

RESEARCH APPENDIX:
ALTERNATIVE APPROACH
TO INFRASTRUCTURE
PLANNING AND
APPROVAL

Alternative Approach to Infrastructure Planning and Approval



First Nations Tax Commission

Commission de la fiscalité des premières nations

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Alternative Approach to Infrastructure Planning and Approval

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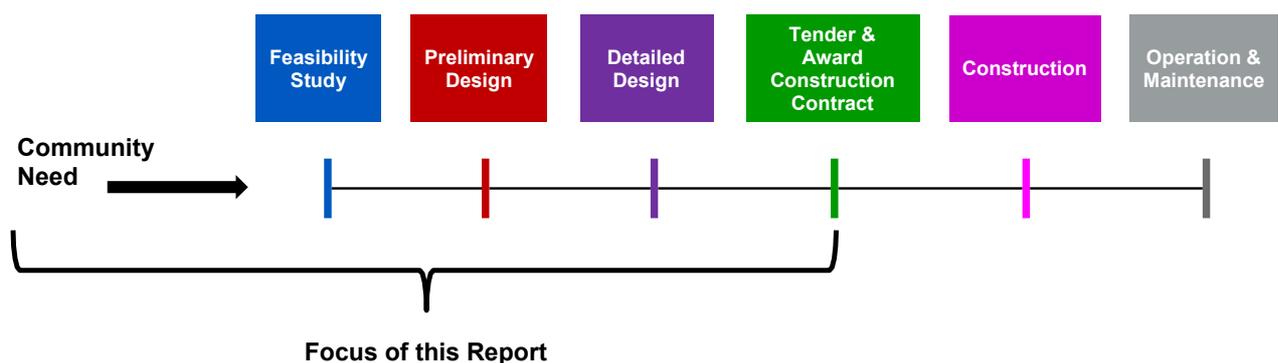
1.0 INTRODUCTION

To the outside observer, the creation of new infrastructure within a community appears to be a relatively straightforward construction exercise. A trench is dug and new pipes are placed in the ground. A corridor is delineated for the installation of energy and communications cables and supporting towers. A building is constructed to house students, health care providers or community gatherings. A road is paved. In reality, however, the creation of new infrastructure is the outcome of a more complex process of decision-making which takes into account a wide range of factors.

Communities in Canada – both First Nation and otherwise – undertake the decision-making process for new infrastructure in a number of ways. Within the First Nations realm, this process often involves an interface with the Government of Canada through Indigenous Services Canada and other affiliated agencies. While First Nations are appreciative of funding made available for infrastructure development from Canada, there are some challenges in the processes to reach approved funding which leads to construction. A number of these challenges have been characterized in the work of the predecessor agencies to Indigenous Services Canada (such as Indian and Northern Affairs Canada, and Aboriginal Affairs and Northern Development Canada), other Federal agencies, First Nations organizations, national media, and the First Nations Tax Commission.¹

The purpose of this document is to articulate an alternative process to move through the various stages of evolving an infrastructure project, leading to the point where the project is approved for funding and construction. In the context of this document, the term ‘infrastructure’ embraces a wide range of facilities including water and sanitary sewer utilities, transportation networks, buildings (for use as schools, health centres, residences and other purposes), and other components such as broadband communications networks and energy generation systems. The following graphic illustrates the broad stages of the evolution process, and those which are the focus of this document.

Figure 1: General Illustration of Process of Infrastructure Development



¹ See, for example, *Audit of the Capital Facilities and Maintenance Program* – report prepared by the Audit and Assurance Services Branch in January 2009 for Indian and Northern Affairs Canada



Figure 1 does not specifically acknowledge the vital role played by financing throughout the infrastructure development process. Funds are required at every step in the process – studying and designing infrastructure, tendering the final design, construction by the selected contractor, and operating and maintaining facilities. In this way financing considerations pervade the entire process, and must be integrated at every stage.

The remainder of this report is structured into the following sections:

- Section 2 – provides an overview of the proposed principles of the First Nations Infrastructure Institution's engagement with Nations with respect to infrastructure planning and approvals
- Section 3 – outlines the key components of the alternative process
- Section 4 – describes in greater detail the foundational elements of the alternative process
- Section 5 – elaborates the approach to advancing individual infrastructure projects
- Section 6 – summarizes key considerations in implementing the alternative process through FNII.



