

FINAL REPORT

COMMUNITY to COMMUNITY (C2C) FORUM

Northern St'át'imc | District of Lillooet | SLRD



Prepared by Andrew Leach, MBA

May 30, 2025

Ucwalmícw Spiritual Centre (T'ít'q'et) - 10 Retasket Drive, Lillooet BC

ACKNOWLEDGEMENTS

The Coordinating Committee would like to acknowledge Elder Frank Andrew for providing opening and closing prayers, and Lesley Napoleon and Nicole Napoleon are acknowledged for sharing an opening song to start the meeting in a good way.

The Community-to-community (C2C) Coordinating Committee, consisting of Christian Ahrenkiel, Lucy Burridge, Jasmeen Kaur, Jim MacArthur, Joe McCulloch, and Jeannette Nadon is acknowledged for planning, coordinating and securing the funding for the forum, as well as for facilitating the breakout groups.

Other acknowledgements: Ren Roberts for creating the graphic recording of the day (Appendix 4); Sophie Belcourt, Alexis Leech and Momo Scotchman for taking notes of the meeting; Daylan Grant for coordinating the audio-visual services. Nikki Frank and David Dan for catering.

Finally, the Union of BC Municipalities (UBCM) is acknowledged for providing the funding to make the event possible, through its [Community to Community \(C2C\) Program](#).

INTRODUCTION

On May 30, 2025, a Community-to-Community (C2C) Leadership Forum was held between the northern communities of the St'át'imc Nation, the Squamish-Lillooet Regional District (SLRD) and the District of Lillooet (DoL) at T'ít'q'et, near Lillooet BC.

This report summarizes the priority focus of the meeting and the key findings and decisions arising from it.

The agenda for the meeting is presented below. Incorporated into each agenda item is a brief description (in italics) of the discussion that transpired during that agenda item.

AGENDA

Purpose:

1. Strengthen relationships and foster continued collaboration
2. Build on the momentum generated at the September 2024 meeting
3. Share some highlights in intergovernmental relations
4. Discuss possible processes to create a Leadership Committee
5. Affirm the Leadership Committee's Purpose and key focus areas
6. Discuss priority issues
7. Affirm commitment to form a Leadership Committee and identify its "next steps"

9:30 AM – 10:00 AM COFFEE, MEET & GREET

10:00 AM – 10:30 AM — WELCOME & SETTING THE TONE

T'it'q'et Chief Sid Scotchman welcomed everyone and elder Frank Andrew began the meeting with a prayer which was followed by a welcome song. Three leaders from the Table – Lillooet Mayor, Laurie Hopfl; Chair Justin Kane from Lillooet Tribal Council; and SLRD Board Chair, Jen Ford - provided opening comments and presented a gift to Chief Sid Scotchman to thank T'it'q'et for hosting the event. Combined, the messages set a tone of collaboration and reinforced issues that were to be raised in the meeting.

10:30 AM – 11:00 AM — BACKGROUNDER: INTERGOVERNMENTAL RELATIONS TO DATE

The Coordinating Committee, and three assigned delegates (Moon Moore, Laurie Hopfl and Vivian Birch-Jones) provided a quick overview of past/recent accomplishments to highlight the benefits of these meetings. After they shared, the St'at'imc Chiefs present added their thoughts and insights concerning what progress has been made over the past 10 years. The importance of communication, learning, continued relationship building, and finding new and better ways of working together were common threads through the reflections. The examples of progress in the relationship over the last ten years is attached as Appendix 1.

11:00 AM – 11:15 AM — DRAFT TERMS OF REFERENCE (TOR) OVERVIEW

Jim MacArthur gave an overview of the draft TOR for the Joint Leadership Committee. He affirmed that it had been crafted after the September 2024 Leadership meeting. He also summarized the key components of the Draft, which is attached as Appendix 2.

