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# DEVELOPING GOOD NEIGHBOUR RELATIONS

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**LOCAL GOVERNMENTS AND FIRST NATIONS  
TECHNICAL WORKSHOP**

**February 19, 2003  
Ramada Plaza Hotel, Richmond, B.C.**

*Organized jointly by*  
**Union of British Columbia Municipalities,  
First Nations Alliance 4 Land Management and  
Indian and Northern Affairs Canada**



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## **INTRODUCTION**

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All over British Columbia, First Nation and local governments live side by side and face a number of common issues in planning for and providing services to their communities. Developing good neighbour relationships is essential for effective local government and First Nations government operations.

When First Nations and local governments choose to enter into joint projects, simply being good neighbours isn't always enough. Developing productive long term working relationships is a skill, and requires attention and careful practice at both the political and administrative levels to be successful.

Across British Columbia there are many successful examples of these working relationships in action. In the summer of 2002, the Union of BC Municipalities (UBCM), the First Nations Alliance 4 Land Management (FNA4LM) and Indian and Northern Affairs Canada (INAC) began planning a "technical" workshop to showcase these successes and create dialogue at the administrative or staff level between First Nations land managers and local government planners.

The workshop objectives were:

- for participants to educate and inform each other on how they manage their communities land use and related servicing needs;
- to hear from speakers who are making changes to the way they work together;
- to discuss barriers to good neighbour relations and generate solutions; and
- to identify opportunities and principles for cooperative action.

Invitations were sent to Indian Band land managers and local government planners to attend the workshop on February 19, 2003. Interest in the event was high and on the event day, 21 representatives from First Nations and 34 representatives from local governments attended, (see appendix A for list of participants). The agenda was split between presentations (which included "primers" on local and First Nations governments as well as two detailed case studies) and small group discussions during which participants focused on identifying barriers, opportunities and principles for structuring good neighbour relations.

This workshop was the first of its kind and as such, it was a historic event. In their evaluations of the workshop, participants emphasized the importance of having this opportunity for dialogue and expressed the hope that this would be the first of many such events. This report provides a summary of the technical workshop presentations and small group discussions. It contains many practical ideas for promoting and facilitating partnership opportunities and capacity building initiatives between First Nations and local governments.

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## AGENDA

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- 9:30 am**      **Welcome and Introduction by Co-Chairs**  
† Freda Jules – First Nations Alliance 4 Land Management  
† Alison McNeil – Union of British Columbia Municipalities
- 9:45 am**      **Local Governments and First Nations Governments**  
Who we are and how we operate; the context for managing land development, planning and providing services  
† Harry Harker, Administrator, Village of Cumberland  
† Gary Lister, Community Planner, Sto:lo Nation
- 10:30 am**      **Small Group Discussion #1: *Setting the Agenda and Objectives***  
Identifying common areas of interest for developing good neighbour relations and our objectives
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- 11:10 am**      **Report Back**  
Small Group Discussion #1: *Setting the Agenda and Objectives*
- 11:30 am**      **Case Study #1: *Working Relationships – Land Use***  
† Finlay Sinclair, Planner, Fraser-Fort George Regional District  
† Michael Bozoki, Researcher, Lheidli T'enneh First Nation
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- 1:15 pm**      **Case Study #2: *Working Relationships – Servicing and Economic Development***  
† Robert Duncan, Business Manager, Campbell River Indian Band  
† Doug Raines, Administrator, District of Campbell River
- 2:00 pm**      **Small Group Discussion #2: *Opportunities and Challenges***  
Using common areas identified, explore barriers to cooperative relations on land and servicing issues and identify solutions
- 
- 3:00 pm**      **Plenary Discussion: *Achieving our Objectives***  
Pooling Ideas: report back from small group discussions.  
Identifying principles for LG-FN good neighbour relations and tools and resources needed to facilitate cooperative action
- 3:45 pm**      **Final Remarks by Workshop Co-Chairs**
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## LOCAL GOVERNMENTS AND FIRST NATIONS GOVERNMENTS: A PRIMER ON LAND MANAGEMENT AND SERVICING

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The workshop began with two presentations on how local governments and First Nations governments operate in the context of managing and planning for land development and servicing. These presentations served as primers on the realities and challenges faced by both local and First Nations governments.

