Purpose of the Agreement

The Models for Rural Development and Community Capacity Building Program (The Models Program) is a research initiative designed to contribute to the understanding of what approaches (models) to community development and capacity building work in rural, remote and northern communities. The information developed will be used to inform all levels of government to support their decisions on programs and services for rural Canadians, as well as future policy directions. In addition to helping governments with their decision-making, the information developed will benefit the individuals, organizations and communities involved with the models and other projects aimed at community development and capacity building.

The purpose of this document is to make clear agreed upon expectations between ORGANIZATION NAME and the Rural Development Institute in order to test a particular model, called the Community Collaboration Project, in PROVINCE.

The Community Collaboration Project (CCP) is an innovative approach to community economic development and capacity building in rural areas. The vision of CCP is to encourage communities to explore and develop processes to increase their ability to address change and work toward becoming more sustainable. Community representatives come together to participate in Regional Round Tables (RRTs) and work with an advisory group to identify regional socio-economic challenges, find common solutions, and implement programs and projects that address regional needs.

In light of discussions with the ORGANIZATION NAME, the Rural Development Institute is moving toward formalizing a project relationship. The Rural Development Institute (RDI) has set out the mutual expectations for the partners in the Community Collaboration Project in this document. RDI has a contract with the Rural Secretariat that extends until March 31st, 2008. However if either RDI or the ORGANIZATION NAME feel the Agreement is not working as intended and hoped for, there is a provision to terminate the project prior to this day. Please see Schedule A.
The **Rural Development Institute** of Brandon University is the project proponent and will manage and administer the Community Collaboration Project.

The ORGANIZATION NAME is the organization selected as a community site in PROVINCE to form a Regional Round Table.

The **Rural Secretariat, Agriculture and Agri-Food Canada** is financially supporting the Community Collaboration Project. References to “the Minister” in the document refers to the Minister of Agriculture and Agri-Food or any person authorized to act on his or her behalf.

**What is the role of the Rural Development Institute?**

The Rural Development Institute of Brandon University is the project proponent and will manage and administer the Community Collaboration Project (CCP). RDI has funding from the Rural Secretariat, Agriculture and Agri-Food Canada under The Models Program. RDI is funded to undertake research to test the applicability and replicability of the Community Collaboration Project processes and to support the development of the Regional Round Tables (RRTs).

The role of the Rural Development Institute will be:

1. To report to the Rural Secretariat in Winnipeg and Ottawa.
2. To liaise with both the Provincial Community Collaboration Project Advisory Group (subcommittees of the Provincial Rural Teams) and the Regional Round Tables.
3. To attend any RRT meetings deemed critical to the Community Collaboration Project processes.
4. To assist, when requested, in strengthening the collaboration process at the RRT and to help ensure successful outcomes.
5. To convene an annual meeting of reps of all RRTs and Rural Team Advisory Group in order to share experiences and learn from one another.
6. To document the CCP process so there is a strong record of the intention and impact of the RRT processes and to communicate lessons learned pertaining to the development of the RRT, evaluation and policy.
7. To hold in confidence any information provided to us by any of the stakeholders which is deemed NOT in the public domain. At a minimum, RDI will report the activities of each of the RRTs and Rural Teams in order that there is a public record of the community development processes employed and projects undertaken.

The Rural Development Institute will commit to strengthening and supporting RRTs selected for the Community Collaboration Project in 2005 and beyond in four specific ways.
a. RDI will bring information and resources to the RRT. It will also facilitate the early formation and structure of the RRT. When requested, RDI will facilitate dialogues at either a cross community or government representatives.
b. RDI will attend, when appropriate, RRT meetings to facilitate, document, and share information and lessons learned across rural provincial teams and all RRTs engaged in the project.
c. RDI will make a cash contribution to support the Regional Round Table. The exact amount of the contribution will depend on the Regional Round Table’s ability to leverage cash and/or in-kind contributions and will be based upon need and value. RDI will provide an amount of up to $100,000. This amount may also be subject to revision by the Minister should annual appropriations be changed by Parliament. See Schedule A.
d. RDI will facilitate a participatory evaluation process.

What is the role of the ORGANIZATION NAME?
To implement the Community Collaboration Project process, the roles and responsibilities of the ORGANIZATION NAME will be to:

1. Form a group of diverse, multi-stake holder members of the community who have the desire and commitment to work together to achieve common goals in order to form a Regional Round Table Advisory Group.
2. Work with the Rural Development Institute to measure indicators required for project evaluation and for reporting, on a minimum annual basis.
3. Share lessons learned about activities of the Regional Round Table and the PROVINCE Rural Team Advisory Group that will be made available to the public.
4. Agree to provide resources (in-kind and/or cash) to support the creation and operation of the Regional Round Table.
5. The Rural Development Institute will require from the ORGANIZATION NAME, on a quarterly basis, a financial accounting of the expenditures and reporting of any funds provided to them by the Rural Development Institute and also of funds that are leveraged from other sources that support the goals and purposes of this project. See Schedules A and B attached.

Duration of this Agreement: January 12, 2005 to March 31, 2008.

_____________________________________ Chair, ORGANIZATION'S NAME

_____________________________________ Witness ________________________ Date

_____________________________________ Director of the Rural Development Institute

_____________________________________ Witness ________________________ Date
SCHEDULE A
The Rural Development Institute and ORGANIZATION

1. The Rural Development Institute anticipates that the Community Collaboration Project will extend until March 31st, 2008 but could be terminated sooner by mutual agreement.

2. It is a requirement of Treasury Board Policy on Transfer payments that recipients of government funding declare any amounts owing to the federal government. (See Form 1) The ORGANIZATION'S NAME shall recognize that any amounts owed to the Crown may be off-set against any expenses claimed under this Agreement.

3. The basis of payment for the flow of dollars and resources from Rural Development Institute to the ORGANIZATION'S NAME will be on an as required basis and on a submitted claim.

4. There will be a requirement from the ORGANIZATION'S NAME to repay overpayments, unexpended balances and disallowed costs. Until repaid, the overpayments will constitute a debt to the Crown.