2.0 PRINCIPLES OF FIRST NATIONS INFRASTRUCTURE INSTITUTION ENGAGEMENT

It is understood that discussions are underway between the First Nations Tax Commission (and affiliated First Nation-led organizations) and the Government of Canada regarding the formation of an body called the First Nations Infrastructure Institution (FNII).

It is envisioned that FNII would have a central and vital role in the process of infrastructure planning, leading to projects which are approved for funding (and subsequent construction, operations and maintenance). In many instances, it is understood that funding for projects approved through the FNII process would continue to be sought and received from the Government of Canada. This funding could be supplemented by other Nation sources in some cases. In the case of some economic development projects, there may be limited or no link to Government of Canada funding.

A number of key principles will guide the engagement of the FNII with respect to working through the alternative infrastructure project planning and approval process outlined in this document. These principles are described briefly below.

PRINCIPLE #1 – PARTICIPATION IN FNII IS VOLUNTARY

Nations will be invited to join FNII, but this decision is entirely at the discretion of Chief, Council and the community. This is similar to the framework for participation in other First Nation-led initiatives including the *First Nations Fiscal Management Act* and *First Nations Land Management Act*.

PRINCIPLE #2 – FNII PERSPECTIVE ON WORKING WITH COMMUNITIES

FNII will work with Nations who choose to join the Institution to achieve well-planned and approved infrastructure projects that meet the communities' social, cultural, environmental and economic goals in the most efficient and effective way. This will support Nations' objectives to build more economically and fiscally sustainable infrastructure.

PRINCIPLE #3 – FNII WILL SERVE AS GUIDE, MENTOR AND ADVOCATE FOR COMMUNITIES

Members of the FNII Board and staff will guide participating Nations through the process of planning and approving infrastructure projects, and provide mentorship to the community generally and Council / staff engaged in planning specifically. FNII's advocacy function is two-pronged – advocating for the use of the FNII-developed approaches discussed in this (and related) documents, and advocating on a Nation's behalf with the Government of Canada to support proper funding for construction, and operations and maintenance, of approved infrastructure projects.



PRINCIPLE #4 – THE RELATIONSHIPS BETWEEN FNII AND PARTICIPATING NATIONS ARE VITAL

FNII will maintain positive, constructive and respectful relationships with those Nations who choose to participate. These relationships will be collaborative, not adversarial. FNII and the Nation will work toward common goals.

PRINCIPLE #5 – THERE WILL BE COMMON EXPECTATIONS BETWEEN FNII AND PARTICIPATING NATIONS

Expectations regarding the infrastructure planning and approval process will be clearly and jointly defined by FNII and the participating Nation, transparent to both parties, and consistent throughout the process. This contrasts with a process where the steps and requirements along the way are poorly understood, not well communicated, and subject to change.

PRINCIPLE #6 - INTEGRATION OF FNII INFRASTRUCTURE PLANNING ACTIVITIES

There are a number of components of the infrastructure planning and approval process set out in the later sections of this report. It is proposed that FNII develop a wide range of supporting material for use in work with participating Nations. Examples include legislation, guides and handbooks, templates, case studies and best practices, and courses. This material will be well-integrated to ensure that all individual pieces relate well to one another.

PRINCIPLE #7 – FNII AS CAPACITY BUILDER

FNII will look for every opportunity to build capacity within the participating Nation. Examples of relevant skills to be advanced include community planning, engineering and architecture, environmental science, archaeology and cultural heritage research, cost estimating, project management, and community engagement.



3.0 KEY COMPONENTS OF THE ALTERNATIVE INFRASTRUCTURE PLANNING AND APPROVAL PROCESS

There are two key components proposed as part of the alternative infrastructure planning and approval process. The first component is referred to as the 'Foundational Elements', and it contains three distinct yet inter-related parts.

- **Comprehensive Community Plan** – this is a broad-based Plan which incorporates a range of perspectives in moving the community from its current state to a desired future. Some communities may be familiar with the term 'Comprehensive Community Plan' as it has been in use for about 15 years among Nations, as well as Indigenous Services Canada and its predecessors.
- **Infrastructure Plan** – this is a Plan which is focussed on the development of physical infrastructure assets for the community. As noted in Section 1 above, the term 'infrastructure' embraces a wide range of facilities including water and sanitary sewer utilities, transportation networks, buildings (for use as schools, health centres, residences and other purposes), and other components such as broadband communications networks and energy generation systems. Both capital projects (resulting from the construction of physical infrastructure assets) and operation and maintenance of those assets are included in the Infrastructure Plan.
- **Financial Plan** – this Plan sets out the costs to construct and operate / maintain infrastructure assets, as well as the sources of revenue to offset these costs. Sources of revenue can include the Government of Canada, as well as other funds available to Nations through own-source revenues.

