

2003  
Community-to-Community Forum

***Resolving Conflict &  
Pursuing Joint Opportunities***

Vancouver, March 14, 2003

***Hosted by:***

First Nations Summit and Union of B.C. Municipalities

***Sponsored by:***

Indian and Northern Affairs Canada

Ministry of Community, Aboriginal, and Women's Services

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**UBCM: [www.civicnet.bc.ca](http://www.civicnet.bc.ca)**

**FNS: [www.fns.bc.ca](http://www.fns.bc.ca)**

# Table of Contents

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Introduction.....	4
Welcoming Comments.....	6
<b>Aaron Dinwoodie,</b> Second Vice President, Union of B.C. Municipalities	
<b>Kathryn Teneese,</b> Chief Negotiator, Ktunaxa Kinbasket Treaty Council	
<b>Honourable George Abbott,</b> Minister of Community, Aboriginal, and Women’s Services	
Case Study 1: Resolving Conflict and Building Relationships.....	10
<b>Chief Maynard Harry,</b> Sliammon First Nation	
<b>Mayor Stewart Alsgard,</b> District of Powell River	
Case Study 2: Pursuing Joint Opportunities for Economic Development.....	12
<b>Mayor John Slater,</b> Town of Osoyoos	
<b>Chief Clarence Louie,</b> Osoyoos Indian Band	
Case Study 3: Avoiding Conflict and Formalizing Cooperation.....	14
<b>Chair Colin Kinsley,</b> Regional District of Fraser-Fort George	
<b>Chief Barry Seymour,</b> Lheidli T’enneh First Nation	
Reports from the UBCM and FNS.....	16
<b>Patricia Wallace,</b> President, Union of B.C. Municipalities	
<b>Lydia Hwitsum,</b> First Nations Summit Task Group	
Small Group Discussions: Background & Results.....	18
Conclusion.....	23
Appendices.....	25
Appendix A - List of Participants	
Appendix B - Contact Information for Presenters	
Appendix C - Agenda and Discussion Guide	
Appendix D - The Organizers and the UBMC-FNS Protocol Agreement	

## Introduction

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### Background

In January 1997, the First Nations Summit (FNS) and the Union of BC Municipalities (UBCM) hosted a unique conference called a Community-to-Community Forum. This event marked the first time local government and First Nation leaders from around the province had gathered together to discuss issues of common interest. The recognition that local governments and First Nations had much in common sparked the desire to begin constructive dialogue to collectively address challenges and opportunities.

At this first conference, there was an enthusiastic exchange of information and insight among participants as community leaders began to identify and discuss the issues at the top of their agendas. There was consensus among participants that more events of this kind should be pursued in the future, both on a province-wide and local basis.

As a result, a regional Community-to-Community Forum Program was initiated in 1999. Administered by the UBCM, the program provides financial support to neighbouring local governments and First Nations that wish to organize a Community-to-Community Forum to address their issues at the local level. Through this program, over 40 events have received federal and provincial government funding to date. Today, the program continues to bring local government and First Nation leaders together to discuss critical issues in the spirit of cooperation.

Due to the success of the first conference and the regional Community-to-Community Forum Program, a second province-wide conference was jointly organized in 2001, resulting in the production of a relationship-building tool kit.

### 2003 Community-to- Community Forum

#### Resolving Conflict and Pursuing Joint Opportunities

The UBCM and the FNS hosted a third province-wide Community-to-Community Forum in Vancouver on March 14, 2003. The overarching objectives of this, and all, Community-to-Community Forums are: to educate and inform; to provide a forum for dialogue on issues of mutual interest and concern; and to strengthen relationships to foster future cooperative action.

At the 2003 forum, the UBCM and the FNS felt it was time to begin tackling the more difficult challenges that local governments and First Nations face in their relationships by exploring conflicts and how they can be resolved. As well, they wished to feature examples where communities have worked together to capitalize on joint opportunities, such as for economic development.

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This report on the 2003 Community-to-Community Forum provides a synopsis of the event including:

- Summaries and excerpts from each speaker's presentation
- Results of small group discussions
- Principles and recommendations for action
- Conclusions

The agenda and small group discussion guide used at the forum are provided in Appendix C. Appendix B provides contact information for each presenter. Appendix D provides information about UBCM and FNS as well as a copy of their 2001 Protocol on Cooperation and Communication.

UBCM and the FNS would like to thank all those who assisted in making this event a success, including the following organizations for their funding support: Indian and Northern Affairs Canada (BC Region), Ministry of Community, Aboriginal and Women's Services, Municipal Finance Authority and Royal Bank of Canada (Aboriginal Banking Division).

## Welcoming Comments

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**Aaron  
Dinwoodie**  
Second Vice  
President,  
UBCM

Mr. Dinwoodie, Second Vice President of UBCM, opened the conference by acknowledging the joint commitment by the UBCM and the First Nations Summit to organize the 2003 Community-to-Community Forum. He gave an overview of the objectives of a Community-to-Community Forum followed by an explanation of the conference theme: “Resolving Conflict and Pursuing Joint Opportunities.”

In closing, he encouraged the participants to take advantage of three things throughout the day:

- the opportunity to talk to the experienced speakers;
- the opportunity to talk to each other in formal and informal settings; and
- the opportunity to consider holding regional Community-to-Community Forums in their home communities.

### Excerpts

“We wanted to focus on the first aspect of today’s theme, ‘Resolving Conflict,’ because basically we think it is time we did. Feedback from the last two forums told us elected leaders from First Nations and local

governments are ready to look at hard issues and engage in constructive discussion about resolving disputes.”

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***“In organizing this conference together, UBCM and the Summit have seen interest grow since the first one we held in 1997 and the second one in 2001. Today, we have over 180 people registered - that’s a record and I think it’s great. I think this growing interest shows the importance people continue to put on dialogue as a means of understanding each other better, resolving differences, and working together for the benefit of our respective communities.”***

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“But we didn’t want to leave it at that - that is, just talking about the hard parts of our working relationships. Because we have plenty of examples here in B.C. of relationships between First Nations and local governments that are working and working well.”

“Many of these relationships focus on economic development that benefits an entire region. So the second aspect of our theme, ‘Pursuing Joint Opportunities,’ will also be the subject of our discussions and the presentations today.”

**Kathryn Teneese**  
Chief Negotiator,  
Ktunaxa Kinbasket Treaty Council

Ms. Teneese, chief negotiator for the Ktunaxa Kinbasket Treaty Council and a former FNS Task Group member, remarked on the need for aboriginal and non-aboriginal people to understand each other to improve current relations between First Nations and local governments. By engaging in active dialogue both groups might come to realize that there are in fact many common concerns and desires between both communities. She commended the participants for taking an active leadership role by representing their respective communities at the conference.

**Excerpts**

“One of the things that I wanted to comment on is the numbers here today. This is very encouraging that we are able to attract the numbers of people, both from First Nations and their neighbouring communities, to discuss the issues that are on the top of all our agendas.”

“Hopefully, today, the opportunity that we provide will give you some of the tools that will help deal with situations in your local community. And [I hope] you will learn from the examples of some of the other communities across the province. Very often we can’t see the forest through the trees because [we] are so entrenched in whatever the issues are. And then you find that someone else in another part of the province has had a similar situation that they’ve faced and this is how they’ve dealt with it.”