5. Should the ORGANIZATION'S NAME fail to perform or comply with any terms, conditions or other obligations contained in this Agreement, for which it has responsibility, RDI may declare this agreement in default. If the Minister declares that an event of default has occurred, the Minister may, in addition to any remedy provided by law, exercise any of the following remedies; suspend the payment of any amount in respect of the contribution; or the ORGANIZATION'S NAME will be required to repay all or part of the contribution made with interest from the date of demand for repayment.

6. Indemnification of the Minister and Brandon University. The ORGANIZATION'S NAME shall indemnify and save harmless and the university, his or her officers, servants and agents as well as Brandon University and its agents from and against all liability, claims, demands, losses, damages, actions including reasonable legal fees and disbursements and any other proceedings, whatsoever and by whomever made for injury, death, environmental impact or property damage arising out of the agreed upon activities and objectives.

7. The ORGANIZATION'S NAME shall allow representatives of the Minister to have access to any records, information, databases, audit reports and other documentation for the purpose of audit and evaluation of the activities described in this Agreement, and for the verification of invoices with respect to payments made between RDI and the ORGANIZATION'S NAME. The ORGANIZATION'S NAME shall keep all records, information, databases, audit reports and all other documentation related to activities and associated expenses and costs for a period of six years from the date that the final activity under this Agreement is completed.

8. Any interpretation of this understanding must in turn be subject to the terms and conditions of the agreement between the Rural Development Institute and the Rural Secretariat.

9. Redress provision: Should there be a dispute between RDI and the ORGANIZATION'S NAME regarding the terms and conditions of this agreement, there will be two members selected by the ORGANIZATION'S NAME that will meet with the Director of the Rural Development Institute, the Brandon University Special projects officer, and two members of the Rural Secretariat. This group would ideally agree by consensus to a resolution of any disputes. If consensus can not be reached, the Rural Secretariat would have the ultimate decision making authority.
Sample 2 – Saskatchewan Population Health & Evaluation Research Unit (SPHERU), Universities of Regina & Saskatchewan

Memorandum of Agreement
for the

[project title here]

Introduction

The ________________ (title of project) is a joint research project between ________________ (specific names of communities and research team here). The project is directed by a steering committee that includes representatives of each of the partner organizations.

Details of Partner Organizations and Their Representatives

[in this section we listed the specific names of research team members and the organizations they represent- this included both community and academic team members]

Project Goal

[specific details about the actual project are described here]

Benefits to Community

The steering committee of this project recognizes the need to develop a coordinated, capacity building and pro-active approach. Therefore, in addition to achieving the project goal outlined above, a number of short-term and long-term objectives have been identified.

The short-term objectives include capacity building among team members, including community research assistants. There will be an exchange of organizational experience and expertise among the steering committee members and with the broader research team. Community research assistants and the project coordinator will be trained in research methods.

The long-term objectives include the provision and coordination of _______ education and awareness programming to the participant communities and other communities across northern Saskatchewan. In addition, the materials used to train the community assistants in research ethics and methodology will be compiled as a package distributed to community partners for future use.

Funding
This project is funded by the Canadian Institutes of Health Research (CIHR), through the Institute for Aboriginal Peoples’ Health (IAPH) and through the HIV/AIDS Research Program, a component of the Canadian Strategy on HIV/AIDS. The funds are located at the University of Regina. As principal investigator, ____________ (university PI here) is responsible to the CIHR and the University of Regina for the appropriate disposition of the funds and the ethical conduct of the project (as required by the University of Regina and Tri-council code of ethics).

**Purpose of this Memorandum of Agreement (MOA)**

The purpose of this MOA is to ensure the success of both the project and the partnership by laying out how the partnership will work to ensure confidentiality and effective communication and respect the values of involved communities. This is a living document, with the flexibility to respond to an evolving research partnership.

This MOA sets out the ways in which we will work together in such areas as:
- recognizing shared principles, objectives and responsibilities;
- selecting media spokespeople;
- making decisions;
- protecting information throughout the project as well as after it is completed; and
- communicating results in meaningful and useful capacities for all partners

**Principles**

The underlying principles in our work together will be mutual respect, recognition of each other’s constituencies and interests, responsibility in carrying out commitments, sharing information, and capacity building in the exchange of organizational experience and expertise. The steering committee group is the conscience of the project.

**Responsibilities of Member Agencies and Local Governments**

**General**

Representatives of participating communities, health care agencies, and research units, in guiding the research project, will ensure the validity of the research instrument and results. The local government representatives on the steering committee are integral members of the research team, working in partnership with academic and health services team members.

**Turnover in Steering Committee Membership or Organizational Leadership**

Each committee member is committed to ensuring ongoing representation from each of the partnership organizations. Steering committee members will assist in transitions in representation when necessary, ensuring continuity by selecting new members with interest and commitment in the issues being investigated.

**Agreement to Co-operate**
The steering committee will consider ongoing issues of ethics and appropriateness from inception to the dissemination process. The steering committee will determine the principles and processes that will guide the research project.

The steering committee will guide the design and implementation of the research instruments (e.g. focus groups and interview schedules and methods).

The steering committee will ensure support, training and development of skills for participating community members, including workers on the research team.

The steering committee will provide feedback on preliminary results of analysis, which will be sent to steering committee members as a project progress report.

The steering committee will provide discussion and feedback on the results of findings from the interviews and focus groups, which will be presented at a meeting of the steering committee.

The steering committee members will be open to communication through conference calls and correspondence throughout the project.

The steering committee will keep the participating communities and agencies informed of the progress of the project.