### Harry Harker, Administrator, Village of Cumberland

*Harry Harker is the Administrator of the Village of Cumberland. Prior to his current position, Harry spent eight years with the Regional District of Comox-Strathcona as their General Manager of Development Services and Director of Planning. He is current president of the Planning Institute of B.C.*

Mr. Harker gave a presentation on what are, in his view, ten common myths about local government governance, servicing and planning. These myths are:

1. Local government is independent and fully responsible  
In fact local government is a “child” of senior levels of government, with powers and authorities specifically set by legislation. In British Columbia, the *Local Government Act* is the most relevant piece of law.
2. Local government has power over all land use planning  
Senior government legislation including the *Water Act*, the *Mines Act*, and the *Land Reserve Commission Act*, all take precedent over local land use planning.
3. Regional Districts are senior levels of government  
In some ways Municipalities are actually “senior” to Regional Districts, but in essence they are co-equals on the hierarchy ladder.
4. Local governments are obligated to provide services  
Only the “general service” functions of governance are required services for both regional districts and municipalities. Municipalities “inherit” some services from the province, but most services delivered as a result of a local political decision.
5. Local governments can't provide services outside of their boundaries  
In reality, service delivery options are limited only by the creativity of the local government. Two or more local governments can partner on services, regional districts and municipalities can partner, and First Nations and local government can work together. All of these relationships can involve agreements leading to services being provided beyond borders.
6. Local government is adequately financed  
Finances in most local governments are very tight. Many are reviewing services with an eye to downsizing, privatizing or eliminating some services.
7. Land use plans are useless and/or unchangeable

All useful plans are grounded in local reality. Plans encompass as much flexibility or stability as a local government needs, and they are always changeable.

8. Citizens like public participation

Most citizens often have to be heavily enticed to get them to a planning meeting. The few that willingly come tend to have narrow and specific interests. This results in public participation processes that tend to hear from specific stakeholders without the broad context of community priorities.

9. Consultation is a waste of time

The *Local Government Act*, case law and good planning practice support early and frequent inter-government communication and consultation during a planning process.

10. Developers are the enemy

Bad plans, bad regulations and political indecision turn high risk entrepreneurs into irascible enemies of bureaucrats. Developers have the most to lose and when barriers continually appear in the way of the projects, they get understandably nervous and defensive.

**Gary Lister, Community Planner, Sto:lo Nation**

*Gary Lister is the Community Planner and Band Governance Advisor for the Sto:lo Nation. He has a degree in Geography - Planning and a Professional Teaching Certificate from SFU. He is also a former Member of the Board of Governors for the University College of the Fraser Valley.*

Mr. Lister gave a presentation on the role and functions of First Nations governments (including primarily Indian Bands and Tribal Councils). He began by describing the power and authorities of both local governments and First Nations, noting that First Nations exert authority over a range of issues in the local, provincial and federal government sphere.

He then compared the roles of both local governments and First Nations, noting the many similarities, but also pointing out a significant difference: First Nations, in addition to providing services to those who live and work on their reserve lands, are also responsible for providing services to band members, regardless of where they live. This has many implications for First Nations, not the least of which is the need to be able to provide services away from the community for band members. This includes supporting post-secondary education and health care for members, services which are usually received off-reserve.

Mr. Lister concluded his presentation with an inventory of areas where collaboration between First Nations and local governments is important. These include: communication, servicing agreements, collaboration, and inclusion in processes. There is an evolving practice of good neighbour relations in BC that encompasses all four of these areas.

## **OPPORTUNITIES AND CHALLENGES FOR COMMUNITY PARTNERSHIPS: SMALL GROUP DISCUSSION #1**

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Following the first set of presentations, conference participants broke into small groups to discuss opportunities and challenges for community partnerships, setting the agenda for further discussion in the afternoon. Specifically, the small groups were asked to identify areas of where local governments and First Nations need to (or are) working together to achieve their respective interests and/or community goals, and any barriers to doing so. Following the discussions, the small groups reported back to the plenary.

### **AREAS OF COMMON INTEREST AND CHALLENGES IDENTIFIED BY PARTICIPANTS**

During the report back session it was clear that participants' concerns primarily related to the issues of communication and identification of common interests and benefits.

#### ***Communications***

Communications issues ranked high, with groups reporting that fostering understanding between First Nations and local governments is a critical issue. Face to face meetings at the political and staff levels are vital to improving communication. Understanding how each other works, knowing who to contact, and respecting timelines, capacity restrictions and other constraints makes for better partnerships. Likewise, groups identified that early and frequent channels of communication, supported by effective dispute resolution helps to facilitate good working relationships.