FNII intends to work with participating Nations to ensure that all of these 'Foundational Elements' are in place as a pre-requisite to advancing individual infrastructure projects.

The second component is the individual physical infrastructure projects which a Nation wishes to advance. These could be discreet facilities (such as a new community building, or new water supply and treatment system), or a number of pieces of inter-related infrastructure (such as a new subdivision which requires road, water distribution system, sanitary sewer collection system, stormwater management, and communications and energy networks). The funding and construction of these projects is an outcome of the Comprehensive Community, Infrastructure and Financial Plans which comprise the 'Foundational Elements.' A graphic depiction of this relationship is provided in the following figure.

Figure 2: Key Components of Process





4.0 FOUNDATIONAL ELEMENTS

4.1 Introduction

As noted above in Section 3, it is the intention of FNII to work with participating Nations to ensure that all of the 'Foundational Elements' are in place as a pre-requisite to advancing individual infrastructure projects. The three components of the Foundational Elements – Comprehensive Community Plan, Infrastructure Plan and Financial Plan – are introduced briefly above. The purpose of this section of the report is to delve more fully into a description of these three components.

4.2 Comprehensive Community Plan (CCP)

Comprehensive Community Plans (CCPs) began to gain traction with First Nations in BC in the early 2000s. Interest in this process and the outcome has grown throughout BC and in other parts of Canada over the past 15 years. The CCP Handbook – Comprehensive Community Planning for First Nations in British Columbia (Indigenous and Northern Affairs Canada, 2016) describes '*a holistic process that enables a community to build a roadmap to sustainability, self-sufficiency and improved governance capacity*' (p.1).

CCPs are intended to touch on many dimensions of an evolving community. These are presented graphically in the following diagram.



Figure 3: Planning Areas of Comprehensive Community Plan (CCP)

