation.

#### Friendship Accord Joint Initiatives

As noted above, Stages C and D of the Toolkit provide a step-by-step guide for planning, selecting, and implementing joint initiatives once a friendship accord is in place. Examples of joint initiatives pursued by friendship accord partnerships are included in Attachments A and B. The joint initiatives reviewed tend to focus on the following areas:

- Applying for joint intergovernmental funding;
- Recreational program planning;
- Service agreements;
- Increased regional consultation and collaboration in land-use planning;
- Tourism development;
- Transportation and infrastructure planning;
- Specific economic development projects;
- Youth education initiatives; and
- Increased government-to-government information sharing.

#### Toolkit Applicability and Non-CEDI Friendship Accords

Some non-CEDI friendship accord partnerships were also reviewed for this report, with an overview of these partnerships included as Attachment B. The processes for developing and structuring these partnerships are relatively consistent with the Stronger Together approach. For instance, these partnerships frame the pursuit of Indigenous-municipal friendship accords as a means of establishing government-to-government relationships in the spirit of reconciliation.

Similarly, most non-CEDI partnerships established co-developed frameworks for joint governance consistent with either the Joint Working Group Model or the Joint Council Model. For instance, the Winnipeg Metro Region, as well as the cities of Vancouver, Saskatoon, Nanaimo, Kamloops, and Lethbridge all established JWGs composed of elected officials and senior staff. The City of Vancouver as well as Lethbridge opted for joint council meetings in addition to their JWGs.

The City of Vancouver entered into an MOU with the Metro Vancouver Aboriginal Executive Council (MVAEC) following a similar process and structure to that outlined in the Toolkit. MVAEC is an umbrella organization serving Indigenous service providers focusing on urban Indigenous peoples. This provides an example of an Indigenous-municipal partnership outside of the government-to-government context.

### Best Practices and Lessons Learned for Friendship Accords

Best practices for the development of effective friendship accord partnerships are outlined below. These were collected from the Toolkit, staff interviews, and the experiences of CEDI and non-CEDI partnerships.

- It is essential to have commitment and willingness at the political and senior staff level as elected champions are the driving force behind cultivating the government-to-government relationship.
- During the initial stages of cultivating the relationship, it is important that sufficient time is spent learning, including history, culture, and jurisdictional powers.
- Cultivating a new relationship often involves a process of community healing. The respectful recognition of Indigenous rights and history is key to developing a successful relationship.
- Third-party facilitation of joint workshops can help guide conversations forward. Providing neutral space allows participants to engage more fully, increasing trust and open communication.
- Sustaining a partnership requires agreed-upon joint governance structures, which should be transparent, formalized in writing, and incorporate a consensus-based decision-making process.
- It is important for the parties to be consistent in their commitment to partnership and should commit to meeting regularly.
- The goal of a friendship accord is to establish a strong government-to-government relationship that will endure past election cycles. Some measures that support the continuity of the partnership include having agreements in writing, regularly renewing the friendship accord, and making a JWG responsible for orienting in-coming elected representatives.
- Building the foundational relationship is itself one of the main benefits. The process creates mutual trust and goodwill, which can improve collaboration between communities and open new channels of engagement.

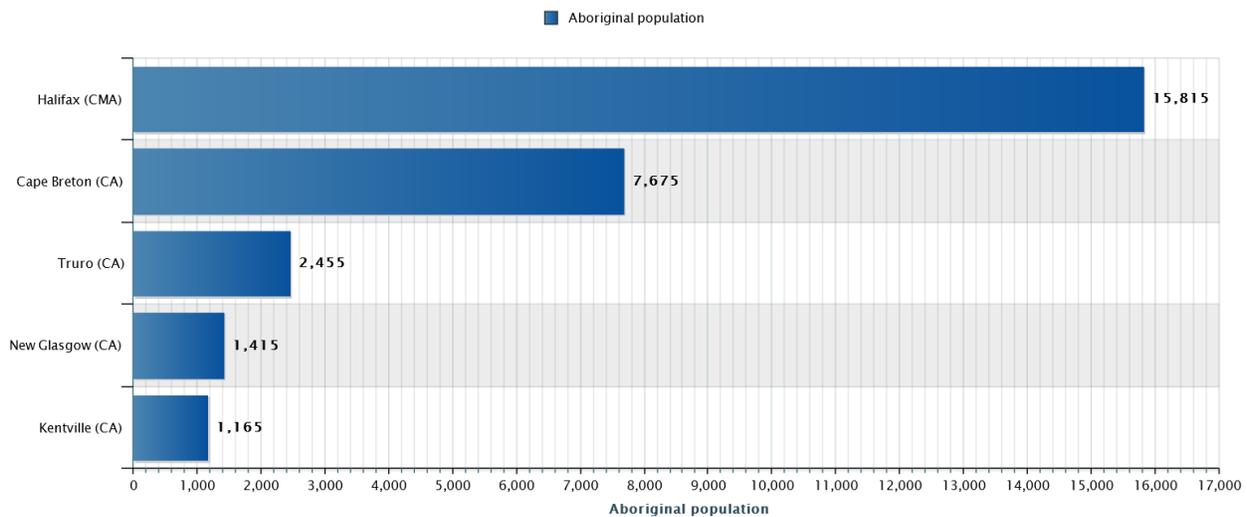
Should Halifax Regional Council decide to explore the development of a friendship accord(s) with regional Indigenous partners, the CEDI Stronger Together Toolkit can be used as a framework to guide the process and provide the municipality and potential partners with a shared understanding of how to develop an effective friendship accord. However, it should be noted that development of accords using this model is labour and resource intensive. Therefore, additional human and financial resources may be required to successfully develop and implement new agreements.

### Indigenous Population

The First Nations and Inuit populations in Canada and Nova Scotia are projected to grow faster than the non-Indigenous population, even after accounting for sustained immigration in years to come. Two main factors are driving this growth: higher fertility rates compared to the non-Indigenous population, and changes in the self-reporting of Indigenous identity over a person's lifetime.

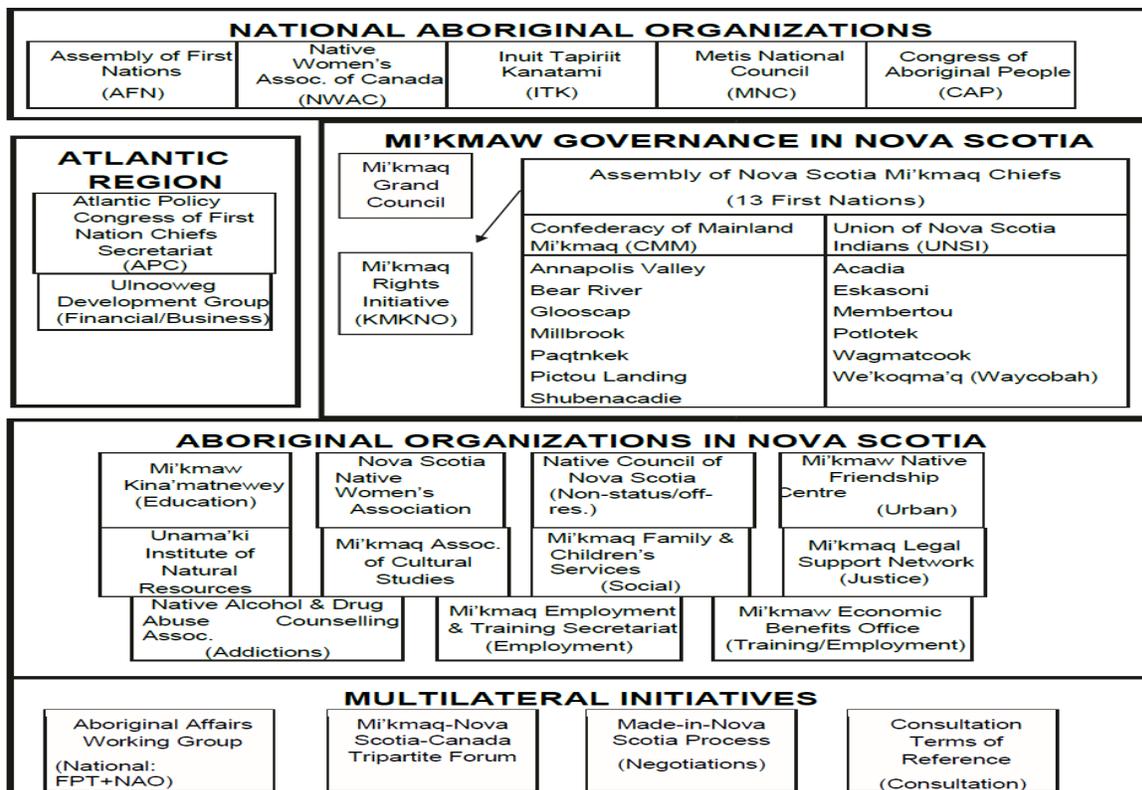
In Nova Scotia, most Indigenous People are from the Mi'kmaw Nation. There are 18,345 Status Indians registered to Nova Scotia bands and 11,306 of this total population live on reserve in Nova Scotia (62%). According to Indigenous Services Canada, there are 7,039 Status Indians registered to Nova Scotia Bands that live off reserve. The majority of Indigenous (First Nation/ Metis/ Inuit) people living off reserve in Nova Scotia reside in the Halifax area. As per the below table, in 2016 there were 15,815 Indigenous people living in the municipality.