**Operational Policies**

1. **Decision Making/Conflict Resolution**
   - Decisions will be based on consensus (i.e., all members can live with the decision.)
   - Those parties directly affected by a decision must be given the opportunity to be at the table to participate in the consensus process when that decision item is being discussed.
   - Members will respect the ideas and concerns of others.
   - Discussions will focus on interests and concerns rather than positions and demands.
   - Everyone will have an opportunity to speak. There will be no cross talking (i.e., only one person should be speaking at a time.)
   - Members will try to understand the interests of others, whether they agree with them or not.
   - Members will commit to fully explore issues, searching for solutions in a problem-solving and consensus-building atmosphere.
   - Members will communicate the interests of the group they represent. If there is uncertainty as to whether that is the case, members will make that known.
   - Any member may abstain from a decision to avoid preventing consensus. Minutes will note these occasions.
   - In the event of conflict between two or more members of the research team, efforts will first be made to resolve them within the group. Should it be required, an external mediator will be used to help clarify issues and goals, facilitate
communication about the situation, and try to help the parties in conflict reach a constructive resolution. The mediator will not make decisions about who is right or wrong or how things should be resolved. All decisions are made by the parties in conflict.

2. Project Spokesperson

Members of the steering committee will respond to media and other external communications requests by referring them to _______, who has been selected as the project spokesperson. _______ will brief Steering Committee members as requests are received. This is especially important for the community representatives who, depending on the nature of the request, may require approval from their respective organizations. _______ will include other team members in communication requests that address their particular contributions to the project.

3. Protection of Project Data

During the Project
During the project _____________ (PI name here), her research assistants, the project coordinator, and community based research assistants will be responsible for all research-related materials, which include interview and focus group tapes and transcripts, and any confidential field notes. These materials will be kept under lock and key. Each of the individuals participating in any aspect of data management (from collection, through transcription, analysis, and storage) will sign a confidentiality agreement. Data collected throughout the project will be used for the purposes of this project only.

At the End of the Project

__________ (University PI name here), in following the policies of the University of Regina Research Ethics Committee, will store the primary research materials for a period of three years after the completion of the project, after which it will be destroyed. During the period of storage, the data will not be used for any purpose other than was outlined for this project.

Project data will be provided to the participants in the research, to the participating communities, to the health organizations in the North and Saskatchewan and to the universities in formats that protect the confidentiality of individual participants.

4. Communication of Project Progress and Results

Throughout the Project

In addition to face-to-face meetings and conference calls between Steering Committee members, a quarterly newsletter outlining progress will be produced. The quarterly newsletter will be suitable for distribution to council and health board members of the
participating organizations. The newsletter is the responsibility of the project coordinator, working with the principal investigator and other steering committee members as needed.

Preliminary results will be presented in the form of an interim report, for review and discussion by Steering committee members.

As opportunities for presenting findings arise for individual project team members, these will be brought forward to the steering committee for consideration and approval.

**At Project Completion**

Two versions of a final report will be produced. One version, which contains information specific to each of the participating communities, will be distributed only to these communities. A second version, stripped of details that would identify specific communities, will be released for public use. The public dissemination strategy may include a multimedia component, such as a video, that may be broadly used as an education/awareness tool.

Opportunities for the collective presentation of findings in written and oral formats will be pursued by team members.

Consent Statement

We, the undersigned, have read and understood the contents of this Memorandum of Agreement. We agree to act according to the principles and policies outlined above.

Signed, (all research team members are listed)

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This document is provided by Saskatchewan Population Health and Evaluation Research Unit, Universities of Regina and Saskatchewan.
Sample 3 – Saskatchewan Population Health & Evaluation Research Unit (SPHERU), Universities of Regina & Saskatchewan

MEMORANDUM OF AGREEMENT TO PARTICIPATE

Project Title:

The purpose of this memorandum is to provide the terms under which each community agrees to participate in the above project. The memorandum outlines the assistance provided by the community contact person and the products the researchers will return to the community.

For the purposes of this project, the community contact will be [list the contact names and contact information].

Primary Research Team: List Names of Individuals

The community contact agrees to:

- Assist the researchers with setting up meetings to interview key informants in the community
- Assist the researchers with setting up focus groups with Health Committee members and with community members
- Assist the researchers in identifying a community member who will be hired and trained to conduct interviews and assist with focus groups in the community
- Provide advice to the researchers on the appropriate methods of involving their community in this project
- Participate in periodic research team meetings to review the deliverables developed throughout the project
- Review information specific to their community to ensure that it accurately reflects their program information

The researchers agree to:

- Provide a document reviewing the literature in the area of Aboriginal health and capacity building
- Hire and provide training for any community members who may be selected to assist with interviews and focus groups
- Provide community specific models of each program delivered in the community that relate to health
- Provide a copy of the deliverables for review and comments
- Provide a manual suggesting the types of information that could be collected to assist with program planning and evaluation
• Provide ongoing updates on the project work through access to a web-site
  Where accessing a web-site is difficult, a CD-ROM of all the information
  will be provided at regular intervals
• At all times, the researchers will maintain confidentiality of information
  gathered from individual interviews and community focus groups

This document describes the terms of reference for community agreement to participate
in this project. Individual informed written consent will be obtained from those who
agree to participate in the interviews and focus groups.

This memorandum will be reviewed periodically throughout the project to ensure that the
project is being conducted in an appropriate manner in each community. Additional
points may be added throughout the duration of the project.

____________________________    ___________________
Community Contact
On behalf of [community name here]    Date

____________________________    ___________________
Research Name    Date
On behalf of the research team

This document is provided by Saskatchewan Population Health and Evaluation Research Unit,
Universities of Regina and Saskatchewan.
TL'AZT'EN NATION–UNBC CURA
MEMORANDUM OF UNDERSTANDING

This memorandum of Understanding stipulates the guiding principles for the conduct and governance of the TL'azt'en Nation-UNBC CURA project. It consists of five documents:

A) TL'azt'en Nation-UNBC CURA Guiding Principles
B) TL'azt'en Nation-UNBC CURA Conflict Management Guidelines
C) TL'azt'en Nation-UNBC CURA Governance Structures and Rules
D) TL'azt'en Nation-UNBC CURA Hiring Practices Policy
E) TL'azt'en Nation-UNBC CURA Protocol for Research Participants

