

First Nations Public Service Secretariat 2019 Annual Conference Breaking Barriers Creating Connections



CONFERENCE SUMMARY REPORT



Breaking Barriers - Creating Connections

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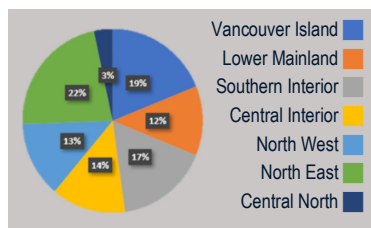
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Our Sincere Thanks

We couldn't have done it without you!

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Breaking Barriers - Creating Connections FNPSS 2019 CONFERENCE

The 2018 Fall Conference was the first full conference the FNPSS hosted since it was re-established at the end of 2017. At the 'teaser' conference in March 2018, participant feedback was almost unanimous in support of the FNPSS mandate, goals and objectives, and in asking for more of the kind of programming demonstrated by FNPSS: professional development training in the core public administration areas of Human Resources Management, Policy Development and Implementation, Records and Information Management, and Financial Management. Participants also supported the FNPSS model, based on partnerships, to engage experts and learn from on-the-job experiences of First Nations administrations, to develop training, tools, and learning opportunities

March 2018 Delegates Voiced Two Main Concerns

Delegates at our March 2018 engagement conference strongly voiced two very specific concerns: a need for development of Human Resources capacity through training that is specifically tailored to BC First Nations; and opportunities for networking to share information on challenges and responses.

1. Human Resources capacity, developed through training tailored to BC First Nations, is the absolute greatest need for band administrations.

Despite there being a myriad of options for HR support and training, those not specifically tailored to First Nations, and even more so, BC First Nations, miss the mark. The varied language and family backgrounds of our communities in BC, the imposed Indian Act reserves that created our communities where sometimes they didn't previously exist, the varying size (small and remote, large and near thriving cities with economic opportunities), the number of BC communities engaged in treaty negotiations, sectoral jurisdiction, seizing land autonomy, or implementing their inherent rights in other ways: all of these are greater than in

the rest of Canada and create a very complex environment for our First Nation governments. This situation demands for well managed Human Resources. In response to this demand, FNPSS dedicated a full day pre-conference event to Human Resources skill building and discussion.

2. Networking! Networking!

The need for networking opportunities, one of our key takeaways from March, was reiterated ten-fold at our Fall conference. BC First Nation public servants want to meet others doing the same work they are doing, struggling with the same challenges, and to learn how others have overcome them. We made a point in our conference of not scheduling programming over lunch and breaks to allow for this networking to happen. We are also, based on feedback from both spring and fall events, implementing a First Nation to First Nation mentorship program to make it easier for relationships formed at conferences like ours – and elsewhere – to become ongoing, meaningful mentor-mentee relationships so that lessons learned in one community can be shared with others.



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FNPSS Pre-Conference Day, Tuesday, November 5 Foundations of Information Governance and Project Management

The pre-conference day offered delegates the choice of four shorter seminars on *Foundations of Information Governance* or a full day on *Project Management*.

The day opened with a traditional welcome from Elder Carleen Thomas, Tsleil-Waututh Nation, and Elder Larry Grant, Musqueam, and remarks from Jennifer Jansen, Chair and Information Management Coordinator for the Information Governance Advisory Committee (IGAC), and Celina Dorame, Engagement Coordinator for FNPSS (Tsawwassen First Nation), cosponsors of the event.



Foundations of Information Governance — Four Workshops

Cowichan's Journey to Information Governance

Data Specialist Michael Alpine and Administrative Officer Stacy Alpine, Cowichan Tribes, reported an already deteriorating situation in 2015 when the Cowichan Information Governance Project began. With information in boxes and no inventories or index, their first tasks were to discover what they had and what was missing, and to impress upon Council the importance and the challenges of records management.

They hired a new employee and a company to manage their electronic document and records management system (EDRMS) and began work on records dating back to 1904.

Their recommendations include: always think ahead; do

a feasibility checklist to choose the right EDRMS; and maintain a secure, separate storage facility. They also addressed security and access questions, noting that Council and individual records have specific requirements.