**Top 5 Census Metropolitan Areas and Census Agglomerations by Aboriginal identity, Nova Scotia, 2016**



**Overview of Communities and Organizations**

The Indigenous communities in HRM are an intricate, interwoven society but at the heart of the nation are unique and independent first nations and organizations. Each Indigenous community and organization has their own strategic priorities and delegates they represent. Below is an organizational and community flow chart, along with overviews of recommended First Nation Organizations and Communities that should be considered when exploring potential partners.



### **Millbrook**

Millbrook First Nation Community is governed by a Chief and Council and operates on a two-year election term under the Indian Act (March 2020 to March 2022). Chief Bob Gloade is the current leader of the community. Millbrook has four annex lands located within the Halifax Regional Municipality: Sheet Harbour 36, Beaver Lake 17, Cole Harbour 30, and Tuft Cove Indian Reserve. Millbrook has a registered population of 2,058 status Indians, with 1,098 registered as off reserve.

### **Sipekne'katik**

Sipekne'katik First Nation Community is governed by a Chief and Council and operates on a two-year election term under the Indian Act (November 2020 to November 2022). Chief Michael Sack is the current leader of the community. Sipekne'katik has one annex land (Wallace Hills 14A) located within the Halifax Regional Municipality. Sipekne'katik has a registered population of 2,813 status Indians, with 1,408 registered as off reserve.

### **Acadia**

Acadia First Nation is governed by a Chief and Council and are a Section 11 Band that operates under a custom electoral system. The term of the elections run from November 2020 to November 2025. Chief Deborah Robinson is the current leader of this community. Acadia First Nation has one annex land (Hammonds Plains) located in the Halifax Regional Municipality. This community has a registered population of 1,834 status Indians, with 1,588 registered as off reserve.

### **Assembly of Nova Scotia Mi'kmaq Chiefs**

The ANSMC is an unincorporated association consisting of 11 Mi'kmaw Chiefs from the Nova Scotia Mi'kmaw communities. It meets on a monthly basis to deliberate on issues common to all and is the aggregate governance institution for the Mi'kmaq in the province. Its work includes providing direction to KMK in the Made-in-Nova Scotia process concerning the implementation of Mi'kmaw Aboriginal and Treaty rights. The current Chair of the Assembly is Chief Sidney Peters, Glooscap First Nation. Chief Deborah Robinson holds the portfolio for the Urban Indigenous community with the Assembly. Sipekne'kakik and Membertou are no longer members of the ANSMC.

### **Mi'kmaw Grand Council: Sipekne'katik District**

The Grand Council was the normal senior level of government for the Mi'kmaq until passage of the Indian Act in 1876, which required elected governments. After the Indian Act, the Grand Council adopted a more spiritual function. The Grand Council was made up of representatives from the seven district councils in Mi'kma'ki and Keptins. The hereditary chiefs of the traditional Grand Council continue to have a role but the legal authority to govern has been largely transferred by the Indian Act to the elected chiefs and councils. The current Grand Chief (Norman Sylliboy) is a descendant of the last hereditary Chief, Gabriel Sylliboy. HRM is located in the Sipekne'katik District, which is one of the seven Mi'kmaq districts. District Chief for the Sipekne'katik Grand Council is Ron Knockwood with 10 serving Keptins.

### **Mi'kmaw Native Friendship Centre**

Halifax has a vibrant and growing urban community. Many First Nation community members are leaving community reservations to move to the municipality for school, work, medical services, and housing. The Mi'kmaw Native Friendship Centre is the central touchpoint for Indigenous people when they relocate to the Halifax area. The Society opened in 1972 and was incorporated in 1973. The Friendship Centre has been the epicenter for the Urban Indigenous communities and offer more than 30 programs and services for the community. Last year they serviced over 5000 Indigenous people in the urban community. The Friendship Centre is governed by a Board of Directors, with Tony Thomas as the President, under the support and direction of Executive Director, Pam Glode Desrochers.

### **Executive Standing Committee**

The process of developing a friendship accord is about cultivating an equal government-to-government partnership in the spirit of reconciliation. What a partnership looks like, including its governance structures, should be co-developed and mutually agreed upon by the parties in recognition of that equal partnership.

Such an approach aligns with Council's Statement of Reconciliation. Therefore, as demonstrated through experience with the Cornwallis Task Force, joint governance of an Indigenous-municipal partnership should not be constituted as a committee of Council, nor should it be within the formal framework of the Municipality's committee structure.

Consequently, it may be premature to consider amendments to the Executive Standing Committee's (ESC) terms of reference to account for First Nations relationships. Should any future partnerships decide upon a joint council approach, reporting may be done directly through the joint council. If the parties were to adopt a structure reflecting the Joint Working Group Model, reporting could be conducted through the ESC. However, this would need to be determined by the parties jointly. As a result, it is not recommended that the terms of reference for the ESC be amended at this time.

### **FINANCIAL IMPLICATIONS**

There are no financial implications resulting from the material in this report. If the municipality and a partner organization agree to pursue a Friendship Accord in future, resources required to develop and implement such agreements will be identified and brought forward for Regional Council approval.

### **RISK CONSIDERATION**

There are no significant risks associated with the recommendations in this report. The risks considered rate low. A more comprehensive risk assessment will take place should the Municipality move forward with any friendship accord partnerships.

### **COMMUNITY ENGAGEMENT**

No community engagement was required.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental implications were identified.

### **ALTERNATIVES**

Halifax Regional Council may choose not to direct the Mayor and CAO to explore the development of friendship accords with potential Indigenous partners. This would forego an opportunity to strengthen relationships with regional Indigenous partners, which aligns with Council's Statement of Reconciliation.

Halifax Regional Council may choose to request that staff return with proposed amendments to the terms of reference of the Executive Standing Committee to include First Nations relationships.