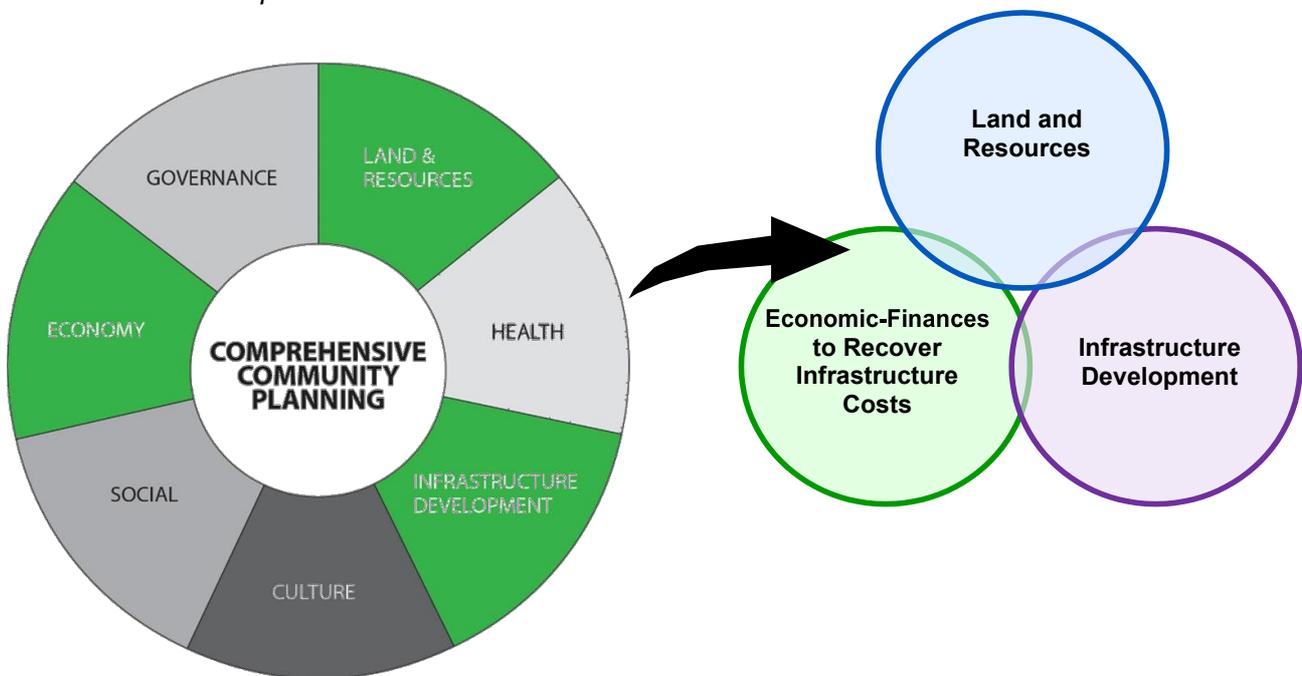




Of particular relevance to the work of FNII and the participating Nations will be the three segments entitled 'Infrastructure Development', 'Land and Resources', and 'Economy'. While the focus of this document and FNII's proposed work is infrastructure planning and approval, it must be recognized that this work cannot be done in isolation from a Nation's land base, economic development objectives, and available economic / financial resources.

There are two general situations which will frame the integration of these three segments into critical sections of a community's CCP. The first is those Nations who are not placing emphasis on the use of a portion of their lands, for economic development purposes. In these instances, the Nation need only identify uses on their lands, infrastructure required to serve these uses, and economic / financial resources to fund this infrastructure. This integration of these planning areas is depicted in the following figure.

Figure 4: Integration of Key CCP Planning Areas (Limited or No Economic Development)



The second general situation is those Nations who have decided to use a portion of their lands to host economic development activities. Where this is the case, the Nation should also integrate economic development objectives along with land uses, infrastructure requirements to serve land uses, and economic / financial resources to fund this infrastructure when preparing their CCP. This form of integration is shown below.

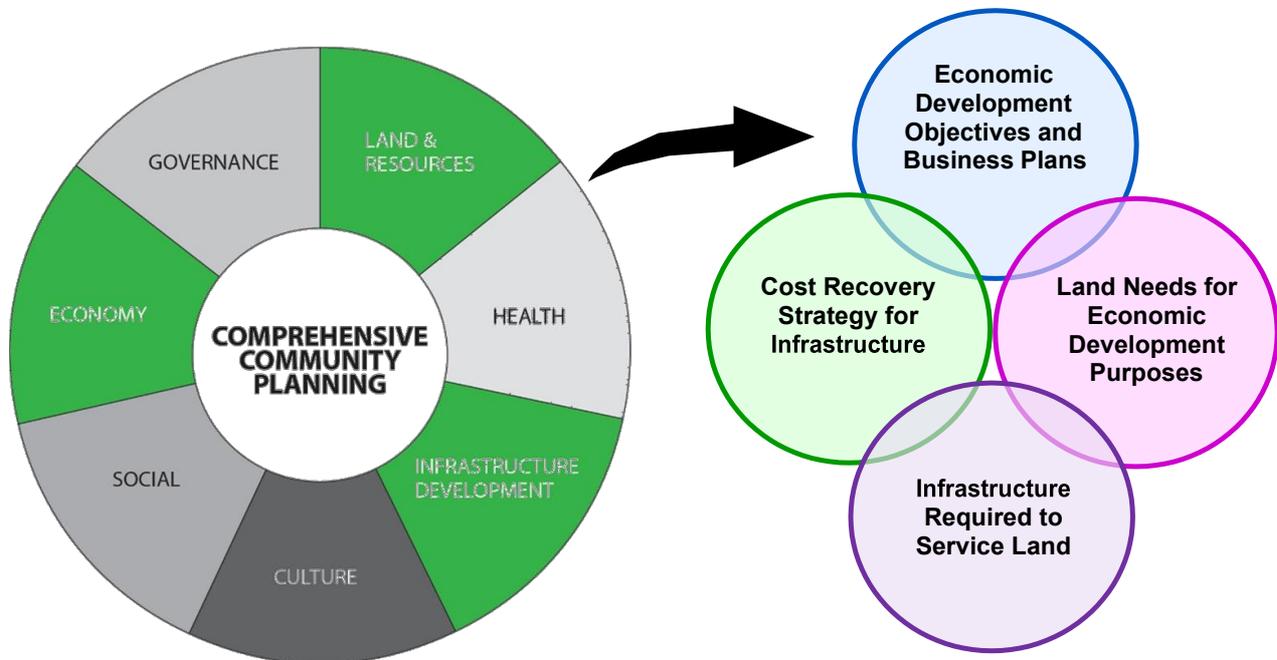


Figure 5: Integration of Key CCP Planning Areas (With Economic Development Objectives)

One of the main reasons for distinguishing the two general situations described above is the need to consider different forms of financial resources which may be utilised to offset the costs of infrastructure in the second situation where a Nation is using its lands for economic development purposes. This is more fully discussed in a following section of this report.