#### ***Identifying Common Interests and Benefits***

The participants also identified the need to clarify common interests and to develop an understanding of mutually beneficial opportunities. This includes knowing about the opportunities presented by leasing, tourism and economic development, among other areas. Knowing how both First Nations and local government might benefit from various projects and initiatives means that joint visions can be developed and preserved, thus guiding activity and action to mutually beneficial outcomes.

#### ***Other Areas***

- Economic development - e.g. timber license, tourism, walking paths
- Servicing and roads
- Urbanization of culturally important areas
- Golf course expansion and the need for archeological assessments
- Utility corridors – e.g. gas lines
- Access to salmon farming and oil and gas resources
- Planning challenges - e.g. recognize and respect respective communities plans, reconciling different visions; joint planning for capital projects
- Service agreements – water, sewer, solid waste, transportation

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## WORKING RELATIONSHIPS - LAND USE: CASE STUDY #1

### LHEIDLI T'ENNEH FIRST NATION & REGIONAL DISTRICT OF FRASER -FORT GEORGE

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#### **Finlay Sinclair, Planner, Regional District of Fraser-Fort George**

*Finlay Sinclair has been a Planner in British Columbia for the last 13 years and is currently employed as the Senior Planner and First Nations Liaison for the Regional District of Fraser-Fort George (RDFFG) in Prince George.*

Mr. Sinclair's presentation focused on the strategies used by RDFFG in working with the Lheidli T'enneh First Nation (LTFN). He outlined the necessary political steps that need to be taken before a regional district can engage in meaningful collaboration. Once political will is in place, changes in the corporate structure can be undertaken to create positions and capacities to work with First Nations.

Good relationships with First Nations help to prevent disputes, maximize economic opportunities and enhance mutual development. Mr. Sinclair described a number of concrete tools and suggestions employed by the RDFFG to build their relationship with LTFN. These include:

- † Learning about each other's history
- † Holding community to community forums
- † Be prepared to move at each other's pace
- † Resolve disputes and disagreements as early as possible
- † Respect differences and don't try to change one another

The RDFFG and LTFN have developed a protocol agreement and Memorandum of Understanding (available on their website at [www.rdffg.bc.ca](http://www.rdffg.bc.ca)) and a template for future service agreements between the two governments. As a result of their collaboration they were jointly recognized with the Fraser Basin Council 2002 Strengthening communities Award.

#### **Michael Bozoki, Researcher, Lheidli T'enneh First Nation**

Mr. Bozoki spoke about the benefits of the positive working relationship between FFGRD and LTFN from the First Nations perspective. He began with an overview of the LTFN community, a band of just over 300 members with lands that lie both on the outskirts of and within the city limits of Prince George. The First Nation has been in agreement-in-principle negotiations since 1996 and is looking forward to signing the AIP in the spring of 2003. Lheidli T'enneh is also in the process of implementing their own Land Code, under the federal First Nations Land Management Act.

Within Prince George there are about 7,500 Aboriginal people who are served by 15 organizations. These organizations are significant contributors to the local

economy. This reality has helped to kick start the relationship between local governments, LTFN and the Aboriginal organizations. Both the local governments and the First Nations have begun to adopt to the changing demographics and economic realities.

Mr. Bozoki drew attention to the foundation of the good relations LTFN enjoys with the FFGRD. He advised local governments to start slow, to allow time for the relationship to develop, and let the First Nation take the lead. First Nations and local governments have very different time lines for working together and for getting project approvals in place.

## WORKING RELATIONSHIPS – SERVICING AND ECONOMIC DEVELOPMENT: CASE STUDY #2

### CAMPBELL RIVER INDIAN BAND & DISTRICT OF CAMPBELL RIVER

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#### **Robert Duncan, Business Manager, Campbell River Indian Band**

*Robert Duncan currently is the Economic Development Officer for Campbell River Indian Band. His most recent project was the completion of Discovery Harbour Shopping Centre. Large and spacious, with unique contemporary and traditional designs, it overlooks the spectacular Discovery Passage on Vancouver Island's East Coast where Alaska-bound cruise ships slow to accommodate swift tides. The centre is 380,000 square feet of retail and office space boasts four major anchor tenants.*

Mr. Duncan gave a historical overview of the process of working with the District of Campbell River on a number of First Nation developments. The Campbell River Indian Band and the District are adjacent to one another in central Vancouver Island. The Band lands include significant waterfront properties with extensive development potential.