“That’s the purpose of these sessions. It’s an opportunity for us to meet each other [and] to have dialogue with each other. Very often, as we find ourselves engaged in

discussion, we find that we’re not looking for anything different from each other. We’re all looking for a quality of life; we’re all looking to ensure that the places that we live are safe for our children, that we can provide the kinds of services to our citizens. Those are all of the things that we in the aboriginal community are looking for, and I know that’s the very same thing that the representatives of local government are seeking to do.”

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***“I want to take this opportunity to say that it’s with the kind of leadership that is expressed by your being here, that we will indeed be able to find the solutions to many of the difficult situations that we find ourselves faced with. So I look forward to the day.”***

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**Honourable  
George  
Abbott**  
Minister of  
Community,  
Aboriginal,  
and Women's  
Services

One of the central messages delivered by the Hon. George Abbott, Minister of Community, Aboriginal, and Women's Services, was that there is no single answer to moving ahead on improving the relationship between aboriginal and non-aboriginal people in B.C. Rather, institutions have to be flexible and adapt to the specific needs of different communities. Mr. Abbott discussed some of the working agreements that have been achieved between First Nations and local governments in the past, and noted that the conference was a good way to further build on those accomplishments.

**Excerpts**

"I think this forum is precisely the kind of thing that we need to do in the province of British Columbia. What we need to do, based on what I've seen over 24 years, if we're going to resolve problems, if we're going to reduce problems and impediments to good relationships, we have to conscientiously build those relationships."

"We have tried studiously, I can assure you, over the past 20 months as a government, to build strong relationships with the First Nations Summit particularly, but with other aboriginal leadership groups in the province as well. And we have a whole lot of things going on. One of them was our

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***"There's no one single answer to moving ahead."***

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inaugural First Citizens Forum last October. We talked about how we can improve health outcomes in aboriginal communities. I think most importantly, and maybe this just indicates a kind of bias on my part, we talked about how we can improve educational outcomes among aboriginal young people in the school system in British Columbia. Moving from what are entirely unacceptable educational outcomes for aboriginal young people and building on that."

"One of the reasons why we have, instead of one aboriginal affairs ministry in the province, [but rather] a treaty negotiation minister and an aboriginal services minister, is because we want to make progress on the services front even if, at any given moment, we're not advancing on treaties."

"We need to build on things like the very historic agreement we signed out at UBC several months ago between the province and all, and I want to underline ALL, of the aboriginal leadership groups in the province. We signed an agreement, a historical agreement, that will see the management of children services in the province move to the communities where they should be taking care of the aboriginal communities. That was a great step ahead and we want to build on that historic agreement."



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**“The Community-to-Community Forum here today is a great opportunity to build those relationships. We are building some far more productive, constructive relationships than we ever have before in the province of British Columbia. Again, I pay tribute to you and wish you the best of luck as you move forward on that relationship building today.”**

## Case Study 1: Resolving Conflict and Building Relationships

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**Chief  
Maynard Harry**  
Sliammon First  
Nation

**Mayor  
Stewart Alsgard**  
District of Powell  
River

Mayor Stewart Alsgard from the District of Powell River and Chief Maynard Harry of the Sliammon First Nation presented their views in an entertaining and informative joint presentation. They described the progress being made in the working relationship between the Sliammon First Nation and the District of Powell River. There were many thought-provoking points made throughout their presentation; however, one of the key messages was that if there is a will to effect positive change, despite historical differences, there is a way to overcome the challenges of today. Chief Harry and Mayor Alsgard offered their communities as evidence of the progress that can be made by challenging the status quo and planning for the future in an environment of trust and respect.

### Excerpts

*Mayor Alsgard:* The council of the District of Powell River recognizes and respects the Sliammon Nation. Sliammon is key to understanding our homeland's history and to building our economic future. Tiskwat is the traditional place name for the site where Powell River stands today. Centuries of cultural identifiers surround us. Ignorance of their significance is appalling. The opportunity to jointly do something about that, build consensus, create understanding and appreciation, is here now and we shall make it so.

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***“It is all about respect, trust, and  
honourable relationships.”  
- Mayor Stewart Alsgard***

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*Chief Harry:* Historically the relationship between Sliammon and Powell River has not been good. It was characterized by a history of mistrust, ignorance, and the lack of

meaningful efforts to meet. We are cautious. Now more than ever. We balance the need for progressive thinking with our responsibility to remember the past. However, late last year, when Sliammon's chief and council elections coincided with Powell River's municipal elections, and two new governments were sworn in, I saw an opportunity for improvement. And I found a municipal government and leadership willing to work with us.

*Mayor Alsgard:* Yes, we do have historical challenges and current differences but we also have common interests and mutual goals.

*Chief Harry:* Together with our neighbouring municipality we are stronger and can move faster. This trust now needs to be nurtured and backed up by successful joint projects.

*Mayor Alsgard:* Last November, Sliammon Development Corporation President Kevin Blaney put together an excellent economic development conference at Sliammon. All Powell River councillors attended the two-

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day event. President Blaney made it very clear that the relationship between the Powell River Regional Economic Development Society and the Sliammon Development Corporation must be one of interconnection.

*Chief Harry:* The Corporation of the District of Powell River is planning to build a seawalk along the waterfront within municipal boundaries, but also within an area of asserted Sliammon aboriginal title lands. The project started out on the wrong foot. No meaningful consultation took place. But instead of making the project impossible, we decided to take a proactive approach and participate while protecting our interests and archaeological sites. Negotiations are still in progress.

*Mayor Alsgard:* Together we are working towards the realization of a number of projects. Cultural and heritage considerations and their incorporation are paramount. But all our committee work would be pointless if our communities did not buy in. And so I am glad to report that Sliammon's positive involvement in district events has increased.

*Chief Harry:* To further share our progress and success and summarize our multi-leveled efforts, Powell River and Sliammon are in the process of jointly developing a community accord. The accord will focus on the recognition of heritage and cultural sensitivity, mutual respect, creativity, and meaningful participation.

*Mayor Alsgard:* I look forward to signing a protocol agreement and its appendix outlining the guidelines between the District of Powell River and the Sliammon First Nation. We have the capacity to do so much together and get on with building our vision in an open, frank, honest, and straightforward manner.

*Chief Harry:* Sliammon is equally committed to making things work. We have always been very accommodating. Too accommodating at times and quiet for too long. Knowing that Sliammon shares common interests with Powell River however is the bottom line. We need to place ourselves in a position where we compliment our strengths and take pleasure in our victories. Hopefully, as a result, we will have a number of fruitful models soon that we can highlight at future conferences.

## Case Study 2: Pursuing Joint Opportunities for Economic Development

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Mayor  
John Slater  
Town of Osoyoos

Mayor Slater, from the Town of Osoyoos, expressed the pride he has in the strong relationship between the town of Osoyoos and the neighboring Osoyoos Indian Band. Built over the course of several years, this relationship has surpassed governing institutions and has grown through the daily personal and business interactions between members of both communities. Mayor Slater strongly believes the key to building strong relationships is understanding the unique cultures that make up Canada.

Excerpts

“The Town of Osoyoos takes a great deal of pride in the strong relationships that have been jointly forged over the years, with our friends and neighbors, the Osoyoos Indian Band. The pursuit of many common interests, be they environmental protection and enhancement, economic development opportunities, or tourism and marketing initiatives, bring about an understanding that transcends municipal, cultural, or racial boundaries.”

“One of the projects we are working on that demonstrates the pursuit of common goals in a joint action approach, extends beyond the Osoyoos Indian Band and Town of Osoyoos, to include a portion of the Regional

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***“It is the age old concept of give and take, compromise, respectfulness, and treating each other as equals that creates the framework for successful partnerships and countless opportunities for future partnerships.”***

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District of Okanagan-Similkameen, as well as the Town of Oliver. The Desert Wine Country tourism marketing initiative is based on the statement ‘By ourselves we each have something - together, we have it all.’”