The preparation of CCPs is an area where First Nation-led guidance and mentorship are already in place. The CCP Handbook noted earlier also states *'Planning is an important tool on the path to self-governance and building capacity in First Nation communities. Each community requires a unique approach to planning that can be adapted to their culture and traditions – it can help individual First Nations make a positive difference in addressing the specific issues of their own communities'* (p. 1).

In terms of process, the CCP Handbook provides a thorough approach to Plan preparation. Key phases of this approach are pre-planning, planning, implementation and monitoring / evaluation. Community engagement throughout the CCP preparation process is emphasized in the Handbook.

With respect to timing, the forward-looking horizon of the CCP should be a minimum of 10 years and preferably 25 or longer. The CCP should be updated as-required, but no less-frequent than every 5 to 10 years.

4.3 Infrastructure Plan



An Infrastructure Plan documents what infrastructure is required to address two aspects of community need – serviced land, or stand-alone buildings on land which is already serviced.

The term ‘serviced land’ is intended to capture both major trunk infrastructure that provides for the needs of a number of development sites, as well as more site-specific infrastructure within individual development sites. The following table provides examples of these two scales of infrastructure for community water, sanitary sewer, transportation, storm drainage and energy infrastructure.

Table 1: Examples of Major and Site Specific Infrastructure Components

Type of Infrastructure	Major Components	Site Specific Components
Water	Supply Well or Surface Source, Treatment Plant, Storage Reservoir	Distribution System
Sanitary Sewer	Treatment Plant, Disposal Facilities	Collection System
Transportation	Arterial Road	Local Subdivision Street
Storm Drainage	Major Flow Route, Detention Pond	Collection System (enclosed or ditch)
Energy	Transformer Station	Distribution Lines (overhead or buried)

The term ‘stand-alone buildings’ embodies structures placed on lands which are already accessed by roads, water supply and sewer disposal, and other services. It can also include preparing the land to support the building (such as through earthworks and site grading) and minor links to community infrastructure where it exists (i.e. connection from community water system to building).

The Infrastructure Plan will be an outcome of the Comprehensive Community Plan (CCP), but more refined in terms of:

- Project definition
- Timing
- Cost estimates (capital and operations and maintenance)

It is recognized that communities often face challenges in prioritizing infrastructure projects which are identified in a CCP (or their equivalent in non-First Nation communities). A framework for prioritizing projects can be very useful. This framework can include criteria such as whether a project is mandated by a governing authority, community health and safety considerations, need to preserve environmental integrity, and other community-defined social / cultural / environmental / economic objectives.

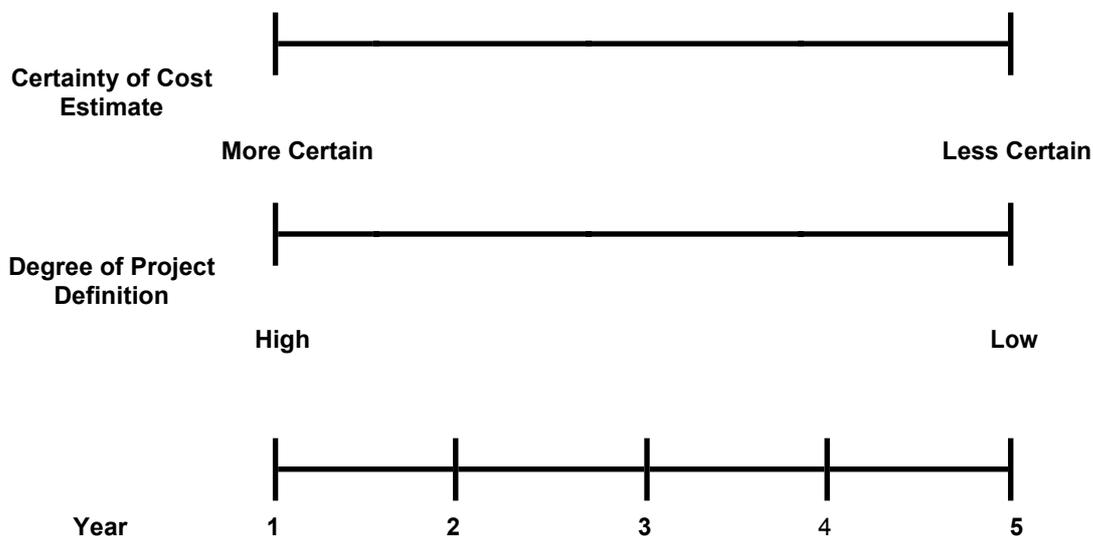
The process of preparing the Infrastructure Plan should be led by Chief and Council and key staff, and provide for community engagement.