### **ATTACHMENTS**

Attachment 1. Overview of CEDI Facilitated Friendship Accord Partnerships

Attachment 2. Overview of Non-CEDI Friendship Accord Partnerships

A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

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Cheryl Copage-Gehue, Indigenous Community Engagement Advisor, 902.229.4601

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## Overview of CEDI Friendship Accord Partnerships

**\*Note:** Links to Friendship Accords and other documents provided where publicly available.

<b>1. Municipality of the County of Antigonish &amp; Paqtnkek Mi'kmaw First Nation (NS)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Friendship Accord (Anku'kamkewey) signed May 2018.</p> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• Provides framework upon which the communities will collaborate with one another.</li> <li>• To develop mutual protocols and activities that engage First Nations and municipal leaders or their representatives on issues of initiatives of community economic and social development, and other matters that respect the heritage, the provision of services tailored to the culture and inclusive social participation. This may include a range of sectors, including:               <ul style="list-style-type: none"> <li>○ Environmental and Land Stewardship</li> <li>○ Economic and Social Development</li> <li>○ Tourism</li> <li>○ Recreation and Wellness</li> <li>○ Business</li> </ul> </li> </ul>
<b>Governance Structure / Protocols</b>	<ul style="list-style-type: none"> <li>• Friendship Accord commits parties to bi-annual joint council meetings in consultation on issues of joint interest of both communities.</li> <li>• Joint Working Group (JWG) established made up of elected officials and senior staff from each community establish to initiate work, governed by terms of reference.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>• Developed new Active Living Plans and recreational programming to ensure inclusion, including Nitap program. Program brought community members together to share traditional skills and artistry, develop self-awareness, and explore traditional health.</li> <li>• Explored joint renewable and energy efficiency opportunities.</li> <li>• Collaborated on several joint intergovernmental funding applications, including SmartCities Challenge and Low Carbon Communities.</li> <li>• Hosted Anku'kamkewey: Regional Economic Development Forum in May 2019.</li> </ul>
<b>Links</b>	<p>Friendship Accord:  <a href="https://s3.documentcloud.org/documents/4452892/Anku-kamkewey-between-Paqtnkek-Mi-kmaw-First.pdf">https://s3.documentcloud.org/documents/4452892/Anku-kamkewey-between-Paqtnkek-Mi-kmaw-First.pdf</a></p> <p>FCM Case study:  <a href="https://fcm.ca/en/resources/cedi/cedi-graduates-paqtnkek-mikmaw-nation-and-the-municipality-the-county-antigonish">https://fcm.ca/en/resources/cedi/cedi-graduates-paqtnkek-mikmaw-nation-and-the-municipality-the-county-antigonish</a></p>

<b>2. City of Edmonton &amp; Enoch Cree First Nation (AB)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Memorandum of Understanding (MOU) signed March 10, 2017.</p> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• To set a strong foundation for the parties to establish and maintain a co-operative government-to-government relationship in the spirit of reconciliation.</li> <li>• To have a platform for meaningful, effective and transparent communication and information-sharing on all issues of mutual interest.</li> <li>• Both jurisdictions will strike a government-to-government working committee to advance the collaborative dialogue and joint work, some examples of which could include:               <ul style="list-style-type: none"> <li>• Intergovernmental Relationship building</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Economic, Social and Cultural prosperity and development</li> <li>• Environmental Stewardship and Land Use Planning</li> <li>• Service Utilization and Agreements</li> <li>• Infrastructure establishment and maintenance</li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>• MOU commits leadership of both organizations to hold meetings to discuss matters of mutual concern on an ‘as-required’ basis (No joint council meetings).</li> <li>• MOU establishes a government-to-government working committee (called the Enoch-Edmonton MOU Stewardship Table) which acts as the main governance structure for the partnership. The Stewardship Table has a formalized terms of reference. Its membership includes: <ul style="list-style-type: none"> <li>○ Enoch Cree Nation: <ul style="list-style-type: none"> <li>▪ Elected Councillor (Champion),</li> <li>▪ Chief Operations Officer (Champion and Co-Chair)</li> <li>▪ Consultation Officer.</li> </ul> </li> <li>○ City of Edmonton: <ul style="list-style-type: none"> <li>▪ Elected Councillor (Champion)</li> <li>▪ Indigenous Relations Consultant (Champion and Co-Chair)</li> <li>▪ Mayor’s Office Representative</li> <li>▪ Regional Development Representative(s)</li> </ul> </li> <li>○ The two staff members designated as Champions serve as Co-Chairs of the Stewardship Table.</li> </ul> </li> <li>• Central mandate of Stewardship Table is fostering and sustaining the long-term, working relationship between Enoch Cree Nation and the City of Edmonton.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>• Agreement for the City to provide mosquito control services at Enoch Cree Nation.</li> <li>• Explored opportunities for collaboration in recreation, green energy, and permanent supportive housing.</li> <li>• Edmonton Metropolitan Regional Board invited Enoch Cree Nation to be part of its emerging Regional Transit Services Commission.</li> <li>• Developed Boundary Interface Protocols and Strategies (BIPS) to coordinate planning on the shared border between Parkland County, Enoch Cree Nation and the City of Edmonton.</li> <li>• Pursued cultural tourism and conservation through the proposed Big Island Provincial Park in southwest Edmonton.</li> <li>• Explored a transit connection between Enoch Cree Nation and City of Edmonton. Included representatives from Enoch Cree Nation on the Regional Transit Services Commission.</li> </ul>
<b>Links</b>	<p>Memorandum of Understanding:  <a href="https://www.edmonton.ca/public-files/assets/document?path=PDF/MOUEnochCreeNationCOE.pdf">https://www.edmonton.ca/public-files/assets/document?path=PDF/MOUEnochCreeNationCOE.pdf</a></p> <p>FCM Case Study:  <a href="https://fcm.ca/en/resources/cedi/graduates-enoach-cree-nation-and-the-city-edmonton">https://fcm.ca/en/resources/cedi/graduates-enoach-cree-nation-and-the-city-edmonton</a></p>

<b>3. City of Yellowknife &amp; Yellowknives Dene First Nation (NWT)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Memorandum of Understanding (MOU) updated and signed in December 2019.</p> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• To establish cooperative relationships for the purpose of sharing information, improving communications, addressing specific issues of mutual interest, and raising awareness and understanding of the Yellowknives Dene.</li> </ul>

	<ul style="list-style-type: none"> <li>• Recognizing that building stronger government-to-government relationships will help create a level of certainty for their respective communities and ensure an important dialogue that seeks to improve the quality of life for all residents.</li> <li>• The Parties agree to work together on the following key interests and any other shared interest identified in the future: <ul style="list-style-type: none"> <li>○ intergovernmental coordination;</li> <li>○ land use planning and management;</li> <li>○ culture and heritage protection;</li> <li>○ environmental protection;</li> <li>○ economic development;</li> <li>○ infrastructure planning and management;</li> <li>○ shared and reciprocal services;</li> <li>○ capacity building;</li> <li>○ sustainable healthy communities;</li> <li>○ emergency management;</li> <li>○ appropriate engagement and consultation protocol;</li> <li>○ the development and maintenance of good working relationships; and</li> <li>○ any other matter, as mutually agreed.</li> </ul> </li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>• The MOU calls for the communities to meet regularly at the political level through joint council meetings and at the administrative level to promote and encourage open and constructive dialogue.</li> <li>• Joint council meetings: <ul style="list-style-type: none"> <li>○ Councils committed to meet at least once annually to discuss matters under the MOU or other matters of common interest.</li> <li>○ Meetings alternate between locations within the City of Yellowknife, Ndilo and Dettah.</li> <li>○ Joint council meetings are chaired by the Mayor or Chief of the host community and minutes will be taken by the host community to be shared with both Councils before the next meeting.</li> </ul> </li> <li>• Subsequently developed a Joint Economic Development Strategy (JEDS), with established a JEDS Committee with a term of reference for implementation.</li> <li>• A third-party Partnership Coordinator was hired to support the Committee.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>• Co-applied for and received CanNor funding.</li> <li>• Co-developed a Joint Economic Development Strategy (JEDS), which includes the following three strategic directions: <ul style="list-style-type: none"> <li>○ Local Business and Entrepreneurship Support;</li> <li>○ Workforce Development; and</li> <li>○ Tourism.</li> </ul> </li> </ul>
<b>Links</b>	<p>Memorandum of Understanding:  <a href="https://www.yellowknife.ca/en/city-government/resources/Indigenous-Relations/MEMORANDUM-OF-UNDERSTANDING-BETWEEN-CITY-AND-YELLOWKNIVES-DENE-FIRST-NATION-REDUCED-PDFA.pdf">https://www.yellowknife.ca/en/city-government/resources/Indigenous-Relations/MEMORANDUM-OF-UNDERSTANDING-BETWEEN-CITY-AND-YELLOWKNIVES-DENE-FIRST-NATION-REDUCED-PDFA.pdf</a></p> <p>FCM Case Study:  <a href="https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/yellowknives-dene-first-nation-and-city-of-yellowknife">https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/yellowknives-dene-first-nation-and-city-of-yellowknife</a></p> <p>Yellowknives Dene First Nation City of Yellowknife Joint Economic Development Strategy:  <a href="https://www.yellowknife.ca/en/city-government/resources/Reports/Economic_Development/Yellowknives-Dene-First-Nation-City-of-Yellowknife-Joint-Economic-Development-Strategy.pdf">https://www.yellowknife.ca/en/city-government/resources/Reports/Economic_Development/Yellowknives-Dene-First-Nation-City-of-Yellowknife-Joint-Economic-Development-Strategy.pdf</a></p>