“Another example of the projects we have been able to participate in with the Osoyoos Indian Band is the first annual Salmon Bake held last fall, in celebration of the beginning of a successful return of salmon to the

Okanagan lakes and streams. The ability of the Town of Osoyoos to participate in this event began a few years ago, when the municipal council determined that it was time that Osoyoos take some strong steps to enhance the delivery of economic development and tourism.”

“The key in creating and maintaining strong links and partnerships finds its roots in understanding the unique cultures that we live in. In a sense, it embodies what Canada symbolizes, as a nation, to the rest of the world.”

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Chief  
Clarence Louie  
Osoyoos  
Indian Band

Chief Louie of the Osoyoos Indian Band emphasized the need to understand the history of First Nations in B.C. in order to develop a working relationship between First Nations and local governments. Throughout his speech, Chief Louie indicated that the most important issues First Nations face are ownership of land and jurisdictional boundaries. These will bring to the fore complex issues First Nations and local governments will need to resolve. Chief Louie closed by discussing some of the progress that has been made between the Town of Osoyoos and the Osoyoos Indian Band.

Excerpts

“I fully understand that every town and city in the province wants to maintain their tax base, wants to maintain their jurisdiction – but so do First Nations people. You know, we have a long history of being taken advantage of. The whole settlement pattern of this country is based on power and control over First Nations people. Every municipality in this

province has to wrestle with the fact, and come to terms with the fact that First Nations people are going to have their reserves increased. We are going to have additions to reserves.”

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***“Every municipality in this province ...must have some consciousness, some justice within them to understand the history of their municipality and to understand the history of the adjacent reserves. And if somebody’s not reading about their history, if somebody’s not really being a student of their history, I don’t see how anybody can claim that they want to build a relationship with the First Nations.”***

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“You know, I love dealing with the mayors and councils of Oliver and Osoyoos even though we might have our differences sometimes. We’re willing to sit down and listen to one another, and they’re willing to sit down and listen and understand where we come from. They’re willing to look at the history of the area. The Town of Oliver has consented within the past few weeks or months to vacate a [disputed] area. But the regional district hasn’t. And I believe every First Nation in this room, you’re going to have issues with your municipality. You’re going to have issues with the regional district. Tough issues to work out.”

“But I really hope that the mayors and councils take the time to understand and have respect and have some consciousness, some justice, about what has

happened to their adjacent First Nations people. Because if you don’t, the theme of this conference, [Resolving] Conflict and Joint Ventures is not going to happen.”

## Case Study 3: Avoiding Conflict and Formalizing Cooperation

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### Background

For the past seven years the Regional District of Fraser-Fort George and the Lheidli T'enneh First Nation have been working together on the premise that cooperative relationships between local governments and First Nations build effective communication and trust. Mutual respect for each others mandates, policies, and areas of jurisdiction have allowed the Regional District of Fraser-Fort George and the Lheidli T'enneh First Nation to develop a strong and committed relationship.

On July 16, 2002, Mayor Colin Kinsley, chair of the Regional District of Fraser-Fort George and Chief Barry Seymour, chief of the Lheidli T'enneh First Nation signed a formal Protocol on Cooperation and Communication. This historic protocol is a formal commitment on behalf of both the Regional District of Fraser-Fort George and the Lheidli T'enneh First Nation to work in a cooperative manner and to share staff resources and technology.

Chair  
Colin Kinsley  
Regional District  
of Fraser-Fort  
George

Chair Colin Kinsley shared the philosophy behind some of the initiatives the Regional District of Fraser-Fort George is undertaking to improve relations with First Nations.

“The Regional District of Fraser-Fort George (RDFFG) and the Lheidli T'enneh have worked hard to ensure that all the interests in our area are recognized and protected now and for the future. We recognize that we are neighbours and that our relationship will ensure good government that will prevail in the future and that this government is responsible to all citizens in our region.”

### Excerpts

How the RDFFG benefits from improved relationships with First Nations:

- Ensures that we play an important and relevant role in the treaty negotiation process;
- Increased cooperation on economic development or natural resource management initiatives on First Nations settlement lands; and
- Promotes effective methods for dispute resolution between neighbours.

Some suggestions to avoid conflict are:

- Start a relationship before there is an issue;
- Earn each other's trust and respect;
- Recognize and understand that history and past experiences have an impact on current perceptions and opinions;
- Take incremental steps/do not leapfrog into big issues; and
- Success cannot be measured in the short term.

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***“The RDFFG is a partner in the Lheidli T'enneh treaty settlement process versus being an outside interest.”***

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Chief  
Barry Seymour  
Lheidli T'enneh  
First Nation

Chief Seymour of the Lheidli T'enneh First Nation spoke about the need for a paradigm shift, toward a way of thinking that promotes cooperation between aboriginal and non-aboriginal people. He suggested solutions must be found and issues addressed locally before benefits can occur at the regional or provincial level. Chief Seymour shared his belief that we now have an opportunity to pave the way for future generations to benefit from present initiatives.

Excerpts

“We must go outside the ‘box’ to effectively address complicated issues. We need to recognize that the provincial and federal governments will not solve the problems. Therefore we require made-at-home solutions.”

“We should work towards common interests while recognizing each party’s unique circumstances.”

“It is our desire to build a stronger community - I, personally, take a global viewpoint on this... it is only by developing our community can we assist our region, our province, our country... effectively succeed in the global economy.”

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***“We are well aware of historical difficulties and issues. There must be a paradigm shift in our collective ways of thinking. These are complex times, and the issues will not be easily resolved. We will require open and constructive dialogue; there must be a willingness to work together.”***

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“First and foremost, I must improve the quality of life of the Lheidli T'enneh First Nation. In refining jurisdictional relationships, there must be recognition of First Nations. There should be mechanisms and/or agreements that allow for all four levels of governments to operate cohesively.”

“We need more of these types of sessions; there needs to be opportunities for us to learn from one another. We as a group have an opportunity. Let us seize the moment and do our children and the future generations a favour.”

## Reports from the UBCM and FNS

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**Patricia  
Wallace**  
President,  
UBCM

UBCM President Patricia Wallace emphasized in her presentation that First Nations and local governments share similar responsibilities to their respective communities. She spoke of the Protocol on Cooperation and Communication, signed between the UBCM and the FNS in 2001, as a milestone in relationship-building between the two organizations, (see [Appendix D.](#)) She also emphasized that cooperation will be essential as the roles and responsibilities of both local governments and First Nation governments expand.

### Excerpts

“UBCM and the First Nations Summit signed the Protocol on Cooperation and Communication in September 2001. We are very proud of this achievement and have found the agreement to be a very effective one that is producing tangible results.”

“One of these results is the Regional Community-to-Community Forum Program and of course this province-wide conference today.”

“One of the four major objectives of the 2001 UBCM - First Nations Summit Protocol is to encourage dispute avoidance and promote effective methods of resolving disputes between First Nations and local governments, so that they need not resort to the courts.”

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***“With expanded powers for local government through the Community Charter, and the impact of fewer resources and more responsibilities, building better relations with First Nations is high on our priority list.”***

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“The powers, authorities, and responsibilities of local governments and First Nations governments are expanding and more than ever, we need to work together.”

“Many practical issues around service delivery; coordination of land-use planning; jurisdiction over future additions to treaty settlement lands remain to be worked out. And many of you are faced with pioneering new and better approaches to these issues.”