Realistic initial budget expectations were discussed, with most funding going first to training and then to systems and facilities.

“Learned a lot...grateful for what I am walking away with.”

Governance & Business Profiling — A Mindmap Around Profile and Policy



BC Lawyer Stuart Rennie and Bobbi Bishop, Records Management Consultant, both of Stuart Rennie Consulting, addressed issues around determining information governance and business profiles for organizations and how to develop records management policies that comply with legislation.

Within the big question of what constitutes a vital record, they examined legal, business or dual record retention, the need for various record types and responsibility for servers and back-ups. Referencing the FNPSS Information Management Toolkit, the presenters discussed identifying jurisdictions, determining an organization's profile, and what records an organization creates.

Foundations of Information Governance — Four Workshops (*Continued*)

A Recipe for EDRMS Implementation Success

There are multiple steps in any strategy for implementing effective, efficient, and “future proof” record keeping practices within an organization, according to the presentation given by three speakers: Richard Trimble, Records and Information Management Coordinator at the Penticton Indian Band; Susan Couture, RIM Privacy & Governance Specialist with Macbee Consulting Inc.; and Wade Ball, Director, National Sales IT Services at Ricoh Canada Inc.


The recipe for EDRMS implementation success includes establishing requirements, finding out what organizations need, getting approval to proceed, communicating effectively, creating an inventory and an implementation plan, requiring approval for strategy, communicating to middle managers, creating and

approving a budget, and communicating with staff.

From an information technology perspective, it’s necessary to ask what ingredients already exist, what’s missing, what else is needed and timing of those needs.

Trimble said the Penticton Band has seen some success and found that they are now able to more quickly locate documents.

While acknowledging high initial costs for EDRMS implementation, presenters pointed to long-term benefits and listed some possibilities for financial assistance through grant opportunities etc.



*“Great presentation!
Very well done.”*

The Role and Value of Archives Within Indigenous Communities and Organizations

Archives are valuable in helping communities to keep and access their history and knowledge, said Lisa Glandt, Education and Advisory Services Coordinator at the Archives Association of BC, and so deserve an investment in preservation.

Glandt addressed numerous challenges in working with archived records and enumerated a wide variety of resources to assist with the task. She also described several online preservation and funding resources, and recommended looking to other communities for examples and support.

Project Management in Practice: The Business Case

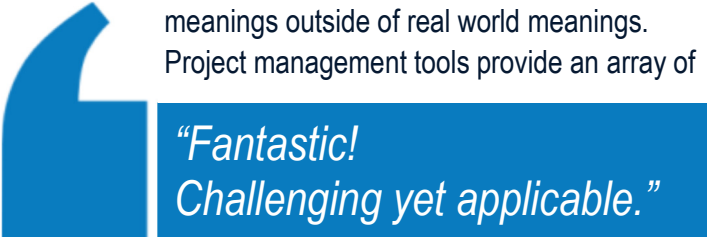
Franco Graziano, MPA/PMP, Associate Faculty member with the Canada School of Public Service (CSPS), delivered a full day seminar developed by CSPS for federal public servants and included in the FNPSS Conference under a 2019 MOU between FNPSS and the BC Federal Council. CSPS co-hosted with the goal of arming participants with the knowledge and skills to effectively manage projects.

complexity, he said, and can be used in simple or extremely complex projects.

A crucial pre-cursor to the success of any project, he said, is community agreement, which goes deeper than “consulting with stakeholders”. Without this, any project is likely to fail.

Graziano’s presentation actively engaged participants in small group discussions as he worked through successive topics: *The Business Case/Why*, *The Project Charter/What*, *The Project Management Plan/How*, and finally, *Project Execution Integrated with Monitoring and Control*.

Participants were able to describe specific situations that had arisen during past projects and get ideas on how the steps involved in project management could help to address them.



*“Fantastic!
Challenging yet applicable.”*



Main Conference Day 1, Wednesday, November 6 Morning Plenary Sessions

Day One began with a traditional welcome from Tsleil-Waututh Elder Carleen Thomas and remarks from Conference Host, Robin Henry, 'Namgis First Nation.

Henry said he was very excited about the conference, which he said was “very valuable” and “a long time coming!” Henry encouraged delegates to take advantage of the opportunity to talk among themselves between

conference sessions, sharing their experience to benefit each other.