We, the undersigned TL'azt'en Nation-UNBC CURA partners, agree to abide by these principles, guidelines and policies:

Gail Fondahl - Principle Investigator
Sue Grainger – Co-Investigator, Research Stream Co-Leader
Erin Sherry – UNBC Research Coordinator I, Research Stream Co-Leader
Beverly Logan – TL'azt'en Research Coordinator, Research Stream Co-Leader
Sarah Parsons – UNBC Research Coordinator II
Beverly Bird – Research Stream Co-Leader
Chris Jackson – Research Stream Co-Leader
Deborah Page – Research Stream Co-Leader
Jane Young – Research Stream Co-Leader
Amelia Stark – TL'azt'en Member-at-Large

This document is provided by the TL'azt'en Nation – University of Northern British Columbia research project entitled, Preparing for Resource Management. More information can be found at http://cura.unbc.ca.
TL'AZT'EN NATION–UNBC CURA
GUIDING PRINCIPLES

Purpose
The purpose of the TL'azt'en Nation-UNBC CURA project is to enhance the capacity of TL'azt'en Nation to effectively engage in culturally and ecologically sustainable natural resource management, and to enhance the capacity of UNBC researchers and their students to effectively contribute to First Nation community needs through collaborative research.

Objectives
✓ To strengthen the cultural development of the TL'azt'en community by capturing resources and expertise to promote the transfer of TEK from older to younger generations;
✓ To enhance the social and economic potential of the TL'azt'en community by providing the expertise to facilitate the development of alternative, culturally appropriate environmental/ science curricula for TL'azt'en youth; and by providing a map to ecotourism development, informed by robust research and TL'azt'en values;
✓ To provide graduate training experience with First Nations partners that will foster knowledge of cross-cultural research requirements and experience in community-relevant research;
✓ To provide training and enhance research capacity among TL'azt'enne in areas important to integrated natural resource management;
✓ To improve First Nations content across the curricula of UNBC's academic programs;
✓ To ensure research results are available to regional, national and international audiences; and
✓ To enhance the potential of UNBC and TL'azt'en Nation to develop and strengthen their partnerships.

Guiding Principles
1) Partners agree on the purpose and objectives of the TL'azt'en Nation-UNBC CURA project in the CURA application.
2) Partners are committed to learning and building knowledge together.
3) Partners are committed to contributing in a variety of ways and forms, as necessary, to support those goals/objectives.
4) Partners will communicate openly, sharing all relevant information, knowledge, rationale, decisions, and feelings. (If a Partner feels s/he cannot share relevant information, e.g. due to confidentiality, s/he will provide the substance of that information, as well as a reason for not providing the direct information.)
5) Partners will actively listen to diverse and divergent points of view, and accept or tolerate individuality and difference respectfully.
6) Partners will work together to resolve conflicts, following agreed-upon guidelines
7) Additional Partners will be considered for inclusion in this partnership. (Any Steering Committee member can forward the name of a new Partner for
consideration at the next scheduled Steering Committee meeting, by forwarding this as an agenda item to a CURA Research coordinator.)

8) Partners agree that clear and reasonable timelines are necessary; such milestones bring focus, marshal key resources, and mark progress toward partnership.

9) Partners will be flexible and responsive to community and university needs, and understand that these needs may be dynamic and shift over the duration of the project as we become more informed about the issues, the processes and each other.

10) Partners are accountable to both their communities (Tl’azt’en Nation and UNBC) and to the CURA process they have collaboratively established. All efforts will be made to help each other reach project objectives.

11) Partners are committed to working cooperatively to reach the best solutions through consensus decisions making. Where consensus cannot be reached, after reasonable effort and exploration of alternatives, majority vote will be used for decision making if necessary. However, Partners have common concerns and believe that consensus offers the best opportunity for addressing them.

12) Partners acknowledge that participation and leadership are distributed among all partners, assuring that the resources of every person are fully utilized.

13) Partners will be open to multiple methods and approaches.

14) Partners are committed to accurate reporting of research results in the public domain, taking into account the need for confidentiality in gathering, disseminating and storing information.

15) Partners will adhere to the “Tl’azt’en Nation Guidelines for Research in Tl’azt’en Territory” and the Tri-Council Ethical Guidelines.

Definition

Partners in this document includes Tl’azt’en Nation-UNBC CURA Steering Committee members, and other associated partners, including participating UNBC and Tl’azt’en senior researchers as appointed by the Steering Committee.

Participants in this document include partners (as defined above) as well as UNBC graduate students, UNBC and Tl’azt’en research associates and assistants and Tl’azt’en ‘Pros’, for the duration of each person’s active involvement in the CURA Research.

Procedure

Partners will declare their agreement with these Guiding Principles by signing the Tl’azt’en Nation-UNBC CURA Memorandum of Understanding. New partners will also sign this document. All potential participants will be asked to read and sign a Tl’azt’en Nation-UNBC CURA Research Protocol prior to their participation.
These Terms of Reference have been provided as a sample courtesy of the Bayline Regional Round Table. For more information on the Bayline RRT visit http://baylinerrt.cimnet.ca.
I. INTRODUCTION

The purpose of this document is to provide the Bayline Regional Roundtable Inc. (BRRT Inc.) with some basics as to their responsibility and roles in looking after the needs/projects of the BRRT Inc..

The BRRT Inc. members include two (2) representatives from the communities of: Cormorant, Ilford, Pikwitonei, Thicket Portage, Wabowden and War Lake First Nation.

One of these representatives must be an elected official of Council and the other representative is at the sole discretion of his/her Council.

II. The Bayline Regional Roundtable Inc.

1. Definition of Bayline Regional Roundtable Inc.

The Bayline Regional Roundtable Inc. is a forum where communities located along the Bayline Rail-line (Hudson Bay Railway) come together to discuss topics and issues of common concern.

2. Undertaking of the Corporation is restricted to the following

To work collaboratively with Bayline communities in dealing with issues of common concern; to build capacity in the region where communities can take ownership in their destiny; to nurture community and regional pride; to carry out projects/programming; to advance the initiatives of the corporation.
III. RESPONSIBILITIES OF EXECUTIVE & MEMBERS OF BRRT INC.