<b>4. County of Peterborough, Township of Peterborough &amp; Curve Lake First Nation, Hiawatha First Nation, Selwyn Township and Otonabee-South Monaghan Township (ON)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Friendship Accord (Ezhi-Wijikiwendiyang) signed on November 2, 2019.</p> <ul style="list-style-type: none"> <li>• Signatories include 6 parties, bringing together two First Nations, two townships, a regional government, and an economic development corporation.</li> </ul> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• Provide the framework upon which the partners will collaborate with one another to “enhance and honour one another’s historical, political, economic, social and cultural relationships.”</li> <li>• Collaborate in four main areas, specifically: <ul style="list-style-type: none"> <li>○ Education and communication;</li> <li>○ Planning and consultation;</li> <li>○ Regional economic development; and</li> <li>○ Regional tourism, which will contribute to the health and wellbeing of our communities.</li> </ul> </li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>• The Accord establishes a Joint Steering Committee with representatives from each partner. The Steering Committee oversees joint work of the partnership and may, through consensus, initiate changes to the process under the Accord.</li> <li>• The partners will also establish sub-working groups, as required, to advance common priorities. The sub-working groups report to the Steering Committee. Working groups established to date include: <ul style="list-style-type: none"> <li>○ Planning and Consultation Working Group;</li> <li>○ Regional Economic Development Working Group; and</li> <li>○ Indigenous Tourism Working Group.</li> </ul> </li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>• The Planning and Consultation Working Group co-developed a GIS tool to support consultation processes that responds to the Duty to Consult.</li> <li>• The Regional Economic Development Working Group hosted a regional economic development workshop to identify joint community economic development initiatives. Two of the initiatives identified include mapping Indigenous tourism in the greater Peterborough area for promotion and developing a plan to integrate business incubators in partner communities.</li> <li>• The Indigenous Tourism Working Group subsequently joined together with the Regional Economic Development Working Group to form one group focusing on Indigenous Tourism and Community Economic Development.</li> <li>• Co-organized a treaty educational event that engaged Indigenous youth and Indigenous knowledge keepers.</li> <li>• Curve Lake and Hiawatha First Nations now sit as partners on the County of Peterborough’s Official Plan Technical Advisory Committee.</li> <li>• Currently developing a plan to integrate business incubators in Selwyn, Curve Lake, and Peterborough.</li> </ul>
<b>Links</b>	<p>Friendship Accord (See Infographic):  <a href="https://www.lgontario.ca/en/2020/03/27/a-friendship-accord/">https://www.lgontario.ca/en/2020/03/27/a-friendship-accord/</a></p> <p>FCM Case Study:  <a href="https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/treaty-20-peterborough-county">https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/treaty-20-peterborough-county</a></p>

<b>5. City of Thunder Bay &amp; Fort William First Nation (ON)</b>	
<b>Description of Friendship Accord(s)</b>	<p><b>2011 Declaration of Commitment</b> between the City of Thunder Bay &amp; Fort William First Nation (Pre-dated involvement in CEDI process).  <u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• To guide partners to a more collaborative relationship that will benefit respective communities. The parties commit to: <ul style="list-style-type: none"> <li>○ Collaborate on outstanding issues for mutual benefit;</li> <li>○ Establish and maintain on-going communication and meet jointly on a regular basis;</li> <li>○ Seek out economic, social, cultural and spiritual opportunities for partnership;</li> <li>○ Respect individual community needs, governance models and jurisdictions;</li> <li>○ Advocate and lobby other orders of government for the advancement of community interests;</li> <li>○ Share knowledge, expertise and resources whenever possible; and</li> <li>○ Commit the resources needed to honour this Declaration of Commitment.</li> </ul> </li> </ul> <p><b>2017 Friendship Agreement</b> between North Caribou Lake First Nation, Fort William First Nation, the City of Thunder Bay, and the Thunder Bay Police Services.  <u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• To promote and co-operate in the areas of community development, public safety, anti-racism, education, social and cultural awareness between all four partners and their citizens.</li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>• Neither 2011 Declaration of Commitment nor the 2017 Friendship Agreement set out concrete governance protocols. 2017 Agreement commits parties to keep in regular contact with leaders and relevant departments of all parties to consult in exchanges, cooperation and matters and issues of common concern.</li> <li>• JWG (the Community Economic Development Initiative Working Group) was subsequently established as part of the CEDI process. Its focus is on advancing joint economic development. Parties are in the process of formalizing a joint term of reference for the JWG.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>• Collaborating on economic development and land-use planning, with a focus on preparing and designing Fort William First Nation industrial lands for new tenants.</li> <li>• Successfully engaged federal and provincial governments to receive \$260,000 in funding to support the development of the Fort William First Nation's industrial land.</li> <li>• Submitted a joint bid for Noront ferrochrome smelter.</li> <li>• Submitted joint application to the Smart Cities Challenge.</li> </ul>
<b>Links</b>	<p>Declaration of Commitment 2011:  <a href="https://www.thunderbay.ca/en/city-hall/resources/Images/Aboriginal-Relations/IRI-Strategy/DeclarationCommitment-FWFN-2011.pdf">https://www.thunderbay.ca/en/city-hall/resources/Images/Aboriginal-Relations/IRI-Strategy/DeclarationCommitment-FWFN-2011.pdf</a></p> <p>Friendship Agreement 2017:  <a href="https://www.thunderbay.ca/en/city-hall/resources/Documents/Aboriginal-Relations/Friendship-Agreement---Caribou-Lake-FWFN-City-TBPS.pdf">https://www.thunderbay.ca/en/city-hall/resources/Documents/Aboriginal-Relations/Friendship-Agreement---Caribou-Lake-FWFN-City-TBPS.pdf</a></p> <p>FCM Case Study:  <a href="https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/fort-william-first-nation-and-the-city-thunder-bay">https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/fort-william-first-nation-and-the-city-thunder-bay</a></p>

<b>6. City of Vernon &amp; Okanagan Indian Band (BC)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Joint Relationship Accord signed in October 2018.</p> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• Provides the framework upon which the communities, including their respective governments, residents and members, will collaborate with one another.</li> <li>• To develop mutual protocols and activities that engage First Nation and municipal leaders or their representatives on issues and initiatives of community economic and social development and other matters that respect heritage, the provision of services tailored to the culture and inclusive social participation. This may include a range of sectors, including: <ul style="list-style-type: none"> <li>○ Environmental and Land Stewardship;</li> <li>○ Economic and Social Development;</li> <li>○ Revitalization of Arts, Culture and Language;</li> <li>○ Recreation and Wellness;</li> <li>○ Tourism; and</li> <li>○ Community-to-Community Education and Engagement.</li> </ul> </li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>• Parties created a JWG (OKIB-Vernon Joint CEDI Working Group) at outset of CEDI process, which met monthly and had a jointly developed terms of reference. Membership included elected champions and senior staff from both OKIB and Vernon. The JWG collaborated and planned the larger Council-to-Council workshops, including a Council-to-Council dinner, where the parties worked to identify areas of potential collaboration.</li> <li>• Accord commits parties to bi-annual joint council meetings in consultation on issues in the joint interest of both communities. Special joint council meetings may also be called to address misunderstandings between communities.</li> <li>• The Mayor and Chief have established a monthly check-in phone call to stay better connected on issues and opportunities of mutual concern.</li> </ul> <p><u>OKIB – City of Vernon Working Group</u></p> <ul style="list-style-type: none"> <li>• Following the signing of the Accord, the JWG’s mandate shifted with a new formalized terms of reference, becoming the “OKIB – City of Vernon Working Group”. The JWG continued to meet monthly.</li> <li>• JWG has authority to establish sub-working groups which must have at least two representatives from each community. A sub-working group was established to create a Joint Strategic Plan for Waterfront and completed co-developed the Joint Strategic Plan for Okanagan Indian Band – City of Vernon Partnership. The core mandate of the JWG is to implement these Joint Strategic Plans.</li> <li>• All sub-working groups report to the JWG quarterly. The JWG is responsible for regular reporting on the progress of the Joint Strategic Plans to their respective councils, typically through the joint council meetings. Reporting to Council is primarily the responsibility of the elected Champions.</li> <li>• The JWG is responsible for providing orientation to the in-coming elected representatives.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>• Jointly worked towards developing a Joint Strategic Plan for their shared Okanagan Lake waterfront area.</li> <li>• Currently exploring joint tourism opportunities with parks, trails, and signage for culturally significant places, including the development of educational and tourism products.</li> <li>• OKIB Council holds a non-voting seat at the Regional District of Northern Okanagan in order to be more engaged with regional development.</li> </ul>