“Talk among yourselves. We spend too much on consultants.”



Examining the Role of the Band Administrator

Cici Sterritt, RBC Commercial Account Manager for Indigenous Markets, moderated a panel of three long time Band Administrators who shared stories of the paths which led to their roles, as well as information on numerous projects and outreach.

Barbara Stevens, Chief Administrator Officer, Skidegate Band Council, and Collette Sunday, Band Administrator, Upper Nicola Band, said it was valuable to have moved through various positions, beginning in reception and learning through experience and education. Both encouraged young members in junior roles to have confidence in their abilities and to pursue advancement.

Sandra Wesley-Olson, Chief Operating Officer, Nak'azdli Whut'en, agreed, saying she only fully realized her potential after returning to school later in life and receiving encouragement and advice from professors.

Panelists discussed challenges and common problems and where they focus attention. They looked at the relationship between Council and Band Administrators and engaging the community.

“FNPSS is an important entity in assisting administrations.”



Main Conference Day 1, Wednesday, November 6, Plenary Sessions (*Continued*)

Because You Asked: A Little More on FNPSS and What We Do



FNPSS Director Jehan Casey said the First Nations Summit perceived a shortage of accredited programs for members in Indigenous communities and responded in 2018 by reinvigorating the Secretariat.

She briefly summarized the services provided by FNPSS to First Nations listing training, networking and mentorship opportunities, as well as tools and guides. Another important role FNPSS has assumed is assisting with coordination amongst First Nation governments, other levels of government and organizations.

The response has been dramatic, said Casey, with First Nations administrations showing they are not only eager to serve their communities, but to excel in all they do. And this, she said, has inspired and guided FNPSS in their the mandate: *The Courage to Excel*.

Education and First Nation Administration Panel

Jehan Casey, Director, FNPSS, moderated a panel of five to discuss the topic of *Education and First Nation Administrations*: Diane Anthony, Adams Lake Indian Band, Education Department; Helena Edmonds, Entsa sKik7ak, Lil'wat7ullhakn, sama skwatsits, Councillor, Lil'wat Nation; Maxine Bruce, Fisheries & Environment Manager, Band Councillor, Lil'wat Nation; Terry Poucette, Adjunct Research Professor, Carleton University, Adjunct Professor, University of Victoria; and Verna Billy-Minnabarriet, Vice-President Academic & Strategic Partnerships, Nicola Valley Institute of Technology.

Panelists agreed on the importance of having education programs specific to the needs of First Nation administrations, and brought forth ideas on how to support their success. All agreed that an important criteria for having courses with current relevance for Indigenous peoples, was having Indigenous course writers.

Accepting that challenges have arisen, for example, participants having been out of school for a long time or simply not having access to

“Encouraging to hear about success.”



Wi-Fi, panelists said supports are being created to address them. There have also been successes, such as making significant connections with youth.

Delegates expressed a desire to be able to access courses from home. UVIC has indicated a willingness in working to bring these programs to community to help with nation-building, said Terry Poucette

The panel agreed that communities can dictate what they want from the program, and should initiate that process with an MOU.

Main Conference Day 1, Wednesday, November 6

Afternoon Sessions



Best Practices in Implementing Housing Programs



After lunch on Day One, delegates had the opportunity to take part in a full afternoon on *Best Practices in Housing Management*.

A seven member panel brought a wide and varied range of expertise on housing practices: Clifford Chilihitza, Upper Nicola Band, Housing Manager; Barbara Stevens, CAO, Skidegate Band Council; Deborah Taylor, ED, First Nations Market Housing Fund; Ivy Bell, Housing Manager, Tla-o-qui-aht First Nation; Michael Sadler, Director of Indigenous Relations, BC Housing; Tara Kinsey, Indigenous Northern Housing Solutions, Canadian Mortgage and Housing Corporation; and Richard George, Acting Manager, Strategic Initiatives, Community Infrastructure Directorate, Indigenous Services Canada.

Panellists addressed issues ranging from market housing and capacity development to maintenance, finance, insurance, partnerships, budgeting and novel housing innovations.