“As I see it, that is what this conference today is all about. I encourage you and applaud you in this challenging and important work.”



Lydia Hwitsum  
First Nations  
Summit Task  
Group

Lydia Hwitsum of the First Nations Summit Task Group made the point that aboriginal and non-aboriginal people are part of a global community; and within a global community there must be acceptance of differing worldviews. She stated that no one culture should impose its worldview upon another culture and that by valuing diversity and bringing forward different perspectives, First Nations and local governments can begin to act with a true spirit of cooperation for the greater good.

Excerpts

“There is a lot of value in the acknowledgement of each other and the acknowledgement of our respective worldviews, our respective cultures, and our respective desires to have control over our own lives. We can come forward with an acceptance that we’ve got some different worldviews around the table and we’ve got different experiences. And all of those views and experiences have value.”

“If we can start from an understanding and speak from a place of humanity, that brings us a step closer to addressing not only the common interests we have, but addressing the conflicts that exist. And in identifying those conflicts, I think we . . . can get beyond saying whose ideas are better than whose, or whose values should be more important or held above the other.”

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***“It’s up to us to recognize the value in diversity, the value in bringing forward the different perspectives, because ultimately when we sit within our territories, within our regions or municipalities, we look out into the world and we see how important it is to look at ourselves as citizens of a global village.”***

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“It’s not our respective jobs to try to change each other, but to find our common path.”

“Within the treaty process, over the last number of months, there’s been some changes in terms of the type of mandate or the level of discussion that is going on. Over a period of a number of months, there were high-level discussions on a number of issues of common concern across the province, to try to generate some ideas, and options, and tools that we could turn around and put in front of the negotiating tables. And the respective tables can choose which of the tools will work. I’m not saying our toolkit is full. I think we’ve got a lot of work to do. But the idea is that we can create some more opportunities, more practical ways of, from a First Nations perspective, returning land and resources to First Nations people so that we have a sufficient land base to work toward social, cultural, and economic sustainability.”

## Small Group Discussions: Background & Results

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### Background

After hearing perspectives from local government and First Nation speakers, conference participants met in small groups to discuss conflict resolution methods and joint venture tactics in interactive work sessions. These work sessions focussed on a servicing agreement scenario detailed in the Discussion Guide ([Appendix C.](#))

### Small Group Discussions Results - Scenario Specific Suggestions

The scenario involved a local government, a First Nation, and the funding of a recreation facility used by members of both the aboriginal and non-aboriginal communities. The perspectives of the local government and the First Nation were outlined to give a brief synopsis of the situation. Conference participants were asked to discuss the scenario, add their own perspectives, and suggest ways to resolve the situation. They were also asked to reflect on possible outcomes if a resolution to the conflict was not reached. Facilitators helped guide the discussions and recorders kept notes on the various proposals, challenges, solutions, and outcomes presented.

The collated results of the work sessions demonstrate a wide variety of specific approaches to resolving the outlined scenario. The point of conflict between the local government and the First Nation involved the funding of the recreation centre. Some participants suggested the recreation centre's user fee structure be revised to decrease the dependence on local government taxes. Others thought the First Nation might want to establish a toll on the road through the reserve and then use the proceeds to contribute towards its share of responsibility for the recreation facility. Some suggested the First Nation might want to build their own facility and fund it on their own.

However, many participants noted this funding conflict was rooted in a deeper divide between the communities. There was a disconnection between the local government's and the First Nation's perspectives on responsibility for the centre. The local government believed the First Nation should pay more toward the overall costs of the centre. The First Nation noted that its members already paid a user fee, like all other visitors to the centre; in addition, they felt they contributed to the economy of the community in other significant ways. The First Nation's outlined perspective demonstrated their sense of exclusion from, and a lack of a sense of ownership of, the facility. Therefore, while the local government saw a clear case for asking the First Nation to assist with funding the recreation centre, the First Nation did not agree.

To resolve these differences, participants often took a unified community approach. They reasoned that the First Nation and the local government could work together to enhance the existing facility for the benefit of the

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whole community, rather than exacerbating conflict over funding or building competing facilities. To encourage cooperation, many participants suggested establishing a joint recreation board or committee. This committee could be responsible for collaborative research into the recreation needs of both the aboriginal and non-aboriginal members of the whole community. Participants noted it would be very important to define the terms of reference for the board or committee, and to outline clearly the responsibility and authority of the members, as well as to ensure decision-makers for both the First Nation and the local government were involved. Some participants felt it would be helpful to draft a memorandum of understanding before dealing with the specifics of the conflict.

Participants noted several ways to increase the First Nation's sense of inclusion in the recreation centre's activities. The centre's scheduling could incorporate First Nation's cultural events, meet the First Nation's educational needs, and provide more specific programming for the First Nation's members. The centre itself could be made more welcoming by adding the First Nation's cultural artifacts or art pieces to the décor, or by including the First Nation's language and names within the facility. To increase a sense of ownership, participants suggested the facility train and hire more members from the First Nation.

**Small Group  
Discussions  
Results -  
General  
Themes**

While there were many specific suggestions for resolving the servicing scenario conflict, much of the discussion during the work sessions focussed on general themes, principles, and recommendations for encouraging relationship building, conflict resolution, and successful joint ventures.

Two predominant themes were communication and commitment as key factors in determining the success of any relationship-building effort. The single most common element of the discussion was the emphasis on communication. Effective communication was listed as the first requirement for finding solutions to conflicts, and a lack of effective communication was noted as the number one challenge local governments and First Nations face. Concrete suggestions for increasing the amount and quality of communication included establishing formal processes and/or joint committees devoted to information sharing, and developing more opportunities for informal dialogue. It was often noted that dropping assumptions about the needs and expectations of both communities is a key requirement for more effective communication. Without assumptions to rely on, community members on both sides are compelled to listen closely to each other.

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Effective communication doesn't occur in a vacuum, it occurs in the context of well-established relationships between all levels of a local government and a First Nation. Participants repeatedly emphasized the need for First Nations and local governments to establish good working relationships built on trust before they have to deal with difficult issues. Suggestions for building relationships included holding regional Community-to-Community Forums, increasing cultural awareness in both communities through education and planning joint cultural events, seeking win-win situations to cooperate on, and encouraging members of all ages and positions in both communities to participate in informal events, networking, and decision making. Participants acknowledged relationships are not built overnight, and that both sides would need ample amounts of patience, empathy, sincerity, and creativity. In addition, relationship building requires dedicated resources including funding and staff. Many participants agreed that the impetus for building relationships in their communities would have to come from proactive community leaders; in fact, many felt the 2003 Community-to-Community Forum would help them become that driving force in their own communities.

One final general theme in the discussions centred on commitment. Participants agreed the most effective way of propelling resolution of an issue was to declare a concrete commitment. The commitment could take the form of a written action plan or a public announcement. However the commitment is established, participants emphasized the importance of making it a reference point. Community leaders can use it to hold themselves accountable, and to measure the progress they've made.

Small Group  
Discussions  
Results -  
Challenges

There were a number of challenges identified as participants sought a resolution to the scenario. Many participants noted the adversarial positions of the First Nation and the local government depicted in the scenario. They recommended both sides take a less polarized and positional approach to discussions. To do this, both would have to seek an understanding of their common interests and common goals. By focusing on commonalities, the two would be more likely to find a resolution to their conflict. Participants also suggested that focusing on the larger picture to propel cooperation, rather than becoming mired in arguments over details, would help diminish conflict. In contrast, other participants said it may be necessary to focus on the particular terms of reference related to the issue at hand to avoid being overwhelmed by the larger picture. Again, it was noted that an existing good working relationship would help the local government and First Nation determine the best approach for resolving, and, ultimately, avoiding conflict.