A) The BRRT Inc. Members are directly responsible to manage and provide initiatives to its Bayline communities:

To ensure financial administration of BRRT Inc. funds by:

- Preparing and approving annual operating budget
- Reviewing financial reports and ensuring any, if necessary, corrective steps are taken
- Ensuring purchasing is approved annually by whom and maximum amount
- Reviewing and approving financial reports monthly
- When discussing a specific issue, members will ensure inclusion of community residents involved or affected by that issue
- When an individual community hosts a BRRT Inc. meeting, members will ensure that community residents will be invited and encouraged to observe and participate
- BRRT Inc. will work to ensure that Transportation Facilities, Education, Culture, Housing, Health and Social Development Services which are provided by other agencies, in a manner that is acceptable to the residents of the Bayline communities.

B) The BRRT Inc. Executive shall consist of a President, Vice-President, Secretary and Treasurer.
These positions are elected annually through a nomination process every March at a meeting of the BRRT.

**DUTIES OF THE PRESIDENT OF THE BRRT INC.**

- BRRT Inc. representative
- Serve as Official spokesperson of BRRT Inc.
- Ensure decisions are made
- Can vote in consultation with other member from his/her community
- Ensures finances are in good order
- Seeks information from and distributes same to residents
- Act in the best interests of the BRRT Inc.
- Know BRRT limitations and BRRT Inc. directives
- Guard against Conflict of Interest
- Ensure training is provided as required by BRRT Inc. members
- Make objective and unbiased decisions
- Serve as signing authority

**DUTIES OF THE VICE-PRESIDENT OF THE BRRT INC.**

- In the absence of President, assume the duties of President
- Serve as signing authority

**DUTIES OF THE TREASURER OF THE BRRT**

- Supervises staff on financial matters
- Presents financial report at each meeting
- Oversees Annual Audit of Financial Statements
- Serve as signing authority

**DUTIES OF THE SECRETARY**

- Ensure minutes of meetings are recorded and distributed
- Manage correspondence
- Serve as signing authority
DUTIES OF MEMBERS OF THE BRRT INC.

- Presents issues/minutes from the BRRT Inc. to their community and council
- Share information/resources from their community to BRRT Inc.
- Seek and distribute information to residents
- Act in best interest of the community
- Promote good relations
- Attend all meetings
- Participate in BRRT Inc. discussions and decisions
- Know BRRT Inc. limitations and directives
- Manage and account for funds
- Provide supervision and guidance
- Accept responsibility for BRRT Inc. decisions and publicity support decisions
- One member from each community to serve as a signing officer

DUTIES OF EXECUTIVE DIRECTOR OF BRRT INC.

- Attend all BRRT Inc. meetings
- Prepares minutes of all meetings
- Maintains BRRT Inc. files
- Responds to correspondence upon BRRT Inc. direction
- Provides BRRT Inc. records for inspection
- Reviews and advises on programs
- Participate in training programs
- Coordinates application process on projects/initiatives identified by BRRT Inc.
- Other duties as assigned
DUTIES OF MEETING CHAIRPERSON

- The role of meeting Chair shall rotate between the community representatives
- Shall serve as the meeting manager
- Chair the meeting
- Prepare the site, invite community members and arrange for refreshments
- Determine the location of the next meeting
- Designate the next chair
IV. MEETING MANAGEMENT

EXECUTIVE DIRECTOR

➢ Prepares agenda
➢ Request approval to pay accounts. The invoices that are re-occuring are approved by blanket resolution at start of new fiscal year. All new bills will be listed and brought to the meeting for approval
➢ Presents correspondence
➢ Records minutes and resolutions. Must ensure minutes of all meetings of BRRT Inc. are recorded and that they contain all decisions made. The decisions should all be done by resolution. Minutes are legal documentation of BRRT affairs.

MEETING CHAIRPERSON

➢ Ensures there is a quorum. No decision is legal without BRRT Inc. majority
➢ Conducts an orderly meeting. As chairperson of the meeting, the President is responsible to ensure the speakers remain on the topic and in control of lengthy discussions.
➢ Ensures everyone has a chance to voice their opinion. The President as the Chairperson of the meeting should encourage all BRRT Inc. members to participate in the discussions.
➢ Ensure decisions are done by resolution and carried by majority vote.

MEMBERS

➢ Shall attend all BRRT Inc. meetings
➢ Shall participate in discussions
➢ Shall represent concerns and views of their community
➢ Shall conduct themselves in an orderly manner
DECISION-MAKING

- Must be approved by the majority
- Must be within BRRT’s Inc. authority
- Must represent community views
- Should be based on the best possible available information

CONFLICT OF INTEREST

- A member/staff of BRRT Inc. cannot use his/her position for direct personal gain, and must excuse themselves from the meeting if there may be a conflict and so be noted in the minutes.

- The member/staff of the BRRT Inc. must declare his/her conflict.

- A conflict of interest arises when a BRRT Inc. member/staff takes advantage of his/her position on the BRRT Inc. to benefit him/herself or his/her immediate family. “Immediate Family” usually refers to mother, father, husband, wife, son, daughter, brother or sister.
V. FINANCIAL MANAGEMENT

The fiscal year end shall be April 1 - March 31 of each year.

It is important that BRRT Inc. knows its financial position. There are sources that you can obtain this information from:

- Budget
- Monthly Financial Report
- Cash Flow Report

Project Grants

Is money BRRT Inc. receives through various agencies for funding of specific community projects/initiatives.

Operating Funds

Grants, donations, in-kind contributions to further the objectives of the BRRT Inc.

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<th>COMMUNITIES</th>
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Sample 6 - Research Agreement

This sample research agreement is from the Guidelines for Health Research Involving Aboriginal Peoples (2006, Draft). This document is available at www.cihr-irsc.gc.ca/e/29134.html.
Before distribution of the final report, or any publication, or contact with the media, the community will be consulted once again as to whether the community agrees to share this data in that particular way.