Delegates posed questions on a wide variety of topics including availability of funding for social housing, barriers to ownership, and programs that are specifically focused on women and children, especially those affected by violence.

Clifford Chilihitza: "Healthy people come from healthy homes."



Main Conference Day 1, Wednesday, November 6, Afternoon Sessions (Continued)

Access and Privacy in First Nations Organizations: A Comparative Study

Jennifer Jansen, (MAS) Information Management Coordinator and FOI Officer, Tsawwassen First Nation, and Michelle Barroca, (MAS) FY Information Management Consulting, compared the situation of the Tsawwassen and Ktunaxa Nations (Kootenay Region) in a session on *Access and Privacy in First Nations Organizations: A Comparative Study*.

Tsawwassen delivers many of the same services as other governments, said Jansen, but on a smaller scale and with some unique functions (cultural programming, language revitalization, membership etc.). They have the same legal requirement to provide and protect information but are not governed by all the same legislation.

FOI and privacy is unfamiliar territory for staff and members, she said, and education is needed to understand their rights and obligations. Questions still remain around jurisdictions—for example, foster care case files—and on information sharing rules with agencies and other levels of government.

“I loved seeing what’s going on in other communities.”



Barroca said the Ktunaxa Nation Council (KNC), in stage five of the negotiation process, has different legislation applying to different parts of their territory, a situation that will remain until a full treaty is signed and all territories come under KNC law. Community members and public have the right to access their own information, but not KNC or Band records.

Management Systems and Council Inclusion

The presentation by Vaughn Sunday, Executive Director, Adams Lake Indian Band, examined a long list of topics related to *Management Systems and Council Inclusion*, with a significant amount of time focused on planning processes (Comprehensive/Capital/Strategic).

Separation of administration from government is always an important consideration, said Sunday, and can be assisted through conflict of interest guidelines and governance codes. However, when Chief and Council remain informed and involved, their support is far easier to obtain and results in greater satisfaction for all parties.

It’s important, he said, to understand the community style of your Chief and Council, and that all remember to be diplomatic in the exchange of information.





Main Conference Day 2, Thursday, November 7 Morning Plenary Sessions



Grand Chiefs Panel

Elder Carleen Thomas, Tsleil-Waututh Nation, opened Day Two of the Main Conference with a traditional welcome, opening prayer and song before FNPSS Director Jehan Casey introduced participants on the *Grand Chiefs Panel*: Moderator Chief Leah George-Wilson, Tsleil-Waututh Nation, Grand Chief Steven Point, Stó:lō Nation, and Grand Chief Stewart Phillip, Pentiction Indian Band.

Looking back, Chief Steven Point said the Sto:lo Nation took over public service provision believing they could do a better job, with better knowledge of the people being served and less budget dedicated to the bureaucracy of Indigenous Services Canada (ISC, then INAC, Aboriginal and Northern Affairs) bureaucracy.

Initially, he said, new band administrations were recipients of some anger and frustration that had previously been directed towards ISC. Although relationships still need improvement, he said, a sense of trust has been established.

Chief Stewart Phillip marked as pivotal the day when Canada's Supreme Court acknowledged First Nations' land rights. Since then, he said, they have achieved a broad range of victories in regards to rights—administrative, land



and political. With rights comes the responsibility to properly manage and administer what those rights represent, he said, necessitating that they formally organize and apply their own standards of practice. He stressed that this was a crucial role being played by FNPSS.

Going forward, Chief Point said training their own people is a priority, along with making it palatable for young members to return to communities. Chief Phillip echoed this sentiment, commenting on the important services FNPSS was providing in education to fill “a critical need in our Nations”.

“I want to say with conviction that I really support FNPSS and the role that you are going to be playing in our communities.”

Chief Point discussed three other main priorities: policy analysis, planning and headhunting to put the right people in the right places.



“The Grand Chiefs filled the time well. I learned a lot.”

Main Conference Day 2, Thursday, November 7, Plenary Sessions, (Continued)



Signatories from ten First Nation organizations and institutions were joined by guest panelists to celebrate the historic signing.

