

## BACKGROUNDER

### First Nations Governance Pilot Projects in British Columbia

#### Vancouver Island

**Campbell River Indian Band**  
(Campbell River)

INAC funding: \$20,000

Development of governance codes and policies

The Campbell River Indian Band will develop a variety of codes that will help it strengthen its governance capacity. For example, it will develop a conflict of interest code, human resources policies for band staff and a code of ethics.

For more information: Jodee Dick, (250) 286-6949

**Chemainus First Nation**  
(Ladysmith)

INAC funding: \$10,000

Leadership code and policies

The Chemainus First Nation will develop a leadership code, including policies and procedures for structures and powers. These tools will set out the nature of chief, council and staff authorities and provide transparency to community members.

For more information: Viola Wyse, (250) 245-7155

**Hul'qumi'num Treaty Group**  
(Ladysmith)

INAC funding: \$50,000

Aggregation of functions for small bands

The Hul'qumi'num Treaty Group, which represents six First Nations, will examine how First Nations governments can share or delegate services through the creation of new public bodies, or by shifting responsibilities from one level of government to another. This analysis will be useful to any group of First Nations that is interested in learning the benefits of aggregation, both in terms of cost and quality of service.

For more information: Robert Morales, Chief Negotiator, (250) 245-4660

<b>Lyackson First Nation</b> (Chemainus)	INAC funding: \$10,000
Human resources policy and procedures manual	
This project seeks to define the roles and responsibilities of chief, council and administration staff. Lyackson First Nation will set out a policy and procedures manual for human resources.	
For more information: Barbara Jimmy, Administrator, (250) 246-5019	

<b>Hupacasath First Nation</b> (Port Alberni)	INAC funding: \$20,000
Roles and responsibilities for band staff	
The Hupacasath First Nation has previously developed roles and responsibilities for chief and council, but never for government staff. Using funding from INAC, the First Nation plans to develop such a document, in addition to a communications strategy that will help it communicate government business to band members.	
For more information: Chief Judith Sayers or Trevor Jones, Executive Director, (250) 724-4041	

<b>Uchucklesaht Band Council</b> (Port Alberni)	INAC funding: \$15,000
Band governance model	
By the end of this project, the Uchucklesaht Band Council hopes to have a full set of documents detailing its governance model available to all band members. Specifically, the band will develop elements of an administration of government code as well as a document of decision-making practices, including a code of ethics and conflict of interest guidelines.	
For more information: Chuck Poschenrieder, Band Manager, (250) 724-1832	

<b>Mowachaht/Muchalaht First Nations</b> (Gold River)	INAC funding: \$10,000
Roles and responsibilities for band staff	
To support their goal of enlarging their band council, the Mowachaht/Muchalaht First Nations want to have policies and procedures in place to guide council and staff. The First Nations propose to develop policy manuals that include a code of conduct for council (e.g., conflict of interest guidelines, travel authorities) and policies for band staff (e.g., code of ethics).	
For more information: Dave Munro, Administrator or John Winkelmann, Finance Officer, (250) 283-2015	

<b>Pacheedaht First Nation</b> (Port Renfrew)	INAC funding: \$15,000
Communications capacity and policy and procedures manual	
The Pacheedaht First Nation wishes to take critical first steps in building a stable governance system. Under this project it will develop a communications strategy for council and staff, and develop protocols and practices for holding successful meetings.	
For more information: Sylvia Olsen, (250) 647-5521 or (250) 652-5687	

## Coast

<b>Musgamagw Tsawataineuk Tribal Council</b> (Alert Bay)	INAC funding: \$12,300
Board of directors policy and procedures manual	
The Musgamagw Tsawataineuk Tribal Council, which provides a variety of services to three First Nations in and around northern Vancouver Island, wants to create a manual of policy and procedures that will guide the board as it makes decisions. This manual could be useful to other organizations that work with aggregations of First Nations.	
For more information: Carole Perrault, Administrator, (250) 974-5516 or Chief Bill Cranmer, Tribal Council Chair, (250) 974-8460	

<b>Tsawataineuk Band</b> (Kingcome Inlet)	INAC funding: \$15,000
Band council personnel policy and terms of reference, internal policies and community enforcement	
The Tsawataineuk Band wants to have a well-defined and functioning management system. To assist in meeting this goal, the band wants to develop a band council personnel and procedures manual, including human resource policies, law-making processes, and powers and enforcement policies.	
For more information: Eric Joseph, Council Chair, (250) 974-3013	

<b>Wuikinuxv Nation</b> (Oweekeno) (Port Hardy)	INAC funding: \$31,500
Communications strategy and policy and procedures manual	
The Wuikinuxv First Nation will create a strategy to better communicate with members on and off reserve, including a web site. It will also develop a policy and procedures manual that will include complaints and appeal mechanisms, financial policies, human resources policies, a code of ethics and conflict of interest guidelines.	
For more information: Stephen Olson, (250) 949-8622	