	<ul style="list-style-type: none"> <li>• City of Vernon Council opted to transfer the Ogoopogo copyright to OKIB in 2021.</li> <li>• Through the pandemic, the JWG used their monthly meetings to share information on their respective COVID-19 responses.</li> </ul>
<b>Links</b>	<p>FCM Case Study:  <a href="https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/okanagan-indian-band-and-city-vernon">https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/okanagan-indian-band-and-city-vernon</a></p> <p>UBCM Case Study:  <a href="https://www.ubcm.ca/sites/default/files/2021-08/Vernon_OKIB_20190909.pdf">https://www.ubcm.ca/sites/default/files/2021-08/Vernon_OKIB_20190909.pdf</a></p>

**7. District of Invermere & Shuswap Band (BC)**

<b>Description of Friendship Accord(s)</b>	<p>Friendship Agreement signed in 2020.</p> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• To provide the framework upon which the partners, including their respective governments and community members, will collaborate with one another.</li> <li>• Strengthen the partners mutual intentions to pursue a lasting friendship based on mutual respect, honour and recognition.</li> <li>• Collaborate on community economic and social development, including but not limited to the following outcomes: <ul style="list-style-type: none"> <li>○ Strengthened community-to-community relationship and awareness, and increased collaboration amongst the two communities;</li> <li>○ Safe and accessible all-season Active Transportation Corridor connecting the Shuswap Indian Band and District of Invermere;</li> <li>○ Secwepemc and Columbia Valley cultural and historical information represented on the Active Transportation Corridor;</li> <li>○ Increased access to environmental and wildlife education displayed on the Active Transportation Corridor;</li> <li>○ Connected Shuswap Indian Band and District of Invermere economic centres; and</li> <li>○ Local Active Transportation Corridor linked with Regional Active Transportation Infrastructure.</li> </ul> </li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>• Parties created a JWG at outset of CEDI process to co-develop friendship accord, membership for which included select elected champions and senior staff from each community. The JWG organized Council-to-Council workshops.</li> <li>• The Friendship Agreement sets out that the parties will maintain a JWG with a terms of reference to work on identified common priorities. It also commits to annual joint council meetings.</li> </ul> <p><u>SIB – DOI Working Group:</u></p> <ul style="list-style-type: none"> <li>• Following the signing of the Friendship Agreement, the mandate of the JWG shifted with a new formalized terms of reference, becoming the “SIB – DOI Working Group”.</li> <li>• The membership is composed of, at minimum, one elected official, one senior staff and one technical or administrative staff from each community.</li> <li>• The mandate of the JWG, as per its terms of reference, is to: <ul style="list-style-type: none"> <li>○ Identify and assign resources required to deliver the work of the co-developed Joint Strategic Plan.</li> <li>○ Establish and oversee subcommittee(s) to complete the mutually agreed upon deliverables.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Contribute to planning collaborative meetings and workshops, events or gatherings that advance the Joint Strategic Plan and community-to-community partnership.</li> <li>○ Complete work that arises from JWG and collaborative meetings and workshops.</li> <li>○ Review the Joint Agreements at least once annually.</li> <li>○ Present progress and measurement of progress of the Joint Strategic Plan at the joint council meeting at least once annually.</li> </ul> <ul style="list-style-type: none"> <li>● The JWG is responsible for providing orientation to the in-coming elected representatives.</li> <li>● The communities hired a third-party Partnership Coordinator to support the JWG partnership post-CEDI program participation.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>● Co-developed and completed a Joint Active Transportation Network Plan.</li> <li>● Successful joint application to the Province of BC for the BC Active Transportation Network Plan Grant.</li> <li>● Created a five-year Joint Strategic Plan for the partnership.</li> <li>● Undertook joint environmental stewardship and wildlife rehabilitation efforts.</li> </ul>
<b>Links</b>	<p>Friendship Agreement:  <a href="https://invermere.net/wp-content/uploads/2020/10/friendship-agreement-scaled-e1603207823507.jpg">https://invermere.net/wp-content/uploads/2020/10/friendship-agreement-scaled-e1603207823507.jpg</a></p> <p>JWG Terms of Reference:  <a href="https://invermere.civicweb.net/document/41072/SIB-DOI%20Partnership%20TOR%20plus%20SP%20-%20May%202021.pdf?handle=D535EF4D22834B8AB0E9E82EB87654CA">https://invermere.civicweb.net/document/41072/SIB-DOI%20Partnership%20TOR%20plus%20SP%20-%20May%202021.pdf?handle=D535EF4D22834B8AB0E9E82EB87654CA</a></p> <p>Joint Strategic Plan for Shuswap Indian Band and District of Invermere:  <a href="https://invermere.civicweb.net/document/41073/SIB-DOI%20Partnership%20Joint%20Strategic%20Plan.pdf?handle=883D83E97E344D6DB8AD6D26EED163D0">https://invermere.civicweb.net/document/41073/SIB-DOI%20Partnership%20Joint%20Strategic%20Plan.pdf?handle=883D83E97E344D6DB8AD6D26EED163D0</a></p> <p>FCM Case Study:  <a href="https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/shuswap-band-and-the-district-of-invermere">https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/shuswap-band-and-the-district-of-invermere</a></p> <p>UBCM Case Study:  <a href="https://www.ubcm.ca/sites/default/files/2021-08/Shuswap_Invermere_20190909.pdf">https://www.ubcm.ca/sites/default/files/2021-08/Shuswap_Invermere_20190909.pdf</a></p>

<b>8. Town of High Level &amp; Dene Tha' First Nation (AB)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Friendship Agreement signed in March 2021.</p> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>● Provides the framework upon which the partners will collaborate with one another.</li> <li>● Foster and develop cooperative working relationships between the partners which build effective communications, trust and community betterment.</li> <li>● Identify joint community economic and social development opportunities, including but not limited to the following: <ul style="list-style-type: none"> <li>○ Relationship building and communication;</li> <li>○ Joint regional emergency planning and response;</li> <li>○ Multi-purpose facility;</li> <li>○ Infrastructure establishment and maintenance;</li> <li>○ Regional and indigenous tourism; and</li> <li>○ Regional social an economic development.</li> </ul> </li> </ul>