We are moving forward “with better collaboration, better cooperation, better support for First Nations in BC”

Executive Director of the First Nations Summit Howard Grant moderated a panel of signatories to the 2019 *First Nations Partners Panel Protocol Signing*, which he called important to breaking down silos in service and developing institutions of good governance so First Nations can take on the responsibilities that are being transferred to them.

“An amazing panel - great messages. Creating Unity.”

“We have to build the services to support the institutions,” said Grant, a task he said was receiving great assistance from FNPSS. “I love FNPSS!”

Grant said he was gratified to see so many young people in the gathering, “young people who are leading us into the tomorrow of our world.”

Alongside the need for a First Nations Public Service, there must be recognition of the right to govern traditionally, said Grant. Working together, First Nations can take advantage of advances like Bill 41, recognize collective priorities and develop capacity to govern First Nations in the way they deserve.

“Pre-contact we were never independent,” said Grant. “We were inter-dependent.”

Joining Grant were Clarence T. (Manny) Jules, Chief Commissioner, First Nations Tax Commission; Harold Calla, Executive Chair, First Nations Financial Management Board; Ernie Daniels, President and CEO, First Nations Finance Authority; Robert Louie, Chair, Lands Advisory Board; Dillon Johnson, President, Aboriginal Financial Officers Association of BC; Chief David Jimmie, Board Vice-Chair, New Relationship Trust; Jehan Casey, Director, First Nations Public Service Secretariat, Regional Chief Terry Teegee, BC Assembly of First Nations; Robert Phillips, Political Executive, First Nations Summit; and Grand Chief Stewart Phillip, President, Union of BC Indian Chiefs.

FNPSS Director Jehan Casey called the Protocol Signing “the best of all of us coming together” enabling all of these institutions “to move forward with better collaboration, better cooperation, better support” for First Nations in BC.

“Protocol Signing is “the best of all of us coming together.”

Main Conference Day 2, Thursday, November 7

Afternoon Breakout Sessions



Lil'wat Transitional Governance Research Project Partnerships

Three presenters looked at the experience of the Lil'wat Nation's participation in the Transitional Governance Research Project, a seven year process begun in 2016, as they journey from living under the Indian Act to self governance: Skalulmecw Chief Dean Nelson and Chief Operating Officer Ernest Armann, both from the Lil'wat Nation; and James Froh, Previous Senior Executive in Residence, Indigenous Government Programs, Institute of Public Administration of Canada (IPAC).

Expressing their early frustration with a lack of change, both Chief Nelson, then a teacher, and Ernest Armann, a band manager, began looking for new ways.

Nelson said he saw inherent rights as the way to fulfill the future of Indigenous people and give them back what they had before contact. First Nations children "do not have to resign themselves to a hopeless future."



Now part of the research project, Armann said they must work against "status quo forces" which convince people they will lose rights by leaving the Indian Act. To do this, he said, they must "build trust through action." Armann laid out three streams in the process of getting out from under the IA, which perpetuated itself by creating dependency. The first step? Mastering the Act.

James Froh explained IPAC's role as a national non-profit of public servants from all walks who are "passionate about public service" and interested in partnering with Indigenous people. They assist, he said, by offering expertise, not solutions, and building a relationship based on respect, responsibility and recognition of each community's knowledge and strengths.



"Children do not have to resign themselves to a hopeless future."



Main Conference Day 2, Thursday, November 7, Breakout Sessions (Continued)

Human Resources – Staff Accountability: It's a Two-Way Street!

Robin Henry, Director of Human Resources, 'Namgis First Nation, and Terry Lee, Human Resources Coordinator, Kwakiutl District Council & KDC Health, tackled numerous topics, including division of responsibility, communication, and practical tools and advice for implementing a culture of accountability.

"Great workshop...needs to be presented at all First Nations."

Fielding myriad questions, the speakers discussed performance reviews, absenteeism, problems of small communities, trauma, management turnover, records and documentation, adhering to processes, responsibility of administration versus Chief and Council and the need to operate at arms-length, staff surveys and responses, risks

Know the Law! Workers and Your Organization

Four presenters looked at how law applies to First Nations organizations.

Andrea Charles, Labour Standards Officer, Canada Labour Program, discussed their handling of complaints from employees to employers and how code sets many conditions, also noting that there have been recent legislative changes.