<b>Wuikinuxv Nation</b> (Oweekeno) (Port Hardy)	INAC funding: \$37,000
Governance codes	
The Wuikinuxv First Nation plans to develop codes in the area of administration of government, financial management and accountability, and leadership selection.	
For more information: Stephen Olson, (250) 949-8622	

<b>Kwakiutl Band Council</b> (Port Hardy)	INAC funding: \$15,000
Governance development	
The Kwakiutl Band Council is being funded to develop a leadership code and a redress mechanism for election appeals. The band wants to develop sound policies and procedures that provide clear expectations of leadership and their roles and responsibilities.	

For more information: Marion Wright, (250) 949-9643

<b>Kitamaat Village Council</b> (Kitamat)	INAC funding: \$46,850
Government support system	
The Kitamaat Village Council will develop a number of tools that will help it clarify the roles and responsibilities of chief, council and staff, including human resource policies and redress and complaint mechanisms. The First Nations will also develop codes on leadership selection financial management and accountability, and systems for law making and enforcement.	
For more information: Lee Williams, Executive Director, (250) 639-9382	

<b>Klahoose First Nation</b> (Cortes Island)	INAC funding: \$47,250
Governance manual	
The Klahoose First Nation wants to create a governance manual that will build governance capacity in the community. The manual would include a financial accountability policy and will outline governance structures and procedures.	
For more information: Jean Rivard, Chief Negotiator or Chief Ray Noble, (604) 943-1531 or (250) 935-6536	

<b>Skidegate Band Council</b> (Queen Charlotte Islands)	INAC funding: \$20,000
Costs of governance implementation and gap analysis	
The Skidegate Band Council proposes to do an analysis of the current cost of governance in its community and estimate how much it would cost to implement new governance legislation in the future. The results of this project will be useful to other bands interested in the costs associated with development of governance codes.	
For more information: Barbara Stevens, Band Manager, (250) 559-2377	

<b>Sliammon First Nation</b> (Powell River)	INAC funding: \$20,000
Traditional practices and contemporary governance	
Funding from INAC will allow the Sliammon First Nation to continue work it has already started on how to blend traditional governance forms with contemporary structures and demands. Sliammon will create a handbook, detailing processes, checklists and questions, that will be of use to any community interested in incorporating its traditional processes with community-driven accountability.	
For more information: Chief Maynard Harry, (604) 483-9646 or Kevin Beausoleil, Chief Administrative Officer, (604) 483-9646	

### Lower Mainland

<b>Katzie First Nation</b> (Pitt Meadows)	INAC funding: \$35,640
Band government support systems and code development	
The Katzie First Nation wants to strengthen its governance capacities by developing a variety of mechanisms and templates in areas such as human resources policies, communications capacity, redress mechanisms and law-making processes. Katzie will also develop conflict of interest guidelines and a code of ethics.	
For more information: Chris Roine, General Counsel, (604) 785-5845 or Chief Peter James, (604) 465-8961	

<b>Matsqui First Nation</b> (Pitt Meadows)	INAC funding: \$10,000
Office and personnel manual	
The Matsqui First Nation is setting the stage for self-government by building capacity in its government and administration. Using funding for this project, it will review its current human resources policies and strategies and develop office and personnel manuals that give clear direction to staff.	
For more information: Chief Alice McKay, (604) 826-6145	

<b>Musqueam Indian Band</b> (Vancouver)	INAC funding: \$38,500
Value-based governance	
The Musqueam Indian Band will develop human resources policies and a code of ethics and conflict of interest code based on community values. Its goal is to ensure that behaviour and conduct of chief, council and staff reflect the values and vision of the community.	
For more information: Darryl Hargitt, (604) 263-3261	

<b>Naut'sa mawt Tribal Council</b> (Delta)	INAC funding: \$20,000
Database of sample policies and procedures	
The Naut'sa mawt Tribal Council represents nine First Nations and wishes to create a web-based database for its members of existing policies and procedures. This will provide member First Nations with a cost-effective way to develop governance and administration policies.	
For more information: Gary Reith, (604) 943-6712	

<b>Sumas First Nation</b> (Abbotsford)	INAC funding: \$20,000
Code development	
In an effort to strengthen the relationship between itself and its citizens, the Sumas First Nation will develop an administration of government code and a financial management and accountability code. The project will develop codes, policies and procedures that will be of value to other First Nations and organizations.	
For more information: Phil Hall, Administrator, (604) 852-4040	

<b>Xaxli'p (Fountain) Band</b> (Lillooet)	INAC funding: \$30,000
Financial policy, sexual harassment policy and election process review	
The Xaxli'p Band wants to build on its previous work by developing a financial policy, which will strengthen the band's accountability and transparency, and a sexual harassment policy that includes reporting, investigation and appeal procedures. In response to requests from its members, the band also wants to review and update its election process.	