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Many participants recognized challenges in the structures of the institutions governing local governments and First Nations. By establishing joint committees with specific areas of responsibility and ensuring equal representation on these committees, local governments and First Nations can overcome some of the institutional isolation they operate within. An innovative suggestion from one group recommended aligning the elections in both communities to allow councils to set out on the same foot and establish relationships and agendas together. Differences in funding structures and a lack of knowledge on both ends was another institutional challenge participants noted. Some participants suggested educating both sides about the other's governance and financial structures to encourage understanding and foster creative solutions to conflicts. This type of education, coupled with cultural understanding, would dramatically increase the ability of a First Nation and a local government to understand each other's perspectives.

Small Group  
Discussion  
Results -  
Conclusion

A joint venture approach to bettering the community was the underlying principle in many of the specific and general suggestions the participants made in the work sessions. Without an attitude of partnership, many participants believed it would be difficult to resolve the conflict.

If the local government and the First Nation failed to resolve the recreation facility issue, participants predicted increased conflicts in other servicing, taxation, and land-use areas. The spectre of blockades and protests surfaced in discussions, along with the possibility of an increase in racial tensions and discrimination in the community. They also predicted the recreation facility itself would suffer, perhaps becoming under-funded, under-used, and in disrepair.

On a larger scale, the lack of cooperation on this issue would make it difficult or impossible for the local government and the First Nation to collaborate on increasing the economic development of their community. It was clear the vast majority of participants felt the status quo was unacceptable. Strong working relationships between First Nations and local governments must be nurtured to avoid conflict. Opportunities for joint ventures must be pursued in a spirit of cooperation.

The following six principles were extracted from the small group discussions as key messages for local governments and First Nations committed to relationship-building, avoiding conflict, and pursuing joint ventures.

**Relationships First, Issues Second**

Create conditions that allow for formal and informal relationship building in the community. Build strong, trusting relationships before tackling the difficult issues.

**Communication, Communication, Communication**

Drop assumptions and listen to each other with an open mind and respectful spirit. Build protocols and structures to improve communication between the governing bodies.

**Proactive Community Leaders**

First Nations and local governments need creative, committed leaders to inspire cooperation and drive their communities forward.

**Declare a Commitment**

Make written or verbal commitments to resolving conflict and pursuing joint ventures and use these as reference points.

**Cultural Training, Education, and Information Sharing**

Gather knowledge of each other to catalyze increased understanding. Provide cultural training to everyone in the community, particularly youth. Educate the members of the local government and the First Nation's governing bodies to ensure they understand each other's structures and financing. Develop means for sharing information.

**Unified Community Approach**

View the community as a whole and work to better the lives of all residents. Align election dates and tenures. Seek common interests and goals. Work together to set the agenda for resolving conflict and pursuing joint ventures.

## Conclusion

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**Aaron  
Dinwoodie**  
Second  
Vice President,  
UBCM

**Kathryn  
Teneese**  
Chief  
Negotiator,  
Ktunaxa  
Kinbasket  
Treaty Council

In his closing remarks, Aaron Dinwoodie noted a Community-to-Community Forum can be a great first step for real progress in relationship building between First Nations and local governments. He encouraged the participants to build on the work that has been done to date by holding a regional Community-to-Community Forum in their area. Mr. Dinwoodie also encouraged participants to watch for a dispute resolution guide currently being developed for local governments and First Nations, as well as the final report from the Technical Workshop organized by the UBCM and the First Nations Alliance for Land Managers, in cooperation with Indian and Northern Affairs Canada.

Ms. Teneese's closing statements echoed some of the other presenters throughout the day. She emphasized that there needs to be a shift in thinking towards a recognition of historical events and the promotion of relationship building in the present and future.

In their evaluations, many participants commented that the conference renewed their optimism for relationship building and provided them with new tools to begin doing so. Between 80 and 90 per cent of the participant evaluations ranked all aspects of the conference "good" or "excellent." These positive responses demonstrate the role the 2003 Community-to-Community Forum will play in catalyzing and propelling cooperation and dialogue between First Nation and local government leaders.

In their evaluations of the conference, participants said the interactive work sessions were a particularly successful portion of the conference. Many remarked on a sense of optimism and cooperation at the work session tables. Brainstorming solutions with other First Nations and local government leaders helped them develop their own tool box for relationship building, conflict resolution, and pursuing joint ventures for economic development. The work session broadened their understanding of the possibilities and potential available to local governments and First Nations who empower themselves by working together.

One of the few criticisms participants noted was a lack of time. Many suggested the conference format be expanded to allow for more presentations from local governments and First Nations working on resolving issues, more time to converse in small groups and share experiences and knowledge, and more time for participants to really get involved in question and answer periods and work sessions.

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This resounding need for “more time” to work on relationship building underlines how integral the 2003 Community-to-Community Forum in Vancouver and the regional Community-to-Community Forum Program are to resolving conflict and pursuing joint opportunities between First Nations and local governments.

The 2003 Community-to-Community Forum offered an excellent opportunity for First Nation and local government delegates from across the province to share their experiences, learn about conflict resolution processes and techniques, and hear about successful joint ventures in other communities. The First Nations Summit and the Union of B.C. Municipalities are committed to holding more forums in the future.



## Appendix A - List of Participants (listed alphabetically by last name)

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George Abbott Minister Min. of Community, Aboriginal & Women's Services	Donna Barnett Mayor 100 Mile House	Tom Briggs Mayor Mackenzie
Jim Abram Chair Comox-Strathcona RD	Rick Beauchamp Director of Administrative Services West Vancouver	Dave Brocklebank Director Kitimat-Stikine RD
Gary Albany Songhees First Nation	Bev Bellina Councillor Sparwood	Dennis Brown Councillor Osoyoos
Thomas Alexis Tl'azt'en Nation	Glenn Bennett Chief Councillor Kitselas Band Council	Cheryl Bryce Songhees First Nation
Don Allan Manager Prince Rupert EDC	Paul Blom Carrier Sekani Tribal Council	Ken Buchanan Councillor Hazelton
Joe Allan Director Cowichan Valley RD	Tom Bob Administrator Nanoose First Nation	Isabel Budke Process Advisor BC Treaty Commission
Willie Alphonse Chief Williams Lake Indian Band	Leo den Boer Administrator Penticton	Leona Castle Councillor Cumberland
Stewart Alsgard Mayor Powell River	Beatrice Bonneau Yale First Nation	Vernon Chapman Treaty Representative Katzie First Nation
Allan Apsassin Chief Saulteau First Nation	Michael Bonshor Tsawataineuk First Nation	Alex Chartrand Chief Wuikinuxw Nation
Ted Armstrong Director Cariboo RD	Ken Boshcoff Aboriginal Relations Committee Federation of Cdn. Municipalities	Roy Christopher Chief Canim Lake Indian Band
Dan Ashton Director Okanagan-Similkameen RD	Michael Bozoki Lheidli T'enneh First Nation	Edward Clayton Community Development Coordinator New Aiyansh Village Government
Shawn Atleo Negotiator/Hereditary Chief Ahousaht First Nation	Colin Braker First Nations Summit	Nelson Clayton Chief Councillor Gingolx Village Government
	Jessica Bratty Fraser Basin Council	