Scott A. McCann, a partner with Harris & Company, explained how his law firm handles labour and employment law for First Nations, such as issues with capacity development, and also conducts training sessions and answers day-to-day HR questions.

May Somethingorother, BC Employment Standards



and liability, and a tendency to scapegoat HR and administration.

Pointing to the responsibility of managers to look for root cause of issues, they stressed communication as key to driving performance, noting that leadership must be consistent and "speak with one voice."

Branch, outlined their work ensuring provincial employment standards are met on issues such as minimum wage, overtime and statutory holiday pay.

Mellissa Morden, Health and Safety Officer, Canada Labour Program, touched on various occupational health and safety issues including site visits, workplace violence and the three main rights for employees: to know hazards in work, whether to participate, and the right to refuse dangerous work.

*"Best breakout!
Benefited so much to my job."*



Main Conference Day 2, Thursday, November 7, Breakout Sessions (Continued)

Courageous Conversations

Dolores Callender-Taylor, Advisor for Transferable Skills at the Canada School of Public Service, said there is one question at the heart of her presentation, *Courageous Conversations*:

“What are the unmet needs that are not being addressed?”

Her well detailed presentation defined courageous conversations as ones that have the right motivation, address issues of mutual importance and have influence in the situation. She stressed the necessity of being courageous and authentic and of speaking up in difficult situations, not suffering in silence. It’s important to acknowledge that everyone makes choices, she said, some positive, some negative, and to look at the issue without blame and with an open-heart.

“Such a great workshop, powerful and confidence building.”



Callendar-Taylor discussed some of the skills necessary for dealing with difficult situations, which she said everyone can learn so they can find the right words to overcome common workplace issues such as gossip, triangulation, undermining and bullying.

Delegates Enjoyed Stimulating Social Events with Unique Entertainment and Opportunities to Network



Adeana Young, feature actor of the acclaimed Haida language film, *SGaawaay K'uuna*, shared the backstory of filming at a special screening after the Pre-Conference Day. Participants reported enjoying the intimate setting and the chance to meet Young.

Juno Award winning Mohawk musician Murray Porter delighted the crowd during a fundraiser at the Bill Reid Gallery of Northwest Coast Art at the close of Day One of the Main Conference. Children of Takaya, a Coast Salish song, dance and story-telling group also performed. Co-sponsored by FNPSS and the Local Government Management Association of BC, the evening offered an incredible menu and a great opportunity to relax and network. Respondents were enthusiastic about this kind of event at future conferences.

“Amazing venue, food and entertainment! Awesome art!”

Surveys Show Delegates Enthusiastic about 2019 Conference



We thank all delegates who took time to share opinions, accolades and suggestions. With this input, we will continue to upgrade the content and format of our training programs to give participants the best experience. All comments were thoughtful and pertinent. However, we are only able to share here a representative sampling.

We're pleased to say that delegates who filled out conference surveys were overwhelmingly positive regarding the general conference organization.

- 90% were very happy with the venue and 78% with the food.

- 96% rated presenters either very good or excellent.
- 83% were very happy with the organization of the conference (registration, agenda, etc.) and 70% with the handouts.
- All plenary sessions were rated very high with the *Grand Chiefs Panel* and the *Protocol Signing Panel* receiving almost unanimous enthusiastic approval!
- All breakout sessions received top grades, with *Know the Law* getting a unanimous five stars!
- One theme in comments was the sheer amount of valuable information packed into some sessions and delegates asking for more time on their favourite topics.

General comments...

- "Everything was amazing, great location, excellent healthy food, great speakers and breakout sessions."
- "Great networking provided throughout the conference."
- "I have learned a lot and am grateful for what I am walking away with."

Suggestions for improvements...

- "I'd like a whole day workshop on archives like she teaches." (Information Governance)
- "Using concrete examples from First Nations would be good." (Project Management)
- "Would like more on finance, economic development, governance, land management."
- "Homework or pre-readings provided father in advance."
 - "Would like more administrative workshops."

"Always someone willing to help during the day."

"I loved seeing what's going on in other communities."