In the early 1990s the band began to look at development options for the foreshore and uplands. The most promising projects were a commercial marina and a shopping centre. There were initially 62 acres of lands available for development. Beginning in 1990, the band developed a working relationship with the District to secure access to the foreshore for the marina development. After securing \$20 million in capital, the band began construction on what is now the largest commercial marina in British Columbia, consisting of 600 berths, 250 of which are commercial.

Once the marina was in place, the band secured \$60 million in joint venture capital to develop the shopping centre. The relationship with the District ensured that the development proceeded smoothly despite the fact that the shopping centre occupies both band lands and fee simple lands with the District. The centre was designed with traditional architecture and was responsible for creating 1000 new jobs in Campbell River. The development has won awards for both its design and innovative approach to economic development.

As a result of the benefits that have flowed from the marina and shopping centre developments, the band and the District are working together on the development of a cruise ship terminal, a destination casino, hotel and convention centre and waterfront condominium developments. Commercial servicing agreements are in place for the projects on band land, allowing for seamless service delivery to development tenants whether they occupy band land or district land.

The band has other developments and businesses in and around Campbell River. These include a theatre, forestry and silviculture operations, a campground a fish habitat restoration project and revenue generating land leases.

Mr. Duncan noted that the key to the relationship between the band and the district is the role that the political leaders play. Both band and district politicians see themselves as responsible for holding the vision of the shared future. By holding fast to that vision, they are able to protect projects from the dynamic forces of change and opposition that occasionally threaten or challenge developments. As a result of the politicians staying true to the vision of the future and the agreements they have worked out between themselves, both the band and the district economy has benefited from working together.

Another key to the relationship was the excellent communication and personal friendships that have developed between technical people and staff in each government. This is crucial for the success of any project and moreover attracts the interest of investors who see a smooth set of innovative relationships that support the project rather than creating costly surprises as develop proceeds.

### **Doug Raines, Administrator, District of Campbell River**

*Doug Raines has been the Administrator for the District of Campbell River, a community of 30,000 people on North Vancouver Island since 1996. Doug has worked in conjunction with the Campbell River Indian Band on a number of projects that the Band has put forward including a multi-million dollar shopping centre, the development of a casino, hotel and convention centre and the cruise ship project.*

Mr. Raines shared his perspectives on the working relationship with the Campbell River Indian Band. He concurred with much of what Mr. Duncan said and told his own story about how he discovered the importance of this kind of relationship.

Before Mr. Raines moved to Campbell River he worked for the City of Whitehorse in the Yukon. In the early 1990s Whitehorse urgently required a new sewage treatment facility. The process of studying and implementing this development project was complicated when it was discovered that there had been no consultation with local First Nations who were negotiating their treaty at that time. As a result of this oversight the project was convoluted and far more difficult to implement that it should have been.

When Mr. Raines took up his job in Campbell River in the 1990s he was determined to build on the lessons he had learned from Whitehorse. At the time he started as Administrator, the band was in the process of building the marina. This project had taken nearly 15 years to move forward because the Department of Fisheries and Oceans had said that the preferred site, all of it on band land was sensitive fish habitat. The only option for the band was to develop the marina on another parcel of band land that required approval and cooperation from the city as a result of the fact that the band required access and servicing from the city.

Working relationships were struck up and the project proceeded smoothly from that point, leading the band and city to look for additional opportunities. When the shopping centre project was proposed the district was skeptical as it involved huge amounts of capital, development on a mixed land base, significant environmental assessments and a road relocation. Despite all of these challenges, the politicians supported the long term vision of the project and were able to see it through as a result.

The next project to be proposed was the still in development casino project. In addition to the usual challenges in jointly developing this project, the casino vision was complicated by public backlash. The band offered the district a choice to either participate in the project and reap 10% of the revenues or stand by and have the band construct the casino on band lands. The district chose to get involved with the project and used the good working relationships and political will to move forward. This project will offer significant returns to both the band and the district.

Mr. Raines noted that as a results of working closely with the band, the district has come to be supportive of the band's self-government initiative which will likely result in the band taxing it's tenants. Negotiation of tax sharing and servicing arrangements are underway and could never have been possible without trust and communication between governments.