The forward-looking timeframe for the Infrastructure Plan should be a minimum of five (5) years. The status of projects contained in the Plan should be refreshed on an annual basis.

It is acknowledged the Nations will likely not have full and equal details on all projects, their timing and costs over a five year time horizon for inclusion in the Infrastructure Plan. Therefore, the concept of a sliding scale can be useful. This concept suggests that those elements which are in Year 1 will generally be more defined than those in Year 5 in terms of scope and description of project, design details, timing of implementation, and costs. When the projects in Year 1 are completed, those in Year 2 advance to become Year 1 and bring with them greater definition. And projects which were beyond Year 5 are now included in the latter years of the plan. The following figure illustrates the main features of this concept.

Figure 6: Sliding Scale of Infrastructure Project Definition



There are two caveats to this sliding scale concept which are worthy of note:

- Some projects may be well-defined but remain in the later years of the Infrastructure Plan (Years 4 or 5) as the Nation does not have sufficient funding to move these into Year 1
- Some projects may be less well-defined, but are moved to Year 1 due to other urgencies such as available funding priorities and allocations from the Government of Canada. While it is understood that this can occur, a note of caution is offered as the lack of project definition and accurate cost estimating can lead to challenges in project delivery and funding.



4.4 Financial Plan

The Financial Plan will illustrate how projects contained in the Infrastructure Plan are being paid for (both capital and operating and maintenance costs).

In preparing the Financial Plan, a Nation may wish to consider three (3) general approaches for funding of required infrastructure.

- **Infrastructure to fulfill community member need** – in this instance, there will generally be more emphasis on Government of Canada funding through Indigenous Services Canada and related agencies. Nations may also choose to supplement this funding through their other revenue sources, if available and deemed appropriate.
- **Infrastructure to support economic development initiative** – where a Nation is advancing such an initiative, it may consider other cost recovery strategies to derive revenues from economic development activities. These revenues could include land leases, user fees, property taxation, and capital cost recovery through development charges. That said, Nations should not overlook potential Government of Canada funding to support First Nation economic development initiatives. In addition, Nations may supplement other available funding through their other revenue sources, if available and deemed appropriate.
- **Hybrid Infrastructure** – where a Nation is undertaking an economic development initiative, it may be that the infrastructure required to support that initiative will also serve community members. Consider, for example, an upgrade to a Nation's water supply to serve both a new business park located on lands earmarked for economic development, as well as the new homes being provided for Nation members. In these situations, the Financial Plan may have to creatively merge two or more funding streams to support the construction, operating and maintenance of the infrastructure.

Reflecting back on the earlier discussion regarding the Comprehensive Community Plan (CCP), clear thinking on the economic objectives of a community (and associated land and infrastructure needs) will help tremendously when it comes to considering infrastructure funding sources.

The financial plan should also contain provision for long-term sustainability of a Nation's infrastructure assets. Even well-designed and constructed assets which are properly operated and maintained have finite life spans. Ensuring that sufficient funding is in place for asset maintenance and eventual replacement is an important element of financial planning.

The process for preparing the Financial Plan should be led Chief, Council and key staff. Opportunities for community engagement should be provided.

In terms of timing, the Financial Plan should be reviewed and refreshed annually.



5.0 INDIVIDUAL INFRASTRUCTURE PROJECTS

5.1 Introduction

The term 'Infrastructure' is used in this document to capture the physical assets which are constructed, operated and maintained within a First Nation community. These physical assets include a wide range of facilities such as water and sanitary sewer utilities, transportation networks, buildings (for use as schools, health centres, residences and other purposes), and other components such as broadband communications networks and energy generation systems.