Comments on Sessions

- "Facilitator was well informed and personable. I enjoyed the presentation." (*Project Management*)
- "Best breakout. Benefited so much." (*Know the Law*)
- "Great words, encouragement & presentations. Loved it." (*Grand Chiefs Panel*)
- "I loved this session. I have learned so much!" (*Courageous Conversations*)
- "Loved the football references. Loved the accountability. Kept us engaged." (*Human Resources/Staff Accountability*)
- "Definitely learned new things that are available." (*Housing*)

"First time here. Love the location and speakers!"



Representation of First Nations Doubles at 2019 Fall Conference!

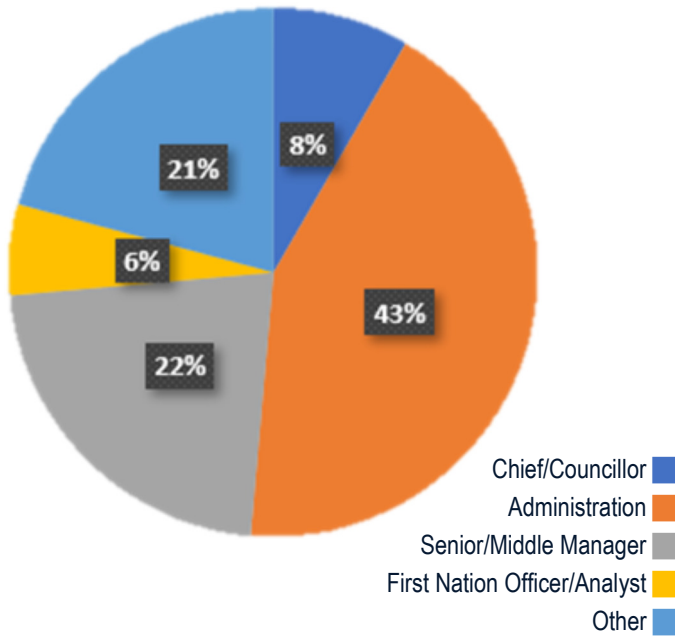
FNPS was thrilled to announce a sold out house for the 2019 Fall Conference. A total of 195 delegates came to beautiful downtown Vancouver for a great weekend.

We were delighted to welcome representatives from 64 different First Nations coming from across most of the province including the Lower Mainland, Vancouver Island, Southern and Central Interior, Northern Interior and both Northeast and Northwest sectors.

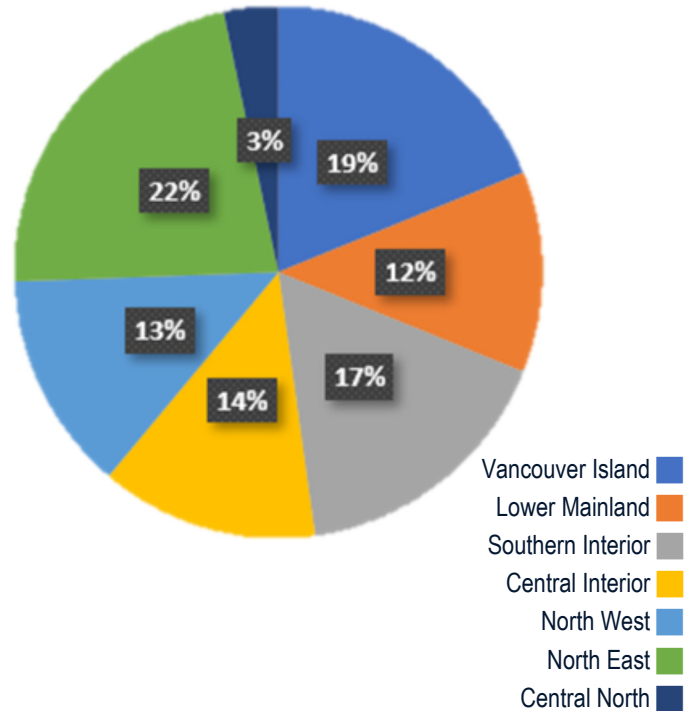
Delegates worked in a wide variety of roles in their communities and included Chief and Council members, band administration, managers, officers, land clerks, education department staff, land management, and more.

This number, an increase of 100% over last year's representation, points to the determination of BC First Nations administrations to strive for excellence in their service to communities.