8. Project progress will be communicated to the community in these agreed ways:

9. Communication with the media and other parties (including funding agencies) outside the named researchers and the community will be handled in these agreed ways:

FUNDING, BENEFITS, & COMMITMENTS

Funding

The main researchers have acquired funding and other forms of support for this research project from:

The funding agency has imposed the following criteria, disclosures, limitations, and reporting responsibilities on the main researchers.

Benefits

The main researchers wish to use this research project for benefit in these ways (for instance, by publishing the report and articles about it):

The researchers will publish a final report to the funding agency in 2001. Scientific presentations in peer-reviewed conferences and publications will be made. The final report will be reviewed by community members prior to publication. Scientific presentations and articles will be published after discussion with the respective community leaders.

Benefits likely to be gained by the community through this research project are:

- Educational
- Informational
- Financial

Commitments

The community’s commitment to the researchers is to:
- Recommend capable and reliable community members to collaborate/be employed in this project.
- Keep informed on the project progress, and help in leading the project toward meaningful results.

The researcher’s main commitment to the community is to:
- Inform the community as to the project progress in a clear, specific, and timely manner.
- Act as resource to the community for nutrition-related questions.

The researchers agree to stop the research project under the following conditions:
- If community leaders decide to withdraw participation.
- If the researchers believe that the project will no-longer benefit the community.
DRAFT Version 1.8 September, 2005

Signed by:

Date:

Date:

Community:

(Signature of Main Research)
Name:
Position:

(Signature of Community Contact Person)
Name:
Position:

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Sample 7- Tl’azt’en Nation - University of Northern British Columbia Governance Guidelines

TL’AZT’EN NATION–UNBC CURA
CONFLICT MANAGEMENT GUIDELINES

Prologue
Unresolved misunderstandings or differences can threaten the functionality of any partnership. While conflict must be recognized as inevitable and normal, and even sometimes resulting in benefits, it must also be dealt with. Tl’azt’en Nation and UNBC CURA partners have thus established a Conflict Management procedure to promote conflict prevention and to realize conflict management within the project. Conflicts involving a CURA participant with an external person or persons will be brought to the attention of the supervisor of that participant to discuss applicable procedures.

Principles & Procedures
✓ Partners are committed to acknowledging, managing and resolving conflict.
✓ Agreements reached will optimize joint outcomes. Efforts will be made to prevent conflict by group dynamic training.
✓ In addressing conflicts, Partners and other Participants will commit to focus on solutions to the problem, not the person with whom they are experiencing conflict.
✓ Conflict involving Participants should be addressed as soon as possible.
✓ In the first instance, a partner believing her/himself to be in conflict with another should speak directly to the person s/he is having an issue with as soon as possible to try to resolve the conflict.
✓ If resolution is not possible using direct engagement, the Participant believing her/himself in conflict should consult her/his immediate CURA supervisor for assistance in resolving the conflict. (e.g. A Tl’azt’en Research Stream Leader will try to resolve the conflict of a Tl’azt’en research assistant. UNBC supervisor of a graduate student will try to resolve the that student’s conflict; the CURA PI will try to resolve the conflict of a UNBC Research stream leader or UNBC Research Coordinator; the co-I will try to solve the conflict of a Tl’azt’en research stream leader or Tl’azt’en Research Coordinator. If conflict arises between two members with different supervisors, both supervisors will be involved.
✓ If a supervisor becomes aware of a conflict, but has not been approached for assistance, to resolve it, the supervisor may offer assistance.
✓ The approach taken by the supervisor(s) will in the first instance will be informal, as long as no major misconduct has taken place.
✓ The supervisor(s) will have separate meetings with each Participant in the first instance to find out the background.
✓ The supervisor(s) will encourage each party to consider solutions to the problem.
✓ The individual meetings will be followed by a joint meeting, where solutions will be suggested and discussed.
✓ If agreement cannot be reached at this meeting, the meeting may be referred to the next level of supervision.

This document is provided by the Tl’azt’en Nation – University of Northern British Columbia research project entitled, Preparing for Resource Management. More information can be found at http://cura.unbc.ca.
✓ The Expert Resource Pool will be used as the final (internal) source of mediation. The Steering Committee will discuss resolution before soliciting the Expert Resource Pool’s assistance for conflict resolution.
✓ Following mediation (at any level) the parties are expected to abide by the terms and spirit of their agreement and to fulfill the terms on their own initiative.
✓ Should disagreements arise over implementation, the parties again may seek the assistance of their supervisors to manage/resolve the conflict.
✓ Supervisors involved in conflict management will ensure and respect the confidentiality of those involved in the conflict.

Records
Records pertaining to mediation, dispute resolution, and agreements may be kept by the Steering Committee. It is expected that records will be kept of any serious and formal disputes. These records will remain confidential (under lock), and sealed when the conflict resolution is completed. All such records will be destroyed at the end of the CURA project. In cases where one or more members of the Expert Resource Pool mediate(s), a member will be asked to keep, and in time destroy such records.

Definition
*Partners* in this document include TI’atz’en Nation-UNBC CURA Steering Committee members, and other associated partners, including participating UNBC and TI’atz’en senior researchers as appointed by the Steering Committee.
*Participants* in this document include partners (as defined above) as well as UNBC graduate students, UNBC and TI’atz’en research associates and assistants and TI’atz’en ‘Pros’, for the duration of each person’s active involvement in the CURA Research.
TL’AZT’EN NATION–UNBC CURA
GOVERNANCE STRUCTURE AND RULES

The TL’azt’en Nation–UNBC CURA will be governed by the Steering Committee (SC), which is composed of the Principle Investigator, Co-Principal Investigator, TL’azt’en and UNBC Research Coordinators, the two Research Stream Leaders from each of the four Research Streams, and two TL’azt’en Members-at-Large (appointed by Chief and Council).