The Comprehensive Community Plan (CCP), Infrastructure and Financial Plans discussed in the previous section of this report will yield individual infrastructure projects which a Nation wishes to advance. These could include the provision of services to land (major trunk services providing for the needs of a number of development sites, and/or more site-specific services), and/or buildings to be placed on the land. Initial work on the design of these services may have been completed as part of undertaking the Foundational Elements. In order to move through the final stages of infrastructure planning and approval, additional work may be required. The purpose of this section of the report is to describe these latter stages that will be applied to individual projects, and the manner in which those will proceed as collaborations between the First Nations Infrastructure Institution and participating Nations.

Prior to exploring the details of this proposed process, it is important to acknowledge two aspects of infrastructure projects which will emerge from the 'Foundational Elements' planning described in the previous section of this report.

- There will be varying levels of complexity of projects. Some will be relatively straightforward (such as adding new communications infrastructure to a Band member residential subdivision which is already in place), whereas others will be more complex (such as a new school, or entirely new residential subdivision with full road, water and sewer utility, energy and communications network servicing).
- There will be varying degrees of work required to move a project from its standing in the Infrastructure and Financial Plans to final design and readiness for construction. Generally speaking, the less complex projects will require less work, and the more complex projects more work.

5.2 Review and Approval of Individual Infrastructure Projects

A number of principles of engagement between the First Nations Infrastructure Institution (FNII) and Nations are set out in Section 2 of this report. Honouring these principles, the fundamental approach to reviewing and approving individual projects will be collaborative between FNII and Nations. The parties will work together in a cooperative and positive way founded on clear and transparent expectations and good communication.

The basic concept underlying the review and approval of individual infrastructure projects is that each project will have a set of requirements which are established jointly by FNII and the participating Nation. These requirements will address each phase of the infrastructure development process leading to construction – feasibility study, preliminary and detailed designs, and tendering. In addition, there will be some information that will be required following construction.



The required topics to be addressed are summarized in the following points.

- **Need for the project** – the rationale which explains why the project is required will generally be outlined in the Comprehensive Community Plan. There are many possible reasons – providing housing for Band members, supplying clean drinking water to the community, ensuring culturally-aware education is available through a Nation school, and servicing land for economic development purposes are a few examples.
- **Key design criteria** – given the range of potential infrastructure projects being advanced by a Nation, there are a similarly wide range of design criteria which can be applied to these projects. Using the same examples as those in the above point, National and Provincial Building Codes can be applied to housing development, Guidelines for Canadian Drinking Water Quality used to ensure clean drinking water, Provincial Education Ministry standards referenced for schools, and neighbouring local government as well as Provincial / Federal specifications adapted for use for servicing land with roads and utilities.
- **Alternative means of addressing community needs** – this topic is particularly important during the feasibility study and preliminary design stages. It includes the identification of optional means of addressing the community's needs, selection of social / cultural / environmental / economic criteria to evaluate options, and applying the criteria to choose the preferred option. Community engagement throughout this process can be very valuable.
- **Project description** – this topic is fairly self-explanatory, and includes a description of the infrastructure project.
- **Land Requirements** – all land required to complete the infrastructure project is identified, including not only the development site (for residential subdivision, business park, community building, etc.), but also any rights-of-way or easements.
- **Site considerations** – the site on which the infrastructure is being placed needs to be reviewed from multiple perspectives – fish and wildlife habitat, soil contamination, archaeological / cultural heritage, land tenure, natural resources (i.e. valued vegetation, timber, other), topography, hazardous conditions (floodplains, steep slopes, wildfire, other) and other considerations important to the community are all key considerations.
- **Approvals required** – completion of the infrastructure may require permits, certificates and other authorizations from the Government of Canada (such as Environment, or Fisheries and Oceans Canada) or Provincial agencies.
- **Capital cost estimates** – there are varying levels of estimates used by engineers, architects and others which generally reflect the extent of design work undertaken. As noted above in this section, as well as discussed as the 'sliding scale' concept within the Infrastructure Plan portion of Section 4, the closer an infrastructure project is to coming to fruition, the more accurate the capital cost should be as required design and related work has been completed.
- **Formal documentation** – a number of formal documents will be required at various stages of infrastructure project evolution. Signed reports, sealed drawings, tender documents (including any addendums) and land surveys for any newly-created parcels or rights-of-way are some examples of these formal documents.
- **Post-construction requirements** – these can include certificates of construction completion, record drawings to show precisely how the infrastructure was built, warranty inspection reports, and operation and maintenance plans are illustrative examples.