Mr. Raines reiterated the lessons learned from his experience in Campbell River. He talked about the importance of joint political will, and noted that the band and the district had success in dealing with naysayers by being open, transparent and consistent in their approaches and visions. He emphasized the need for strong personal and political relationships which show a joint front to investors and citizens and also increase the depth of understanding about each government's capacity to undertake these types of projects.

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**PRINCIPLES FOR GOOD NEIGHBOUR RELATIONS AND SUGGESTED TOOLS: SMALL GROUP DISCUSSION #2 & FINAL PLENARY**

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Following the presentation of the second case study, participants broke into small groups to discuss practical ideas for working better together and needed tools and resources to make this easier. The final plenary session focused on identifying principles, tools and resources needed to facilitate cooperative action between First Nations and local governments. The results of these discussions have been summarized below as a list of principles and a collection of tools and suggestions.

**PRINCIPLES**

The conference assembled a list of principles for good neighbour relations:

- Lay the groundwork early for an ongoing relationship. Don't wait until you need to develop relationships -- be proactive.
- Create a joint political vision and develop a clear understanding of that vision so political leaders from both sides can carry it forward as projects and relationships develop. Once a vision is established, leaders will find it useful to have political goals to pursue together.
- Staff need to be assigned to work so that there is responsibility on both sides for the success of the ongoing relationship.
- Goals and visions need to be constantly revisited and reaffirmed.
- Extend successful partnerships and relationships to private sector representatives.
- Begin relationships with a simple invitation to explore common ground. Work on real issues, but don't dwell on differences early on.
- Develop a strategic plan together which includes visions, mandates, staff responsibilities and stakeholder relations.
- Be patient with the other side's decision making and approvals processes. They are certain to be different from your own. Try to understand your partner's governance and administration process.
- Hold reasonable expectations of each other and deepen those expectation only as the relationship develops.
- Promote and support leadership at both the political level and the staff level. Allow staff to develop their own working relationships with neighbouring governments to support the mutual goals of both government.

## **TOOLS TO SUPPORT GOOD NEIGHBOUR RELATIONS**

There are a large number of tools and activities available to communities to support good neighbour relations. Based on best practices and ideas generated in small group discussions, conference participants developed the following list of tools and practices:

### ***Relationship building tools***

- Informal tools for building relationships including hosting lunches and suppers, informal job shadowing, and meetings to clarify and understand expectations
- Protocols
- Contact lists (phone and email), including regional and provincial contact lists
- Staff exchanges between governments
- Joint planning committees

### ***Communications tools***

- Website links to successful projects and resources
- Cultural awareness workshops
- Government decision making process workshops

### ***Support for best practices***

- Outlines of First Nations and local government planning, administration and decision making processes
- Best practice guide on GIS integration
- Best practice templates and case studies
- A guide for planners on working with local government and First Nations
- A workbook of protocol templates and examples

### ***Recommendations for province-wide resources***

- A clearinghouse for templates, best practices and information related to good neighbour relations. This would include by-laws, sample agreements, and ideas for joint project development.

## **CONCLUSION**

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The Developing Good Neighbour Relations technical workshop was a successful first venture into discussions on building stronger working relationships between local governments and First Nations at the administrative level.

First Nations land managers and local government planners and administrators and other participants rated the speakers and case studies highly in their evaluations of the workshop. The practical nature of the ideas that were presented were cited as particularly helpful. The small group discussions were rich sources of further ideas and experiences and served to knit together participants around real issues and challenges faced in their working relationships.

There was overwhelming support for future workshops of this kind on other topics. Participants made several suggestions for future conferences, including:

- Invite administrators and band managers
- Involve the Local Government Management Association and the First Nations Finance Authority
- Focus small group discussions on solving real problems
- Focus on nuts and bolts or the “how to” of case studies and report on how tools are being used
- Present case studies on economic development, dispute resolution and taxation
- Facilitate interest-based discussion

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**APPENDIX A – LIST OF PARTICIPANTS**