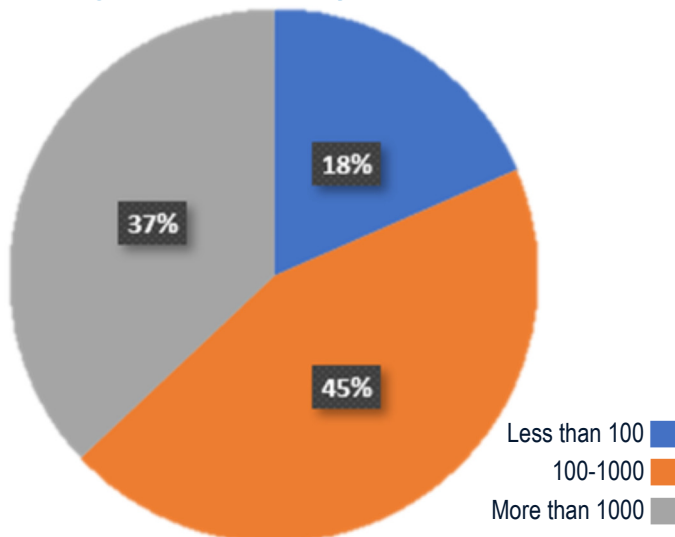
Role of Delegates in Community



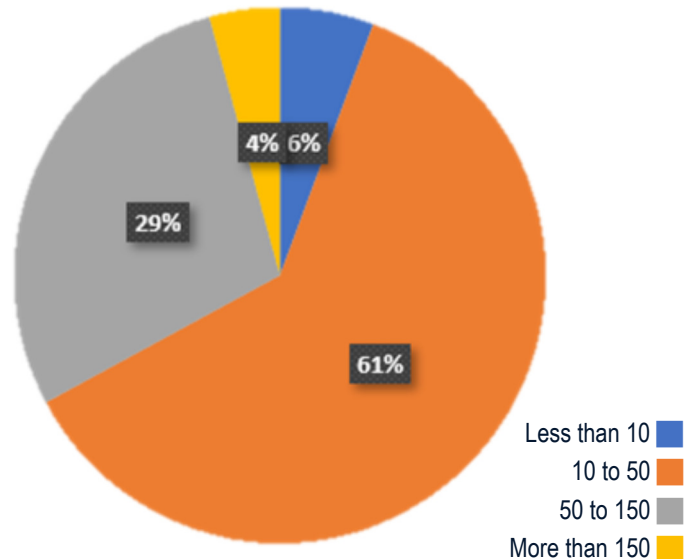
Delegates by Geographic Region



Delegates' Community Population



Size of Band Administration





Thank you! We Couldn't Do It Without You!

We gratefully acknowledge all those who assisted FNPSS in bringing the 2019 Conference forward to serve the needs of our communities. Special thank you to Indigenous Services Canada for providing funding to support delegates to attend this event.

- Information Governance Advisory Committee and ARMA (Canada, Vancouver, & Vancouver Island Chapters)
- Canada School of Public Service
- Community Infrastructure Directorate (ISC), First Nations Market Housing Fund, BC Housing, Canada Mortgage Housing Corp.
- BC Federal Council and the Indigenous Interests and Issues Committee
- Canada Labour Program, BC Employment Standards Branch and Harris & Co. Law Firm
- Band Administrators Advisory Committee
- Institute of Public Administration of Canada
- Local Government Management Association of BC
- Nicola Valley Institute of Technology
- University of Victoria
- Lil'wat Nation, 'Namgis First Nation, Coldwater Indian Band and Adams Lake Indian Band
- Tsawwassen First Nation, Ktunaxa Nation, Kwikwetlem First Nation, Cowichan Tribes and Upper Nicola Band
- Skidegate Band Council, Nak'azdli Whut'en, Tla-o-qui-aht First Nation, Tsleil-Waututh Nation and Kwakiutl District Council



- The First Nations Summit Society
- All of our First Nations Partner Organizations
- Our Elders
- All our speakers and workshop presenters
- Our amazing conference planning committee and volunteers
- And all of our delegates and participants, in particular the hard working First Nation administration staff from BC communities



Breaking Barriers - Creating Connections
FNPSS 2019 CONFERENCE