<p><b>Governance Structure / Protocol</b></p>	<ul style="list-style-type: none"> <li>• Established a JWG at outset of CEDI process to co-develop friendship accord.</li> <li>• Friendship Agreement commits the parties to: <ul style="list-style-type: none"> <li>○ Maintain a JWG with a terms of reference to work on common priorities.</li> <li>○ Hold bi-annual joint council meetings in consultation on issues of joint interest of both communities.</li> <li>○ Co-develop a Joint Strategic Plan containing shared goals and objectives with measurable outcomes reported annually.</li> </ul> </li> </ul> <p><u>DTFN-ToHL Joint Working Group:</u></p> <ul style="list-style-type: none"> <li>• Following Friendship Agreement, the JWG’s mandate shifted with a new formalized terms of reference, becoming the “DTFN-ToHL Joint Working Group”. The JWG meets monthly.</li> <li>• The membership is composed of, at minimum, one elected official, one senior staff and one technical or administrative staff from each community.</li> <li>• The mandate of the JWG, as per its terms of reference, is to: <ul style="list-style-type: none"> <li>○ Identify and assign resources required to deliver the work of the co-developed Joint Strategic Plan.</li> <li>○ Establish and oversee subcommittee(s) to complete the mutually agreed upon deliverables.</li> <li>○ Contribute to planning collaborative meetings and workshops, events or gatherings that advance the Joint Strategic Plan and partnership.</li> <li>○ Review the Joint Agreements at least once annually.</li> <li>○ Present progress and measurement of progress of the Joint Strategic Plan to the joint council at least once annually.</li> </ul> </li> <li>• The JWG can establish sub-committees to work on specific joint projects. Sub-committees must have at least 2 representatives from each community. Sub-committees provide verbal updates to the JWG at the standing monthly meetings.</li> <li>• The decision-making of the JWG is consensus-based and limited to workshop and meeting logistics, joint strategic planning and annual work planning for the partnership, and management of sub-committees. Outside of this, the JWG prepares recommendation to their respective Councils, who are responsible for decision making as it pertains to council-to-council relations and community engagement.</li> <li>• The JWG is responsible for providing orientation to the in-coming elected representatives.</li> </ul>
<p><b>Examples of Joint Initiatives</b></p>	<ul style="list-style-type: none"> <li>• Created a five-year Joint Strategic Plan for DTFN - ToHL partnership.</li> <li>• Established three sub-committees focusing on water and wastewater infrastructure, joint regional emergency planning, and a multi-use facility (recreation and emergency evacuation).</li> <li>• Completed waterline connection between the Town of High Level and Bushe River reserve border.</li> <li>• Completed a wastewater infrastructure feasibility study.</li> <li>• Utilized CEDI grant to complete Phase I – III of the Joint Regional Emergency Plan and Incident Command System level 100 and 200 training.</li> </ul>
<p><b>Links</b></p>	<p>Friendship Agreement &amp; Draft JWG Terms of Reference (starting pg. 39):  <a href="https://www.highlevel.ca/AgendaCenter/ViewFile/Agenda/_06282021-221">https://www.highlevel.ca/AgendaCenter/ViewFile/Agenda/_06282021-221</a></p> <p>FCM Case Study:  <a href="https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/dene-tha-first-nation-and-town-of-high-level">https://fcm.ca/en/programs/first-nation-municipal-collaboration/community-economic-development-initiative/cedi/dene-tha-first-nation-and-town-of-high-level</a></p>

<b>9. Municipality of Sioux Lookout, Lac Seul First Nation, &amp; Slate Falls First Nation (ON)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Friendship Accord signed in 2013.</p> <ul style="list-style-type: none"> <li>• Accord was developed through FCM's Community Infrastructure Partnership Program.</li> <li>• Since the original signing of the Friendship Accord, the First Nation community of Cat Lake become a signatory in 2013, and Kitchenuhmaykoosib Inninuwug First Nation in 2015.</li> </ul> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>• To provide a principle-based relationship and overall framework upon which the municipality will build agreements and action plans in partnership with First Nation governments and people. This will include, but is not limited to, the following areas: <ul style="list-style-type: none"> <li>○ The recognition and respect of the various levels of First Nation government, culture and people.</li> <li>○ Regional leadership, demonstrating how Municipal and First Nation governments can work together.</li> <li>○ The development of protocols to establish open and improves lines of communication.</li> <li>○ Supporting First Nation culture and the development of recreation and leisure activities that are culturally appropriate.</li> <li>○ Encourage First Nation investment in Sioux Lookout, including, but not limited to, people, culture, business, community and social participation.</li> <li>○ Increase First Nation participation in the local economy.</li> <li>○ Improve the community by making it more economically vibrant and sustainable.</li> <li>○ Investing in youth by ensuring cultural, recreational, educational and career opportunities are readily available.</li> <li>○ Addressing root causes relating to public safety so that all residents and visitors are safe and welcome in the community.</li> </ul> </li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>• The Friendship Accord did not provide for concrete governance structures.</li> <li>• In 2015, as part of the CEDI process, the partner communities signed a co-developed terms of reference for a JWG, the "Regional Distribution Centre Feasibility Study Working Group".</li> <li>• The purpose of the JWG, as per its terms of reference, was to investigate the feasibility of the parties jointly developing and operating a non-profit, cooperative food distribution centre.</li> <li>• The membership of the JWG consisted of: <ul style="list-style-type: none"> <li>○ Chief of Lac Seul First Nation;</li> <li>○ Chief of KI/ Big Trout Lake First Nation;</li> <li>○ Mayor of the Municipality of Sioux Lookout;</li> <li>○ CAO of the Municipality of Sioux Lookout;</li> <li>○ Economic Development Managers from each of the parties; and</li> <li>○ Designated members employed with each of the parties.</li> </ul> </li> <li>• Members of the JWG were responsible for providing project status updates to the elected leadership of their respective communities.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>• Developed a proposal and business model for a Regional Distribution Centre, which was to provide cheaper, healthy and fresh food and consumer goods to as many as 31 northern First Nations and create jobs for people in Lac Seul. The parties jointly applied for and received \$168,000 in intergovernmental funding to support the project.</li> <li>• Jointly established the Labour Market Working Group in 2015, co-chaired by Sioux Lookout and Lac Seul. The working group was tasked with developing a</li> </ul>

	<p>community human resource plan that included a general skills inventory of the region and an analysis of skills shortages and job forecasts for the future. It also worked to create a Sioux Lookout marketing campaign to attract skilled workers to the area.</p> <ul style="list-style-type: none"> <li>Jointly hosted a First Nations-municipal economic development conference.</li> </ul>
<b>Links</b>	<p>Friendship Accord:  <a href="https://www.siouxlookout.ca/en/your-local-government/resources/Friendship-Accord-signed-Dec-2-2013-webfile.pdf">https://www.siouxlookout.ca/en/your-local-government/resources/Friendship-Accord-signed-Dec-2-2013-webfile.pdf</a></p> <p>JWG Terms of Reference:  <a href="https://data.fcm.ca/documents/reports/CEDI/CEDI_working_group_EN.pdf">https://data.fcm.ca/documents/reports/CEDI/CEDI_working_group_EN.pdf</a></p>

<b>10. City of Edmundson &amp; Madawaska Maliseet First Nation (NB)</b>	
<b>Description of Friendship Accord(s)</b>	<p>Friendship Agreement signed in October 2014.</p> <p><u>Purpose:</u></p> <ul style="list-style-type: none"> <li>Provides the framework upon which the communities, including their respective governments, residents and members, will collaborate with one another.</li> <li>To develop mutual protocols and activities that engage First Nations leaders or their representatives on issues or initiatives of community economic development, and other matters that respect the heritage, the provision of services tailored to the culture and inclusive social participation. This may include a range of sectors, including; <ul style="list-style-type: none"> <li>Recreation;</li> <li>Tourism;</li> <li>Business; and</li> <li>Wellness.</li> </ul> </li> </ul>
<b>Governance Structure / Protocol</b>	<ul style="list-style-type: none"> <li>The Friendship Agreement commits the parties to establish joint council meetings in consultation on issues of joint interest of both communities.</li> <li>Established a JWG as part of the CEDI process which met monthly.</li> </ul>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>Co-developed a joint communications strategy to make the partnership known.</li> <li>Developing a regional attraction and development strategy.</li> </ul>
<b>Links</b>	<p>Friendship Accord:  <a href="https://data.fcm.ca/documents/reports/CEDI/joint_friendship_accord_between_the_city_of_edmundston_and_madawask_EN_FR.pdf">https://data.fcm.ca/documents/reports/CEDI/joint_friendship_accord_between_the_city_of_edmundston_and_madawask_EN_FR.pdf</a></p>

## Overview of Non-CEDI Friendship Accord Partnerships

\***Note:** Links to Friendship Accords and other documents provided where publicly available.