Regular SC meetings will occur bi-monthly; special meetings may be called as necessary. SC members are expected to diligently try to attend all meetings. SC meetings will be chaired by the PI or Co-I, should the PI be unavailable. The PI is responsible for developing and circulating meeting agendas, and providing an update on budget expenditures at each meeting. The PI will solicit input for the agenda from all SC members. If the PI or Co-I intend to be absent from the province for extended periods of time, they may request that another member of the SC adopt their duties.

All SC members, including the Chair, have voting privileges. The SC will try to reach decisions through consensus. When impossible, voting will follow Robert’s Rules of Order (latest edition) respecting the tabling of formal motions and conduct of secret ballots. Proxy voting is not allowed. Meetings will alternate between UNBC and TL’azt’en territory, with an annual meeting at Cinnabar Resort (PRRF). When necessary, SC members may attend the meeting by phone from one of the two research communities (PG/UNBC or Tache/TL’azt’en Nation).

UNBC researchers, TL’azt’en experts, TL’azt’en research assistants, UNBC graduate and undergraduate research assistants who are involved on a regular basis in the CURA research may also attend the SC meetings as observers. They do not vote, and the SC retains the right to call in closed sessions to discuss issues and adopt decisions, where confidentiality is necessary.

The TL’azt’en and UNBC Coordinators will share the responsibility for taking meeting minutes. Minutes will be circulated to members no later than two weeks following each meeting. Upon adoption of the minutes at the next SC committee meeting, they will be condensed, and posted to the CURA web-site (http://cura.unbc.ca).

New partners may be invited to join CURA. Any steering committee member may propose the name of a new partner at a regular steering committee, or a special meeting called for that purpose. The intention to propose a new partner must be submitted to the PI for inclusion on the agenda of the next meeting, before the agenda is circulated. New partners can be proposed as SC members (with voting privileges) or as Associated Partners (without voting privileges on the SC). Decisions regarding new partners will be made through consensus of all current SC members attending a meeting in person or by phone.
Each pair of Research Stream Leaders will submit a 3-year workplan for the first 36 months of the CURA project (for the Milestone Report and a 2 year workplan, after the SSHRC midterm review, for the final two years. The SC will prioritize proposed activities, and allocate resources, using the CURA proposal budget as its general guidelines.

Each partner will focus on the development of research approaches most likely to produce representativeness, comprehensiveness, and defensible outcomes. The SC will ensure that standards of quality are met.

Partners agree to keep records of CURA resource use and regularly submit expenses and accompanying documentation (receipts) for reimbursement.
TL’atz’en Nation–UNBC CURA
Hiring Practices Policy

Hiring for CURA positions will follow an open and competitive process. Duties and qualifications of positions will be clearly described, and positions will be appropriately advertised. The terms of appointment will be specified. For any position that might last longer than one year, a year term will be specified, with renewal contingent on an evaluation of performance.

Hiring for major positions, including those with representation on the SC, will be done by hiring committees consisting of a subset of SC members (to be decided at regular SC meetings). The PI and Co-I will be involved in major hiring procedures. Applicants will be expected to submit a letter of application, resume and contact information for at least three references. Letters of reference will be solicited for short-listed candidates, and interviews conducted.

Hiring of UNBC undergraduate and graduate RAs will be done by UNBC partners. Hiring of TL’atz’en RAs will be done by TL’atz’en Nation partners. Research stream leaders, the PI and Co-I, and the CURA Research Coordinators will be kept informed of all new employees.

Hiring decision will be transparent and accountable. For each major hiring the Hiring Committee will document the process and submit this to the SC. The report will explain the specific procedures used, number of applicants, and outcomes. For other hirings, the responsible person will provide a report to either the TL’atz’en Nation or UNBC Coordinator. After the interview and selection process, all files related to hiring will be returned to the chair of the Hiring Committee, who will archive one copy for one year, and destroy the remaining copies. Reports should maintain confidentiality.
TL’AZT’EN NATION–UNBC CURA
PROTOCOL FOR RESEARCH PARTICIPANTS

As a researcher participating in TL’azt’en Nation-UNBC CURA research, I recognize and support the following principles:

✓ I agree to principles of respect, transparency, and accountability in my research.
✓ I will familiarize myself with, and adhere to, TL’azt’en Guidelines for Conducting Research within TL’azt’en Traditional Territory, and Tri-Council Ethics Policy, and follow these guidelines.
✓ I will respect the confidentiality of knowledge, persons and places deemed to be sensitive or protected. Where there is uncertainty, I will consult my supervisor.

I understand that data and results from CURA research will be made available to all CURA partners. Technical reports, extensions notes, newsletter articles will be made broadly available through internet posting. As appropriate, all data and results will be archived according to Participant requirements as identified through informed consent.

The CURA supports collaborative dissemination of research results in a multiplicity of forms for a variety of audiences. I understand that researchers have the right to publish the results from studies which they are involved in provided that:

a) CURA partners are provided with copies of draft manuscripts for review and comment prior to publication
b) The support and role of the CURA and SSHRC be acknowledged formally in the body of all manuscripts, posters, and other materials made public
c) The support and role of persons involved in the research project be acknowledged formally in accordance with the wishes of these persons.

Name: ____________________________ (print)
Signature: _________________________
Date: ____________________________
TL'AZT'EN NATION GUIDELINES for RESEARCH IN TL'AZT'EN TERRITORY

1. Purpose
These guidelines have been developed to help ensure that, in all research sponsored and supported by the TL'azt'en Chief and Council, appropriate respect is given to culture, language, knowledge and values of the TL'azt'en people, and to the standards used by TL'azt'en to legitimate knowledge. These guidelines represent the standard of "best practice" adopted by the TL'azt'en Chief and Council.