## Appendix A - List of Participants

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Lee-Anne Crane CAO East Kootenay RD	Gary Feschuk Chief Sechelt Indian Band	Howard Grant First Nations Summit
Jean Crowder Councillor North Cowichan	Mike Forrest Councillor Port Coquitlam	Levi Gravelle Councillor Tobacco Plains
Kelly Daniels Administrator Nanaimo RD	Eydie Fraser Executive Co-ordinator Association of Vancouver Island Communities	Clint Hames Mayor Chilliwack
MaryDavis Comox First Nation	Jean Fraser Councillor Peachland	Elaine Hamilton Director Nanaimo RD
Brenda DeGraag Councillor Powell River	Paul French Councillor Williams Lake	Patty Hanson Director Central Okanagan RD
Ralph Dick Chief Hamatla Treaty Society	Joe Gallagher Chief Negotiator Sliammon First Nation	Stewart Hardy Comox First Nation
Aaron Dinwoodie Second Vice President UBCM	Frank George Songhees First Nation	Maynard Harry Chief Sliammon First Nation
Doug Donaldson Councillor Hazelton	Susan Gimse Director Squamish-Lillooet RD	Bonny Hawley Councillor Houston
Fin Donnelly Councillor Coquitlam	George Girouard Executive Director Cariboo Tribal Council	Graham Hill Mayor View Royal
Graham Dragushan Manager Local Government-First Nations Relations Ministry of CAWS	Bill Goodacre Councillor Smithers	Robert Hill President Tsimshian Tribal Council
Brent Edwards Administrative Assistant Nanoose First Nation	Candice Gordon Councillor Maple Ridge	Robert Hope Chief Yale First Nation
Marcus Farmer Councillor Sooke	Heather Goulet Councillor North Saanich	Gord Howie Municipal Manager North Vancouver
		Lydia Hwitsum First Nations Summit Task Group

## Appendix A - List of Participants

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Barry Janyk Mayor Gibsons	Corinne Lonsdale Councillor Squamish	Sylvia McNeil Mayor Tahsis
Wendy John Councillor Musqueam First Nation	Dale Lore Mayor Port Clements	Patrick Michell Chief Stellat'en First Nation
John Kafka Facilitator Cornerstone Planning Group	Clarence Louie Chief Osoyoos Indian Band	Frank Michelle Lake Babine First Nation
John Kettle Director Central Kootenay RD	Edward Mack Chief Ucluelet First Nation	Debbie Miller Chief Negotiator Katzie First Nation
Colin Kinsley Chair Fraser-Fort George RD	Mickey Macri Director Squamish-Lillooet RD	Brian Mitchell Communications Manager BC Treaty Commission
Bryan Kirk Administrator Pemberton	Tom Mann Councillor East Kootenay RD	Dave Morris Consultant Suda Management
David Knowles Councillor Central Okanagan RD	Scott Manjak Director East Kootenay RD	Robert Mundy Councillor Ucluelet First Nation
Myrna Leishman Councillor Powell River	Mary Marcotte Director Cowichan Valley RD	Vi Mundy Treaty Coordinator Ucluelet First Nation
Mike Leon Katzie First Nation	Moses Martin Chief Tla-o-qui-aht First Nation	Suzanne Murray Director Comox-Strathcona RD
Bruce Lloyd Councillor Port Alice	Rory McIvor Councillor Penticton	Ted Nebbeling Minister of State for Community Charter
Liz Logan Chief Fort Nelson First Nation	Ken McRae Vice-Chair Alberni-Clayoquot RD	Alan Nixon Councillor North Vancouver
Bob Long Administrator Fraser-Fort George RD	Alison McNeil Senior Policy Analyst UBCM	Len Novakowski Director Central Okanagan RD

## Appendix A - List of Participants

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Ron Nyce Chief Councillor Gitwinksihlkw-Nisga'a Village Government	Terry Raymond Director Fraser Valley RD	Brian Smith Federal Treaty Office
Chris O'Connor Mayor Lytton	Colin Richardson Councillor Belcarra	Dan Smith Chief Negotiator Hamatla Treaty Society
Garry Oker Chief Doig River First Nation	Brian Ritchie Administrator Mackenzie	Earl Smith Ehatashaht First Nation
Keith Olsen Mayor Princeton	Giselle Rudischer Vice Chair Islands Trust	Jack Smith Executive Director Hul'qumi'num Treaty Group
Reginald Percival New Aiyansh Village Government	Jim Rushton Seafood Coordinator Prince Rupert EDC	John Smith Chief Tlowitsis First Nation
Paul Peterson Director Central Kootenay RD	Terry Schafer Councillor Oliver	Marshall Smith Ministerial Assistant Min. of Community, Aboriginal & Women's Services
Dorothy Phillips Chief Soda Creek Indian Band	Regan Schlecker Aboriginal Affairs Analyst Lower Mainland Treaty Adv. Committee	Thomas Smith Director Hamatla Treaty Society
Marino Piombini Senior Planner Greater Vancouver RD	Donnella Sellars Executive Assistant Cariboo Tribal Council	John Slater Mayor Osoyoos
Kirstie Pirie Manager Lower Mainland Treaty Adv. Committee	Barry Seymour Chief Lheidli T'enneh First Nation	Cindy Solda Councillor Port Alberni
Herb Pond Mayor Prince Rupert	Derek Shaw Councillor Tofino	Joe Stanhope Chair Nanaimo RD
Barbara Price Director Comox-Strathcona RD	Rod Sherrell Director Mount Waddington RD	David Stewart Administrator West Vancouver
Trevor Proverbs Chief Negotiator Treaty Negotiation Office	Marilyn Slett Heiltsuk Nation	Jordan Stewart Treaty Team Katzie First Nation

## Appendix A - List of Participants

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Brian Tait Chief Councillor New Aiyansh Village Government	Elinor Warner Mayor Squamish-Lillooet RD
Keith Tait New Aiyansh Village Government	Pat Weaver Councillor Lake Cowichan
Kathryn Teneese Chief Negotiator Ktunaxa Kinbasket Treaty Council	Vera Webb Councillor Tofino
Cameron Thorne Ministerial Assistant Min. of Community, Aboriginal & Women's Services	Peter Weeber Mayor Hazelton
Martino Tran Facilitator Cornerstone Planning Group	Gerald Wesley Chief Negotiator Tsimshian Tribal Council
Gayle Travis Councillor Sparwood	Doug White Governance Coordinator Snuneymuxw First Nation
Sandra Tremblay Councillor Powell River	Rhys Williams LMTAC Staff Vancouver
John Turner Director Squamish-Lillooet RD	Dora Wilson Chief Hagwilget Village Council
Karen Unrah Councillor Fort Nelson	James Wilson Chairman Kwakiutl District Council
Jose Villa Arce Ministry of Energy and Mines	Edward Wright Nisga'a Lisims Government
Tom Walker Councillor Cowichan Valley RD	Glenn Wong Director Alberni-Clayoquot RD
Patricia Wallace President UBCM	

## Appendix B - Contact Information for Presenters

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**Honourable George Abbott**  
Minister of Community, Aboriginal, and  
Women's Services  
PO Box 9042 STN PROV GOVT  
Victoria, British Columbia V8W 9E2  
Phone: 250-387-2283  
Fax: 250-356-8508

**Mayor Stewart Alsgard**  
District of Powell River  
6910 Duncan St.  
Powell River, British Columbia V8A 1V4  
Phone: 604-485-6291  
Fax: 604-485-2913  
General email: [cgreiner@cdpr.bc.ca](mailto:cgreiner@cdpr.bc.ca)