For more information: Ken McGregor, Administrator, (250) 256-4800

**T'it'q'et Administration**  
(Lillooet)

INAC funding: \$10,000

Policy and procedures manual

The T'it'q'et Administration is being funded to develop a governance and administrative policy and procedures manual. The manual will include human resources policies and strategies, and redress, complaints and appeal mechanisms, reflecting the role of an elders council, traditional council, various committees and boards.

For more information: Mildred MacKenzie, (250) 256-4118

Samahquam, Douglas and Skatin First Nations (Lillooet River Valley)	INAC funding: \$50,000
Governance development and code development	
The Samahquam, Douglas and Skatin First Nations will develop administration of government, leadership selection and conflict of interest codes. They will also create a code of ethics, disclosure of information and privacy policies, and a policy and procedures manual.	
For more information:	

<b>Leq'a:mel First Nation</b> (Deroche)	INAC funding: \$15,000
Human Resources and personnel policy	
The Leq'a:mel First Nation wishes to increase its ability to maintain transparency to membership and funding agencies. To support this goal, it plans to create a human resources policy manual, which would include tools such as a conflict of interest policy, grievance procedures, a code of ethics and roles and responsibilities of chief, council and staff.	
For more information: Chief Susan McKamey, (250) 826-7976	

### **Kootenays and BC Rockies**

<b>Lower Kootenay Band</b> (Creston)	INAC funding: \$12,500
Conflict of interest code	
The Lower Kootenay Band wants to develop a code that will help its community understand and find remedies to conflicts of interest. Its goal is to develop sound and fair policies that will apply to the band and could apply to other small communities.	
For more information: Robert Louie, (250) 428-4428	

<b>Columbia Lake Band</b> (Windermere)	INAC funding: \$20,000
Band governance support systems and code development	
The Columbia Lake Band plans to develop a policy manual for its employees, chief and council and band members. The manual will detail policies and procedures in areas such as administration of government, personnel policy, human resources policies, codes of conduct, conflict of interest guidelines and election code.	
For more information: Lucille Shovar, (250) 342-6301	
<b>St. Mary's Indian Band</b> (Cranbrook)	INAC funding: \$25,000
Policy development and human resources strategies	
The St. Mary's Indian Band proposes to develop a variety of tools and resources, including a financial policies manual, an employee handbook, a complaints and appeal process, and roles and responsibilities handbook for chief and council and board committee members. The band also wants to update its existing policy and procedures manual.	
For more information: Chief Sophie Pierre, (250) 489-2372	
<b>Ktunaxa Kinbasket Tribal Council</b> (Cranbrook)	INAC funding: \$30,000
Aggregations	
The Ktunaxa Kinbasket Tribal Council (KKTC) represents five First Nations that are working to build their capacity and strengthen their governance framework. Under this project, the KKTC will create a leadership code and administration of government code and will examine how independent communities can aggregate resources under such codes.	
For more information: Gwen Phillips, Governance Transitions Coordinator, (250) 489-2958	

<b>Interior</b>
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<b>Lheidli T'enneh Band</b> (Prince George)	INAC funding: \$30,000
Government administration code and financial management and accountability code	
The Lheidli T'enneh Band will develop two codes: one for government administration and one for financial management and accountability. In doing so, the band hopes to regulate the expenditure of Lheidli T'enneh funds, protect Lheidli T'enneh assets, ensure accountability of its government and develop guidelines around conflict of interest and disclosure of information.	
For more information: Cameron Beck, (250) 963-8451 or (250) 961-4415	

<b>Lower Similkameen Indian Band</b> (Keremeos)	INAC funding: \$15,000
Development of financial and human resource policies and procedures	
The Lower Similkameen Indian Band wants to improve its financial management and human resources practices by developing sound policies and procedures in both these areas. The policies will focus on areas such as salary scales for band staff, cash management and investment of surplus funds.	
For more information: Ron Mitchell or Karen Terbasket, (250) 499-5528	

<b>Whispering Pines/Clinton Indian Band</b> (Kamloops)	INAC funding: \$24,200
Human resources policies and procedures	
The Whispering Pines/Clinton Indian Band requires a strong human resources management strategy to minimize risk and ensure productivity. To support this goal, it is proposing to research and develop an office and personnel policy manual that would give council and staff clear direction to follow in their day-to-day work.	
For more information: Michael LeBourdais, Councillor, (250) 579-5772	