2. Principles
A. As TL'azt'en people we have distinctive perspectives and understandings, deriving from our culture and history and, embodied in TL'azt'en language. Research that has TL'azt'en experience as its subject matter must reflect these perspectives and understandings.
B. In the past, research concerning Aboriginal Peoples has usually been initiated outside the Aboriginal community and carried out by non-Aboriginal personnel. Aboriginal people have had almost no opportunity to correct misinformation or to challenge ethnocentric and racist interpretations. Consequently, the existing body of research, which normally provides a reference point for new research, must be open to re-assessment.
C. Knowledge that is transmitted orally in the cultures of Aboriginal Peoples must be acknowledged as a valuable research resource along with documentary and other sources. The means of validating knowledge in the particular traditions under study should normally be applied to establish authenticity of orally transmitted knowledge.
D. In research portraying community life, the multiplicity of viewpoints present within TL'azt'en Communities should be represented fairly, including viewpoints specific to age and gender groups.
E. Researchers have an obligation to understand and observe the protocol concerning communications within any TL'azt'en community.
F. Researchers have an obligation to observe ethical and professional practices relevant to their respective disciplines.

3. Guidelines
Aboriginal knowledge
In all research sponsored and/or supported by the TL'azt'en Chief and Council, researchers shall conscientiously address themselves to the following questions:

A. Are there perspectives on the subject of inquiry that are distinctively Aboriginal?
B. What Aboriginal sources are appropriate to shed light on these perspectives?
C. Is proficiency in Dakelh required to explore these perspectives and sources?
D. Are there particular protocols or approaches required to access the relevant knowledge?
E. Does Aboriginal knowledge challenge in any way assumptions brought to the subject from previous research?
F. How will Aboriginal knowledge or perspectives be portrayed in research products and/or how will these be validated?

Approved by TL'azt'en Nation Chief and Council Resolution - May 5, 1998

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Consent
A. Informed consent shall be obtained from all persons and groups participating in research. Such consent may be given by individuals whose personal experience is being portrayed, by groups in assembly, or by authorized representatives of communities or organizations.
B. Consent should ordinarily be obtained in writing. Where this is not practical, the procedures used in obtaining consent should be recorded.
C. Individuals or groups participating in research shall be provided with information about the purpose and nature of the research activities, including expected benefits and risks.
D. No pressure shall be applied to induce participation in research.
E. Participants should be informed of the degree of confidentiality that will be maintained in the study.
F. Participants should be informed of the degree of confidentiality that will be maintained in the study.
G. Informed consent of parents or guardian and, where practical, of children should be obtained in research involving children.

Collaborative Research
A. In the studies located principally in Tl'azt'en communities, researchers shall establish procedures to enable community representatives to participate in the planning, execution and evaluation of research results.
B. In studies that are carried out in the general community and that are likely to affect particular Tl'azt'en communities, consultation on planning, execution and evaluation of results shall be sought through appropriate Tl'azt'en committees.
C. In community-based studies, researchers shall ensure that a representative cross-section of community experiences and perceptions is included.

Review Procedures
A. Review of research results shall be solicited both in the Tl'azt'en community and in the scholarly community prior to publication or dissemination of research findings.

Access To Research Results
A. Tl'azt'en Chief and Council shall maintain a policy of open public access to final reports of research activities except in cases involving information deemed to be confidential and/or sensitive. Reports may be circulated in draft form, where scholarly and Tl'azt'en community response is deemed useful.
B. Research reports or parts thereof shall not be made public where they are reasonable grounds for thinking that publication will violate the privacy of individuals or cause significant harm to Tl'azt'en communities or organizations.
C. Results of community research shall be distributed as widely as possible within participating communities, and reasonable efforts shall be made to present results in Tl'azt'en language and in Dakelh languages where appropriate.

Acknowledgments
A. All Tl'azt'en who contribute to the research must be acknowledged during and after project.
B. Due credit must be given to Tl'azt'en Nation and Tl'azt'en in the dissemination of research results.

Approved by Tl'azt'en Nation Chief and Council Resolution - May 5, 1998
Ownership/Copyright
A. Tl'az't'en Nation reserves the right to be the sole beneficiary of all commercial gains that may be attained through the dissemination of all research results and/or the marketing and sale of products that may be derived from research results.

Community Benefit
A. In setting research priorities and objectives for community-based research, the investigators shall give serious and due consideration to the benefit of Tl'az't'en communities.
B. In assessing community benefit, regard shall be given to the widest possible range of community interests, whether groups in question be Tl'az't'en or non-Tl'az't'en, and also to the impact of research at the local, regional or national level. Wherever possible, conflicts between interests within the community should be identified and resolved in advance of commencing the project. Researchers should be equipped to draw on a range of problem-solving strategies to resolve such conflicts as may arise in the course of research.
C. Whenever possible research should support the transfer of skills to individuals and increase the capacity of the community to manage its own research projects.

Implementation of Guidelines
A. These guidelines shall guide the activities of all individuals, groups, funding agencies, organizations, and communities conducting research sponsored and supported by Tl'az't'en Chief and Council.
B. It shall be the responsibility, in the first instance, of all the researchers to observe these guidelines conscientiously. It shall be the responsibility, in ascending order, of investigators/researchers, Tl'az't'en Administration, and Tl'az't'en Chief and Council itself to monitor the implementation of the guidelines and to make decisions regarding their interpretation and application.
C. Where, in the opinion of the researcher or the research manager, local circumstances make these guidelines or any part of them inappropriate, such exception shall be reported to Chief and Council through the appropriate Tl'az't'en administrative branch, and the exception shall be noted in the research contract or contract amendments as well as in any subsequent publication(s).

Research Contracts
A. Once an agreement is developed between Tl'az't'en Nation and a particular group of researchers about the nature, duration and purpose of research activities, the researchers will be expected to state (in writing) their agreement to follow Tl'az't'en Nation guidelines.
B. Depending on the nature and scope of the particular research activity, Tl'az't'en Nation and the researcher(s) may develop a detailed research contract which addresses the specifics of the particular research project at hand.

Approved by Tl'az't'en Nation Chief and Council Resolution - May 5, 1998
Sample 8 - Oath of Confidentiality- Brandon University

I, ____________________________, affirm that I will do disclose or make known any matter or thing related to the participants that comes to my knowledge during this project.

Name

Date

Witness

Date

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