**Aaron Dinwoodie**  
Second Vice President, UBCM  
Suite 60 10551 Shellbridge Way  
Richmond, British Columbia V6X 2W9  
Phone: 604-270-8226  
Fax: 604-270-9116  
Email: [adinwoodie@cord.bc.ca](mailto:adinwoodie@cord.bc.ca)

**Chief Maynard Harry**  
Sliammon First Nation  
RR 2, Sliammon Road,  
Powell River, British Columbia V8A 4Z3  
Phone: 604-483-9646  
Fax: 604-483-9769

**Lydia Hwitsum**  
First Nations Summit Task Group  
Suite #207  
1999 Marine Drive  
North Vancouver, British Columbia V7P 3J3  
Phone: 604-990-9939  
Fax: 604-990-9949

**Chair Colin Kinsley**  
Regional District of Fraser-Fort George  
155 George Street,  
Prince George, British Columbia V2L 1P8  
Phone: 250-969-440  
Fax: 250-563-7520  
General email: [district@rdffg.bc.ca](mailto:district@rdffg.bc.ca)

**Chief Clarence Louie**  
Osoyoos Indian Band  
RR 7 SITE 8 COMP 20  
Vernon, British Columbia V1T 7Z3  
Phone: 250-542-4328  
Fax : 250-542-4990  
Email: [chief@oib.ca](mailto:chief@oib.ca)

**Chief Barry Seymour**  
Lheidli T'enneh First Nation  
1041 Whenun Road  
Prince George, British Columbia V2K 5G5  
Phone: 250-963-8451  
Fax: 250-963-6954

**Mayor John Slater**  
Town of Osoyoos  
Box 3010  
Osoyoos, British Columbia V0H 1V0  
Phone: 250-495-6515  
Fax: 250-495-2400  
General email: [elemke@otvcablelan.net](mailto:elemke@otvcablelan.net)

**Kathryn Teneese**  
Chief Negotiator, Ktunaxa Kinbasket Treaty  
Council  
Ktunaxa Kinbasket Tribal Council  
7468 Mission Road,  
Cranbrook, British Columbia V1C 7E5  
Phone: 250-489-2464  
Fax: 250-489-5760  
General email: [treatyinfo@cyberlink.bc.ca](mailto:treatyinfo@cyberlink.bc.ca)

**Patricia Wallace**  
President, UBCM  
Suite 60 10551 Shellbridge Way  
Richmond, British Columbia V6X 2W9  
Phone: 604-270-8226  
Fax: 604-270-9116

**2003 COMMUNITY TO COMMUNITY FORUM:  
RESOLVING CONFLICT & PURSUING JOINT OPPORTUNITIES**

**Friday March 14, 2003; 9:30 a.m. – 3:15 p.m.  
Harbourside Ballroom, Renaissance Vancouver Hotel**

8:30     *Registration and Coffee*

**9:30     Welcome and Introduction by Conference Co-Chairs**  
•   **Director Aaron Dinwoodie**, UBCM Second Vice President  
•   **Kathryn Teneese**, First Nations Summit  
     *Opening prayer*

**9:45     Resolving Conflict and Building Relationships**  
•   **Chief Maynard Harry**, Sliammon First Nation  
•   **Mayor Stewart Alsgard**, District of Powell River  
*Questions and Answers*

**10:30    Introduction to Small Group Discussions**  
•   **John Kafka**, Cornerstone Planning Group  
*See discussion guide for scenario and questions*

**10:45    Small Group Discussions: Avoiding Conflict and Righting the Canoe**  
*Participants to “break-out” rooms – see name tag for group number*

*Second floor*

Group 1: Harbourside Ballroom  
Group 2: Port of Vancouver Room  
Group 5: Port of New York

*Third floor*

Group 3: Port of Singapore Room  
Group 4: Port of San Francisco

**12:00    Lunch** – *in Harbourside Ballroom*

**1:00     Reports from Union of BC Municipalities and First Nations Summit**  
•   **Lydia Hwitsum**, First Nations Summit Task Group  
•   **Patricia Wallace**, President, Union of BC Municipalities

***Afternoon Program***

- 1:15     **Pursuing Joint Opportunities for Economic Development**  
• Chief Clarence Louie, Osoyoos First Nation  
• Mayor John Slater, Town of Osoyoos  
*Questions and Answers*
- 2:00     **Avoiding Conflict in Relation to Land Use Issues**  
• Chief Barry Seymour, Lheidli T'enneh First Nation  
• Chair Colin Kinsley, Regional District of Fraser-Fort George  
*Questions and Answers*
- 2:45     **Final Plenary: Conclusions on Resolving Conflict & Pursuing Joint Opportunities**  
• John Kafka, Facilitator  
***Based on your discussions and the presentations - what ideas did you gain from today that will assist you in improving communication and cooperation in relationships between local governments and First Nations?***
- 3:05     **Closing Remarks by Conference Co-Chairs**
- 3:15     **Close**

***The First Nations Summit and Union of BC Municipalities  
would like to thank the following sponsors  
for their generous support for this conference:***

**Indian and Northern Affairs Canada  
BC Ministry of Community, Aboriginal and Women's Services  
Municipal Finance Authority  
Royal Bank of Canada (Aboriginal Banking Division)**



### Small Group Discussions: Avoiding Conflict and Righting the Canoe (10:45 – 12:00)

Participants will proceed to their assigned breakout rooms for group discussions based on a local government - First Nations scenario.

#### Step One: Ice-breaker (10:45 – 10:55) 10 minutes

Take a few minutes to introduce yourself to the others at your discussion table. As part of your introduction, please comment briefly on why First Nation - local government relationship building is important to you.

#### Step Two: Scenario Discussion (10:55-11:30) 35 minutes

Please read the scenario and perspectives on the next few pages.

Once everyone has had a chance to read the scenario, please use the questions on page 4 to guide your discussion. The table's recorder will take notes on the discussion. As a group, develop strategies for resolving the scenario.

#### Step Three: Scenario Reports (11:30 – 11:45) 15 minutes

The recorder from each table will be given 3 minutes to briefly report on his or her table's discussion and resolution options.

#### Step Four: Open Discussion (11:45 – 12:00) 15 minutes

Following the scenario reports, the room will open for discussion. Please take this time to consider your "real life experiences," and knowledge of situations in which First Nations and local governments faced difficult situations.

Discussion will focus on the following:

1. Drawing on one's own real life experiences, what are the key factors for a successful negotiation climate. What are the do's and don'ts or what worked and didn't work?
2. What suggestions do you have for building effective working relationships with one another?

**Local Government-First Nation Relationships**  
***Avoiding Conflict and Righting the Canoe***

**THE SCENARIO**

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**Introduction:**

A municipality has a recreation centre consisting of an ice rink, swimming pool, outdoor sauna, tennis courts and meeting rooms. The facility is over thirty years old, requires ongoing repairs and maintenance and has, for the past number of years, been losing money each year.

The neighbouring First Nation community represents a significant percentage of the regional population and band members use the facilities. Although they pay the user fee when they walk into the facility, they do not contribute through property taxes. Walk-in fees only cover a portion of the total costs of the facility.

The committee that oversees the facility has alerted the chief administrative officer of the municipality of the financial problems. The chief administrative officer and the mayor have invited the First Nation's chief and manager to the facility to discuss the issues.

Provided on the next two pages are some of the perspectives of each of the parties.

This is not a role play activity. That is, participants should work through this scenario to help resolve this situation.

### First Nation Perspective

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The chief and council acknowledge that band members living on the reserve are not paying for recreational services through property taxes. However, as a band, they are not prepared to pay for these services for the following reasons.