<b>Kamloops Indian Band</b> (Kamloops)	INAC funding: \$50,000
Code development, aggregations and implementation costing	
The Kamloops Indian Band is undertaking a wide-ranging project that will develop codes for leadership selection, administration of government and financial management and accountability. The band will also examine how a conflict of interest code can be shared across First Nations, create a repository of its laws and examine the costs of implementing governance reform.	
For more information: Chief Bonnie Leonard, (250) 828-9860	
<b>North Thompson Indian Band</b> (Barriere)	INAC funding: \$10,000
Band governance support systems, election procedures and policies	
The North Thompson Indian Band intends to update its roles and responsibilities for staff, including personnel policies. It also wishes to review its appeal mechanism and process for off-reserve voting, handling of ballots, conflict of interest guidelines and disclosure of information in relation to election procedures.	
For more information: Eddie Celesta, Band Manager or Chief Nathan Matthew, (250) 672-9995	

<b>Skeetchestn Indian Band</b> (Savona)	INAC funding: \$12,457.80
Judicial accessibility for bylaw enforcement	
The Skeetchestn First Nation is currently unable to enforce its bylaws, and wishes to negotiate an agreement whereby the Crown Prosecutor's office would prosecute bylaw infractions. It also wants to establish a committee that would develop a quasi-judicial model among Shuswap First Nations to settle questions about enforcement of First Nations bylaws.	
For more information: Doug Brown, Administrator, (250) 372-2703	

<b>Tl'etinqox't-in Government Office</b> (Anahim Indian Band) (Alexis Creek)	INAC funding: \$9,000
Strengthening human resource management	
The Tl'etinqox't-in Government Office wants to create greater understanding and teamwork between band council and administrative staff. To support this goal, it plans to develop a code of ethics, conflict of interest guidelines and an orientation package for new council members.	
For more information: Marty Tazelaar, Band Manager or Chief Leslie Stump, (250) 394-4212	

<b>Cheslatta Carrier Nation</b> (Burns Lake)	INAC funding: \$20,000
Strategic plan and human resources manual	
The Cheslatta Carrier First Nation is interested in creating a strategic plan that would document conflict of interest guidelines and a code of ethics. It will also develop a human resources policy manual that outlines roles and responsibility for administration and staff.	
For more information: Mike Robertson, Senior Policy Advisor, (250) 694-3334	

<b>North</b>
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<b>Iskut First Nation</b> (Dease Lake)	INAC funding: \$25,000
Update of governance orientation manual for council and staff	
<p>The Iskut First Nation wants to develop policies and procedures to guide the council and staff in effective governance of their community, particularly in the areas of financial and human resource administration. It will to expand and enhance its current manual for council and staff to include new policies in areas such as human resources management, financial administration, and communications on laws and enforcement.</p>	
For more information: Marie Quock, (250) 234-3331	

<b>West Moberly First Nation</b> (Moberly Lake)	INAC funding: \$49,313.11
Custom governance implementation	
<p>The West Moberly First Nation plans to undertake an analysis of issues, benefits and solutions related to the development and implementation of various aspects of First Nations governance. The project will provide a useful indication of how much it costs for a First Nation the size of West Moberly to implement good governance in a custom-based context.</p>	
For more information: Carylin Greatbanks, (403) 233-2426	

<b>Saulteau First Nation</b> (Moberly Lake)	INAC funding: \$20,000
Administration policy and procedures manual	
<p>In an effort to strengthen and enhance its community, the Saulteau First Nation proposes to develop administration policies and procedures manuals that will provide a clear understanding of the roles and responsibilities of chief, council and administration. These procedures will include conflict of interest guidelines, a code of ethics and other mechanisms to ensure of the accountability of leadership to community members.</p>	
For more information: Lisa Taylor, Councillor, (250) 788-3955	

<b>Doig River First Nation</b> (Fort St. John)	INAC funding: \$28,000
Governance code and implementation	
Funding for the Doig River First Nation will allow it to develop a code of conduct for chief, council and band staff, and a roles and responsibilities manual. The First Nation has also committed to improving its communications with band members and plans to create a web site to better share information.	
For more information: Pamela Koehn, Business Development Manager, (250) 827-3776, extension 227	

<b>Skin Tye Nation</b> (Southbank)	INAC funding: \$28,000
Governance codes and redress process	
The Skin Tye First Nation wishes to create certainty and consistency to allow the chief and council to effectively govern the community. The First Nation will develop codes for administration of government, financial management and accountability, and will create a redress mechanism for complaints and appeals.	
For more information: Yvonne Simmons, Administrator, (250) 692-3695	

<b>McLeod Lake Indian Band</b> (McLeod Lake)	INAC funding: \$30,000
Administration code, personnel policy and finance code	
The McLeod Lake Indian Band is being funded to develop a chief and council administration code and personnel policy. It will also develop a financial code to ensure full accountability and transparency to members.	
<b>For more information: Guy Joly, General Manager, (250) 961-4712 or Chief Harley Chingee, (250) 750-6834</b>	