1. City of Vancouver (BC)		
<b>Population</b>	Municipal: 675k	First Nation: 21.8k
<b>Description of Friendship Accord(s)</b>	<p><b>MST MOUs</b>            Since 2014, the City of Vancouver has established formal working relationships through Memoranda of Understanding (MOU) with the Musqueam Indian Band and Squamish Nation, with discussion underway with the Tsleil-Waututh Nation – collectively referred to as “MST”.</p> <p><b>MVAEC MOU</b>            The City has also entered into an MOU in 2016 with the Metro Vancouver Aboriginal Executive Council (MVAEC), which is an umbrella organization serving 22 Indigenous service providers with policy development, advocacy and organizational leadership for urban Indigenous peoples. The purpose of the MOU is:</p> <ul style="list-style-type: none"> <li>• To establish and maintain a cooperative long-term relationship for the purpose of sharing information, improving communications, addressing specific concerns, enhancing opportunities, setting a solid foundation for future planning and raising awareness and better understanding of the unique needs and values of the urban Aboriginal community in Vancouver.</li> </ul>	
<b>Governance Structure / Protocol</b>	<p><b>MST MOUs</b>            Vancouver has developed two formal communication avenues to facilitate regular communications under the MST MOUs:</p> <ul style="list-style-type: none"> <li>• <u>Intergovernmental MST Working Group</u>: The City’s Indigenous Relations Manager, along with MST staff, coordinates Intergovernmental staff to staff meetings, which take place 3 to 5 times per year. Meetings allow staff to provide updates on work that is underway and upcoming opportunities and/or projects where advice and collaboration is sought.</li> <li>• <u>Council to Council</u>: The City’s Indigenous Relations Manager convenes annual Council-to-Council gatherings with each First Nation government and City Council. These annual dinners provide the opportunity for elected leaders to build on their government-to-government relationship.</li> </ul> <p><b>MVAEC MOU</b>            The MOU establishes an Executive Advisory Committee which serves as the principal structure for implementing the MOU. The Committee is comprised of two representatives from each organization. It is co-chaired by MVAEC CEO and City Manager and includes MVAEC President with other board and roundtable co-chairs as members. The Committee meets bi-annually. The duties and responsibilities of the Committee are:</p> <ul style="list-style-type: none"> <li>• To identify and address high priority community needs in order to help reduce disparities in standards of living and quality of life.</li> <li>• To establish technical committees and/or working groups to undertake specific projects as required.</li> <li>• To identify and secure financial and other resources required to undertake specific projects.</li> <li>• Share information of mutual interest.</li> <li>• Respond to unique needs and values of the urban Aboriginal community.</li> </ul>	
<b>Examples of Joint Initiatives</b>	The MST & MVAEC MOUs have informed a number of joint projects detailed in the <a href="#">linked report</a> .	



	Community-to-community Forum: <a href="https://www2.gov.bc.ca/gov/content/governments/local-governments/governance-powers/collaborating-building-relationships/relations/community-to-community-forum">https://www2.gov.bc.ca/gov/content/governments/local-governments/governance-powers/collaborating-building-relationships/relations/community-to-community-forum</a>
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<b>3. City of Nanaimo &amp; Snuneymuxw First Nation (BC)</b>	
<b>Population</b>	Municipal: 90.5k <span style="float: right;">First Nation: 1,660</span>
<b>Description of Friendship Accord(s)</b>	<p>First MOU signed in 2005, which committed the parties to a government-to-government relationship based on mutual respect and cooperation.</p> <p>A Protocol Agreement was signed in 2009, which outlined the parties' responsibilities to work together and coordinate economic opportunities, service provision, land-use planning, and established a joint decision-making process.</p> <p>The partnership encountered some challenges culminating in 2017 when the Snuneymuxw First Nation removed their flag from Nanaimo City Hall. The two communities were able to continue dialog, deciding to prioritize the revision of the 2009 Protocol Agreement to focus more on recognizing indigenous treaty rights and advancing reconciliation. The revised Protocol Agreement was signed in 2019, which contains stronger language about recognition of rights and reconciliation.</p> <p><u>Purpose (2019 Protocol Agreement):</u></p> <ul style="list-style-type: none"> <li>To deepen the government-to-government relationship between the parties and establish a collaborative process that will meaningfully advance reconciliation and lead to a resolution of shared opportunities, agreements and mutual benefits.</li> </ul>
<b>Governance Structure / Protocol</b>	<p>The Protocol Agreement establishes a Protocol Agreement Working Group (PAWG) as the main body to implement the Agreement and work towards joint priorities. The PAWG has regular meetings that enable both governments to raise opportunities and matters to be discussed between them. The PAWG is composed of:</p> <ul style="list-style-type: none"> <li>The Chief of Snuneymuxw;</li> <li>The Mayor of the City;</li> <li>Two Snuneymuxw Band Councillors nominated by the Chief of Snuneymuxw;</li> <li>Two City Councillors nominated by the Mayor of the City;</li> <li>One staff member from each of Snuneymuxw and the City, nominated by the Chief and the Mayor respectively; and</li> <li>Such other staff members as required by either party to support the work of the protocol agreement working group.</li> </ul> <p>The PAWG is responsible for identifying joint projects and initiatives and establishing an agreed priority, timelines, and processes for development and implementation of those projects.</p>
<b>Examples of Joint Initiatives</b>	<ul style="list-style-type: none"> <li>The partners have utilized their formalized relationship to develop and enter into a number of service agreements ensuring essential services are provided to the people of Snuneymuxw.</li> <li>Partnered on the Saysutshun (Newcastle Island) Ferry Service.</li> <li>Collaborated on the development of a Saysutshun Business Plan that envisions Indigenous and tourism product development on Newcastle Island.</li> </ul>
<b>Links</b>	<p>Overview of Relationship:  <a href="https://www.ubcm.ca/sites/default/files/2021-08/UBCM-PATHWAYS_Snuneymuxw_Nanaimo.pdf">https://www.ubcm.ca/sites/default/files/2021-08/UBCM-PATHWAYS_Snuneymuxw_Nanaimo.pdf</a> </p>

<b>4. City of Saskatoon &amp; Saskatoon Tribal Council (SK)</b>		
<b>Population</b>	Municipal: 246.4k	First Nation: 13.4k
<b>Description of Friendship Accord(s)</b>	<p>The City of Saskatoon and the Saskatoon Tribal Council (STC), which is made up of chiefs of the Seven Members First Nations, signed the Sharing Prosperity Through Reconciliation Protocol Agreement in 2019.</p> <p>The recitals of the Protocol Agreement note that the parties wish to establish the means to convene to discuss and to resolve issues of common interest through the agreement. Discussions are intended to lead to actions to improve socioeconomic outcomes for members of the First Nations of the STC, now and in the future.</p>	
<b>Governance Structure / Protocol</b>	<p>The Protocol Agreement commits the parties to establish designated “points of contact” for the City and STC at the senior political and management levels, whose task is to collaboratively advance the joint work under the Agreement. The Agreement calls on senior elected officials to meet at least once annually to address areas of mutual interest.</p> <p>The senior political and staff points of contact are called on to establish working groups to identify shared priorities and advance joint initiatives that improve the quality of life for First Nations people living and working in Saskatoon. The parties are required to co-develop an annual work plan to guide their joint work. They are required to report to their respective councils annually.</p> <p>The Agreement sets out high-level meeting protocols, including alternative Chairing responsibilities and agenda setting.</p>	
<b>Examples of Joint Initiatives</b>	Work Plan to be jointly developed to guide work over next five years on shared goals.	
<b>Links</b>	Protocol Agreement: <a href="https://pub-saskatoon.escribemeetings.com/filestream.ashx?DocumentId=100495">https://pub-saskatoon.escribemeetings.com/filestream.ashx?DocumentId=100495</a>	