Each of these topics will be considered in the collaborative discussions between FNII and the participating Nation for each stage of the infrastructure project (from feasibility study onward). Decisions will be made jointly regarding the following three questions:

- Is it required that this topic be addressed at this phase (yes or no)
- If yes, what is the cost of doing the work
- If yes, what is the schedule for doing the work.

A framework which illustrates the above discussion is included on the following page. It is intended that this framework will be used for each individual infrastructure project, and that it will form the basis for ongoing discussion between FNII and the participating Nation.



5.3 A Note About Professional Certification

As alluded to in the above discussion, professional certification will be required in various instances during the infrastructure evolution process. Signed reports by environmental professionals and archaeologists, engineering reports and designs prepared by professional engineers qualified to practice in the relevant field (i.e. civil, geotechnical, electrical, other), and licenced architectural designs and supporting documents are some examples.

Without discrediting any of the professionals involved in infrastructure planning and design, a process known as 'value engineering' can be a useful addition to this process. This process engages a small group of professional peers in reviewing not just the final design, but the thought process, assumptions, supporting studies and calculations, and other considerations which went into deriving the infrastructure solution. Value engineering can be especially useful at two stages – initial identification and evaluation of optional solutions to meet a community need, and detailed design at the 65% to 70% completion stage. Generally speaking, the value engineering process is only engaged for complex projects which exceed a set capital cost threshold, typically well into the millions of dollars.

5.4 A Note About Design Criteria

Much effort has been expended by all levels of government in Canada on design criteria for infrastructure. Several examples were noted in the above discussion - National and Provincial Building Codes, Guidelines for Canadian Drinking Water Quality, Provincial Education Ministry Standards for school designs, and Federal / Provincial / Municipal government specifications for servicing land with roads and utilities. Rather than re-invent these design criteria, it is suggested that FNII and participating Nations use these and other relevant criteria, and adapt them as necessary to suit unique situations within their community. There is also a vital role for professionals in the understanding, interpretation and application of design criteria. This includes the use of professional judgement.



6.0 IMPLEMENTING THE PROCESS THROUGH THE FIRST NATIONS INFRASTRUCTURE INSTITUTION (FNII) – SOME CONSIDERATIONS

This document deals with a proposed alternative approach for First Nations to move through the process of infrastructure planning and approval. It is suggested that a First Nations Infrastructure Institution (FNII) be established to enable this process, and engage with participating First Nations. Other companion reports address FNII in a broader sense.

There are various tools which could be made available under the FNII that would operationalize the alternative approach envisioned in this document. These are summarized below.

- **Legislative Requirement for Foundational Elements** – the elements described in Section 4 of this report (Comprehensive Community Plan, Infrastructure Plan, Financial Plan) will be required for those Nations who choose to participate in FNII.
- **Guides and Handbooks** – these documents will help Nations to move through all aspects of the FNII infrastructure planning and approval process, and include the Foundational Elements as well as the review of individual projects. Indigenous and Northern Affairs Canada (predecessor to Indigenous Services Canada) has published the ‘CCP Handbook – Comprehensive Community Planning for First Nations in British Columbia’ (2016). This is an excellent example of the type of document that could be made available to Nations through FNII.
- **Templates** – in some situations it may be useful for participating Nations to have templates for framing documents. These include, for example, the Infrastructure and Financial Plans, and also a finalized version of the matrix which is shown as Figure in Section 5.
- **Courses** – FNII could offer courses to assist in understanding and applying all aspects of the infrastructure planning and approval process. This could be modelled after the TULO Centre for Indigenous Economics, a partnership with the First Nations Tax Commission and Thompson Rivers University.
- **Partnering Network** - Communities can learn much from the experiences of those who have gone before. There are established and growing networks for water system operators (www.reseauwaternet.ca), Comprehensive Community Plan leaders (www.comprehensivecommunityplanning.org), financial planners (www.afoa.ca) and technical services in Ontario (www.ofntsc.org) and Alberta (www.tsag.net). These examples may be helpful to FNII in forming mentoring networks, evolving FNII, and potentially functioning as service delivery partners.

FNII could develop and provide all of these resources to participating communities.

Another valuable role for FNII would be to act as the repository of information for communities moving through the infrastructure planning and approval process. For some communities, retaining and



cataloguing information related to their infrastructure development process can be a challenge. FNII could retain the most recent (and superseded, where relevant) copies of a Nation's CCP, Infrastructure and Financial Plans, as well as information related to individual projects.