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Leonard Andrew, Mt. Currie Band Council	Grant Loyer, Village of Clinton
Ernest Armann, N'Quatqua First Nation	Chris Marshall, Town of Gibsons
Toby Baker, Squamish Nation	Steve McInnis, RD of East Kootenay
Rick Beauchamp, West Vancouver	Ian McLeod, INAC – BC Region
Geri Boyle, City of Abbotsford	Alison McNeil, Union of BC Municipalities
Michael Bozoki, Lheidli T'enneh FN	Brian Mehaffey, City of Nanaimo
Heather Brown, Fort Nelson/N. Rockies	Lonny Miller, Village of Burns Lake
Cheryl Bryce, Songhees First Nation	Murry Ned, Sto:lo Nation
Cameron Chalmers, District of Squamish	Ray Parfitt, District of Sechelt
Adele Chingee, McLeod Lake Indian Band	Ted Pellegrino, RD of Kitimat-Stikine
Chris Corrigan, Workshop Facilitator	Jane Pickering, District of Maple Ridge
Tom Dall, Village of Lytton	Marino Piombini, Greater Vancouver RD
Delyla Daniels, Kamloops Indian Band	Kirstie Pirie, LMTAC
Helen Davies, INAC – BC Region	Doug Raines, District of Campbell River
David Didluck, INAC – BC Region	Dale Rintoul, City of Vernon
Graham Dragushan, MCAWs	Karen Rockwell, City of Port Moody
Robert Duncan, Campbell River FN	Debra Schneider, Skawahlook First Nation
Cornie Froese, Town of Princeton	Bob Shaughnessy, City of Kelowna
Steven Hardy, District of North Vancouver	Pamela Shaw, RD of Nanaimo
Harry Harker, Village of Cumberland	Finlay Sinclair, RD of Fraser-Fort George
Mia Harry, Sliammon First Nation	Scott Smith, City of Port Alberni
Pauline Henry, Coldwater Indian Band	Pam Theodore, Canim Lake Indian Band
Tom Ireland, City of Prince Rupert	Mike Tippett, Cowichan Valley RD
Guy Joly, McLeod Lake Indian Band	Ted Tisdale, City of Chilliwack
Freda Jules, Kamloops Indian Band	Chris Tom, Tsartlip First Nation
Iva Jules, Adams Lake Indian Band	Donald Turner, Powell River RD
Helen Koning, City of Hazelton	Jeff Ward, Capital Regional District
Steven Labonne, City of Prince George	Stan Westby, District of Powell River
Robert Lapham, RD of Nanaimo	Bob Whetham, RD of East Kootenay
Edith Leeming, Cowichan Tribes	Fran Willgress, Cowichan Tribes
Gary Lister, Sto:lo Nation	

## SPEAKER CONTACT INFORMATION

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## APPENDIX B - WORKSHOP HOSTS

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The Developing Good Neighbour Relations workshop was co-hosted by the First Nations Alliance 4 Land Management (FNA4LM) and the Union of British Columbia Municipalities (UBCM) and was sponsored in part by Indian and Northern Affairs Canada.

### **The First Nations Alliance for Land Management**

The FNA4LM came about on May 12 & 13, 1999 when the Kamloops First Nations Lands Department hosted the First Alliance seminar. A total of 27 First Nation representatives attended the seminar in Kamloops, BC. The format and foundation were established so that this very important structure can move into the new century with a strong mandate in land management. Through a joint work plan a number of standard operational procedures were made.

The objectives of the FNA4LM are:

- provide capacity building, training and expertise in the area of land management of Land Managers
- develop an on-going communication and network link of Land Managers through the FNA4LM
- develop a system for land management for Land Managers to use as a tool
- develop a process for administering lands that will be fair and consistent with the INAC process
- assist INAC with input into the land management policies

For more information, visit: <http://fna4lm.ca/>

### **The Union of British Columbia Municipalities**

Since 1904 the common interests of local government in B.C. have been brought together in the Union of British Columbia Municipalities or UBCM. UBCM members are the 27 regional districts and 154 municipalities in BC, plus the Islands Trust and Sechelt Indian Government District. Each and every municipality and regional district is a voluntary member of UBCM.

It is local elected officials who determine the broad direction for the UBCM at the annual meeting. Responsibility to carry out that direction is given to a nineteen-person Executive Board.

The UBCM works in three ways to meet the needs of our members:

- Through REPRESENTATION of local government concerns to other orders of government;
- Through INFORMATION AND ASSISTANCE to local government decision-makers;
- And through MEMBER SERVICES that can best be provided on a cooperative basis.

For more information, visit the UBCM website at <http://www.civicnet.bc.ca>