<b>5. City of Regina &amp; Carry the Kettle Nakoda Nation (SK)</b>		
<b>Population</b>	Municipal: 215.1k	First Nation: 2920
<b>Description of Friendship Accord(s)</b>	<p>The parties signed a MOU in early 2021. The MOU was first proposed by the Carry the Kettle Nakoda Nation (CTK), who were interested in obtaining reserve status for land located within an urban centre, which they were seeking to then develop. Although an MOU was not a requirement for this, CTK proposed the MOU to provide a framework upon which the two organizations could work together, as well as a public signal of their relationship.</p> <p>The Recitals of the MOU set out that:</p> <ul style="list-style-type: none"> <li>• The parties wish to establish a framework for the further review and negotiations required to be able to conclude a future Municipal Services Agreement (MSA) to enable opportunities for the development of the CTK lands; and</li> <li>• The parties wish to work cooperatively to achieve common objectives and agree to enter into the MOU to set forth the framework and guiding principles for future negotiations between them.</li> </ul>	

<b>Governance Structure / Protocol</b>	<p>The MOU does not provide for a governance structure. Rather, it sets out a common understanding upon which the parties will work together towards a future Municipal Services Agreement (MSA) that would enable development opportunities on CTK lands.</p> <p>The MOU notes that a MSA and any other agreement which may be necessary for the joint initiative will supersede the MOU (which is not legally binding) and be subject to the approval of City Council and CTK's band council.</p>
<b>Examples of Joint Initiatives</b>	MOU adopted for the purposes of providing a framework for the parties to jointly work towards land development on CTK urban lands.
<b>Links</b>	<p>Memorandum of Understanding (See pg. 333):</p> <p><a href="http://reginask.igm2.com/Citizens/FileOpen.aspx?Type=1&amp;ID=4185&amp;Inline=True">http://reginask.igm2.com/Citizens/FileOpen.aspx?Type=1&amp;ID=4185&amp;Inline=True</a></p>

<b>6. City of Winnipeg (MB)</b>		
<b>Population</b>	Municipal: 705.2k	First Nation: 34 regional First Nation communities
<b>Description of Friendship Accord(s)</b>	<p><b>Winnipeg Indigenous Accord</b></p> <ul style="list-style-type: none"> <li>• Winnipeg's Indigenous Accord was adopted by City Council in 2017.</li> <li>• Taking a different approach from other accords examined, the Accord is municipally led rather than being developed bilaterally. It sets out the City's commitment to advancing reconciliation efforts with Indigenous peoples guided by the TRC Calls to Action. It then invites First Nations, community organizations and others to sign on to become "Accord partners", committing themselves to the commitments under the Accord and requiring that they set goals to advance reconciliation.</li> <li>• The Accord was developed by the Mayor's Indigenous Advisory Circle following consultation and collaboration with community leaders and organizations.</li> <li>• The City holds an Accord signing ceremony annually where it recommits itself and new Accord partners sign on.</li> <li>• The goals of Accord partners are collected in a "goal book" maintained by the City which is available to the public.</li> </ul> <p><b>Winnipeg METRO Region &amp; Southern Chiefs' Organization MOU</b></p> <ul style="list-style-type: none"> <li>• The Winnipeg Metro Region and Southern Chiefs' Organization signed an MOU in 2019.</li> <li>• The MOU was the result of the parties' participation in the Collaborative Leadership Initiative (CLI). The parties' had been meeting regularly through the program since 2017 to explore how they would better work together to advance reconciliation in the region.</li> <li>• The stated purpose of the MOU is to create a long-lasting and durable political agreement based on a government-to-government relationship. It is intended to guide the deepening of the relationships among the parties as they seek to further their collaboration and cooperation in areas of mutual interest for the betterment of the region. Areas of regional cooperation set out in the MOU include, but are not limited to: <ul style="list-style-type: none"> <li>○ Economic development</li> <li>○ Service sharing</li> <li>○ Land and water stewardship</li> <li>○ Circular economy and waste</li> <li>○ Infrastructure</li> <li>○ Technology</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>○ Treaty land entitlement</li> <li>○ Government issues, including the making of further agreements</li> <li>○ Areas of duplication, overlap, potential harmonization and compatibility within their respective areas of jurisdiction.</li> <li>○ Any other areas of mutual interest identified by the First Nations and the Municipalities.</li> </ul>
<b>Governance Structure / Protocol</b>	<p><b>Winnipeg Indigenous Accord</b></p> <ul style="list-style-type: none"> <li>• Accord partners attend regular partner meetings. Meetings are co-hosted by the City and one other Accord partner on a rotating basis. Co-hosts are responsible for sharing the agenda and facilitation of meetings.</li> <li>• Progress on Accord commitments are reported annually through a report to City Council.</li> <li>• The Accord currently has over 180 signatories from the community. Full list: <a href="https://winnipeg.ca/Indigenous/WIA/accord-partner-list.pdf">https://winnipeg.ca/Indigenous/WIA/accord-partner-list.pdf</a></li> </ul> <p><b>Winnipeg METRO Region &amp; Southern Chiefs' Organization MOU</b></p> <ul style="list-style-type: none"> <li>• The MOU establishes a Joint Steering Committee through which the Mayors, Reeves and Chiefs of the First Nations will meet bi-annually.</li> <li>• The MOU calls on the Joint Steering Committee to develop a work plan in support of the meetings to ensure that meeting outcomes are advanced.</li> <li>• The Joint Steering Committee may create operational subcommittees of their senior officials from the First Nations and the municipalities to implement the direction of the Mayors, Reeves and Chiefs.</li> </ul>
<b>Examples of Joint Initiatives</b>	See Winnipeg indigenous Accord Partners Progress Report 2020 for examples of joint initiatives: <a href="https://winnipeg.ca/indigenous/WIA/PartnerGoalsandProgressReport-August2020.pdf">https://winnipeg.ca/indigenous/WIA/PartnerGoalsandProgressReport-August2020.pdf</a>
<b>Links</b>	<p>Winnipeg Indigenous Accord: <a href="https://winnipeg.ca/indigenous/pdfs/CoW-Indigenous-Accord.pdf">https://winnipeg.ca/indigenous/pdfs/CoW-Indigenous-Accord.pdf</a></p> <p>Winnipeg METRO Region &amp; Southern Chiefs' Organization MOU: <a href="http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20190228(RM)C-20">http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20190228(RM)C-20</a></p>

<b>7. City of Lethbridge &amp; Kainai/Blood Tribe (AB)</b>	
<b>Population</b>	Municipal: 92.7k <span style="float: right;">First Nation: 12.7k</span>
<b>Description of Friendship Accord(s)</b>	<p>Memoranda of Respect, Understanding and Partnership (MOU) signed in May 2021.</p> <ul style="list-style-type: none"> <li>• The purpose of the MOU is to establish stronger communications, planning and opportunities for joint advocacy between the City of Lethbridge and Kainai/Blood Tribe to advance issues of common interest and resolve issues of common concern. The MOU identifies four areas of mutual interest and concern: <ul style="list-style-type: none"> <li>○ Health and Wellness (Including Housing, Education, Justice, Racism and Discrimination);</li> <li>○ Economic Development and Employment;</li> <li>○ Community Planning (including Land Use Planning, the Environment, Cultural Resources, Management and Emergency Response); and</li> <li>○ Communications.</li> </ul> </li> </ul>
<b>Governance Structure / Protocol</b>	The implementation of the MOU will be carried out through joint working committees, one for each of the identified areas of mutual interest. Each joint working committee will be composed of representatives from administrations of both City and Kainai/Blood Tribe, as appointed by the senior administrative officers from each. The

	<p>working committees are required to report quarterly to the senior administrative officers for each organization.</p> <p>The MOU also provides for bi-annual joint council meetings. At these meetings, the joint council discusses and seeks resolutions to any obstacles that have arisen in their relationship, as well as receive reports from the joint working committees updating on their work plans.</p>
<b>Examples of Joint Initiatives</b>	TBD.
<b>Links</b>	<p>Memorandum of Understanding:  <a href="https://www.lethbridge.ca/City-Government/strategic-initiatives/Documents/MOU_Signed.pdf">https://www.lethbridge.ca/City-Government/strategic-initiatives/Documents/MOU_Signed.pdf</a></p>