- Band members who use the facility are already paying a user fee when they use the facilities.
- The band represents only a small percentage of the users.
- Band members sometimes don't feel welcomed. There is no recognition of First Nations in any of the brochures, in building design or in wall coverings.
- The band doesn't have any extra funds to contribute and doesn't have a mechanism to tax their membership.
- The road that many people use to get to the recreation centre cuts through the reserve and the First Nation doesn't charge for that.
- Band members do contribute to community recreation as volunteer coaches for the lacrosse and minor hockey teams.
- Band members who are successful business people contribute through buying signage at the ice rink.
- No band members are employed at the facility.
- There is no band membership in the committee that oversees the operation and planning of the centre.
- There are no First Nation instructors, no First Nations staff and minimal effort to enlist First Nation participation in planning.
- The band has a lacrosse box and doesn't tax the local government or charge a user fee when non First Nations use it.
- Community members have been talking for some time about having a recreation facility in their own community, and if funds were to be diverted to a facility it should be a new one on lands administered by the band.
- The young people in the community need a place to feel comfortable and hang out. The young people say the programs aren't interesting.
- Haven't seen efforts of reaching out to our community to see what they want.
- The elders in the community, as well as other groups, are constantly seeking places to hold their bingos, meetings, fundraising events and cultural events. Yet the recreation centre is never considered.

### Local Government Perspective

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- The facility is a community facility. It is open to all and all should be contributing equally.
- User fees only partially contribute to the facilities total costs, and in lieu of property taxes, the band government should be paying something.
- The band receives transfer payments from the federal and provincial governments and some of these funds should go to the facility.
- Band members are using the facility all the time.
- The local taxpayers association has been attending open meetings of the recreation committee and has written in their newsletter, as well in a letter to the editor, about concerns regarding the perceived inequity of the contributions of the two communities.
- It makes no sense to have a facility for the two communities; efforts should focus on working together for a better facility rather than setting up competing facilities.
- We have attempted to develop relationships with the aboriginal community.
- We would be interested in having aboriginal programs but have never been approached.
- We welcome band members use of the meeting rooms for events, but we have never been approached.
- We often advertise for instructors or for course leaders or for individuals to approach us to see if we can offer courses- this is the way we begin new programming. But we have never received inquiries from the First Nation community.
- We advertise for staff in the local paper and regularly are approached by people who leave us their resumes. We just don't receive any inquiries or resumes from the aboriginal community.

#### Discussion Questions: 35 minutes

1. What are some ways of meeting the needs of both the First Nation and the local government which will lead to the resolution of this issue?
2. What steps could be taken by the parties to help resolve this situation?
3. If a resolution does not occur, what are the likely outcomes?

## Appendix D - Organizers and Protocol Agreement

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### Union of B.C. Municipalities

Since 1905, the common interests of local governments in British Columbia have been brought together by the Union of B.C. Municipalities.

UBCM is an association that represents the interests of municipalities and regional districts in the province. It works in three ways to meet the needs of its members:

- Representation of local government concerns to senior government;
- Information and Assistance to local government decision-makers; and
- Member Services that can be best provided on a cooperative basis.

Through its 19-member executive, comprised of mayors, councillors, and regional district directors from communities throughout the province, UBCM works with both provincial and federal governments, in an effort to improve upon current legislation, regulations, and funding arrangements.

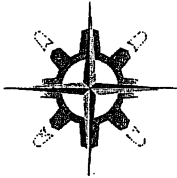
### First Nations Summit

The First Nations Summit provides a forum for First Nations in British Columbia to address issues related to treaty negotiations. The Summit allows full and equal representation of all First Nations in B.C. without any preconditions that could affect the autonomy of each nation.

The First Nations Summit has mandated the First Nations Summit Task Group to act on its behalf.

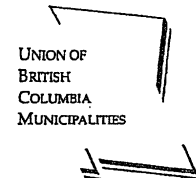
In December 1990, First Nations and the federal and provincial governments established a B.C. Claims Task Force to recommend how the three parties could begin treaty negotiations and what those negotiations should include. On June 28, 1991, the B.C. Claims Task Force tabled their report with 19 recommendations, including the establishment of an independent B.C. Treaty Commission to facilitate the process of treaty negotiations. The recommendations were accepted by Canada, B.C., and the First Nations Summit.

# PROTOCOL ON COOPERATION AND COMMUNICATION



First Nations Summit

Between the  
**UNION OF BRITISH COLUMBIA MUNICIPALITIES (UBCM)**  
and the  
**FIRST NATIONS SUMMIT**



## WHEREAS:

1. The UBCM represents local governments in BC who have chosen to participate in the organization;
2. The First Nations Summit represents First Nations in BC who have chosen to participate in the organization;
3. The UBCM and First Nations Summit have common interests in the successful and timely conclusion of treaties, which will benefit all BC communities;
4. The Parties also have common interests in cooperative intergovernmental relationships, including those between First Nation and local governments, before and after treaties are signed;
5. Cooperative working relationships between governments built on effective communications and trust, contribute directly to the health and well-being of communities by allowing collaborative action in areas such as economic development, natural resource management and service delivery;

## THEREFORE:

This Protocol represents a commitment by the First Nations Summit and the UBCM to work together to promote cooperative local government – First Nations relationships.

## PRINCIPLES:

The following principles pertain to this Protocol and the actions arising from the Protocol. These principles are:


- Mutual respect for each Party's mandates, policies and areas of jurisdiction and that the Protocol does not fetter the individual mandates of the parties;
- Cooperation in the exchange, development and distribution of information;
- Collaborative action in the development and implementation of projects or initiatives, such as the Community to Community Forum program, to maximize their effectiveness; and

## COMMITMENT:

In witness of this Agreement the parties have executed this Protocol on Consultation and Cooperation at Vancouver on September 27, 2001.

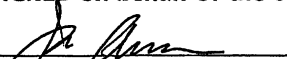
## SIGNED on behalf of the FIRST NATIONS SUMMIT by:

  
Kathryn Tenese  
Task Group Member

  
Gerald D. Wesley  
Task Group Member

  
Hema (Bill Wilson)  
Task Group Member

## SIGNED on behalf of the UNION OF BRITISH COLUMBIA MUNICIPALITIES by:

  
Jim Abram  
President

  
Aaron Dinwoodie  
Chair, Aboriginal Affairs Committee

- Acknowledgment that good relations between neighbours are needed now and will be of continuing benefit as treaties are signed and implemented.

## GENERAL OBJECTIVES:

The First Nations Summit and the UBCM have the following mutual objectives:

- Promote understanding of the interests of First Nations and local governments in a province-wide context, including through inclusion of the Parties in each other's events wherever appropriate;
- Provide notice of actions to achieve changes in provincial and federal policy and regulations;
- Provide opportunities for relationship building between First Nations and local governments, such as through an annual Community to Community Forum, which allow dialogue between community leaders on areas of common interest including economic development, natural resource management, efficient and affordable service delivery and cooperative land use planning; and
- Encourage dispute avoidance and promote effective methods of resolving disputes between First Nations and local governments without resorting to the courts.

## IMPLEMENTATION:

The First Nations Summit and the Union of British Columbia Municipalities agree to establish a joint working group to further the objectives stated in this agreement. This group will meet to review joint initiatives and projects as well as the general progress on goals and objectives.

## TERM OF THE PROTOCOL:

The Parties may agree to amend or terminate this Protocol at any time. The term of this Protocol shall be two years from the date of signing unless otherwise amended.