11:15 AM – 12:15 PM — BREAKOUT 1: DRAFT TOR, DISCUSSION, EDITING SUGGESTIONS

The participants in attendance (about 35 people), broke into four smaller groups to discuss the Draft TOR.¹ At 12:00 noon, participants returned to the main table and each group summarized their discussions and suggested edits to the ToR. Note, each group had a facilitator and notetaker and their notes were submitted to the Coordinating Committee after the meeting. Overall, delegates were supportive of the TOR and confirmed that it was “directionally correct.” However, discussions revealed that further discussion is needed to confirm the guiding principles and key areas of focus as well as to address resourcing requirements, communications and transparency, as well as various procedural matters.

12:15 PM – 1:00 PM — LUNCH & “DOTMOCRACY” (VOTING ON AFTERNOON TOPICS)

During lunch, each delegate was given four stickers to select the top four issues they wished to discuss in the small group sessions scheduled for that afternoon. The topics put forward were based on the feedback received at the September 2024 meeting, and delegates were invited to add their own topics to the list to vote on as well. Based on the feedback obtained from this “dotmocracy” exercise, the following topics were identified for the four afternoon breakout sessions:

- *Community Wellbeing*
- *Economic Initiatives*
- *Land Use*
- *Emergencies and Health*

1:00 PM – 2:00 PM— SMALL GROUP DIALOGUES ON PRIORITIZED KEY TOPIC AREAS & REPORT BACK

Each group was assigned a specific topic to discuss; each with a facilitator and notetaker for their session. After their session, each facilitator summarized their session. The draft notes and flipchart summaries from each session were later collected and forwarded to the Coordinating Committee.

¹ A complete list of attendees is presented in Appendix 3.

2:00 PM – 2:15 PM— CONFIRM BEST NEXT STEPS

It was agreed that the staff Coordinating Committee will now compile the feedback received and revise the draft TOR for leadership's review. The Coordinating Committee will also compile the feedback from the afternoon breakout sessions and use it to inform the development of a draft work plan for the Leadership Committee to review once it is established. Delegates agreed that a Fall 2025 meeting should be scheduled to follow up on this meeting.

2:15 PM – 2:45 PM— REFLECTIONS

Closing comments were favorable and indicated that the meeting was productive and worthwhile.

2:45 PM – 3:00 PM— CLOSING PROTOCOL

Closing prayers and acknowledgements were made.

3:00 PM ADJOURN

SUMMARY

Observations related to the seven Meeting Purposes/Goals:

1. Strengthening relationships and foster continued collaboration:

The breakout sessions appeared engaging and dynamic (lots of chatter). Thus, the breakouts helped achieve the goal of strengthening relationships and fostering collaboration. It is recommended that future meetings rely on this approach.

2. Build on the momentum generated at the September 2024 meeting:

The Intergovernmental relations update helped build awareness of the progress made in past meetings and confidence that C2C meetings do have a benefit.

3. Share some highlights in intergovernmental relations:

This was a specific agenda item and appeared to capture the highlights with the short time allotted.

4. Discuss possible processes to create a Leadership Committee:

This was also a designated agenda item, including the overview and breakout session on Committee Terms of Reference.

5. Affirm the Leadership Committee's Purpose and key focus areas:

The overall conciliatory climate and boisterous breakout sessions suggest that this purpose was achieved.

6. Discuss priority issues:

The afternoon breakout sessions were specifically meant to identify the priorities/key focus areas for the Joint Leadership Committee. In order to somewhat focus the discussion, the Coordinating Committee did propose a short-list of possible priorities that stemmed from the September 2024 C2C discussion. In future meetings, it may be beneficial to ask invitees to create their own priorities list prior to the meeting (This approach was used in the September 2024 meeting).

7. Affirm commitment to form a Leadership Committee and identify its "next steps":

A commitment from the floor to meet again in the Fall is indicative of the commitment to this Table and the process being used.

FINAL COMMENTS:

Elder Frank Andrew started the meeting by reminding the participants of the importance of continuing to talk with one another, and that this has not always been the case between these governments. He encouraged everyone to actively listen and understand each other. This meeting can be considered a successful step in that longer journey.

APPENDIX 1

Progress from the series of C2C Meetings between northern St'át'imc, Squamish-Lillooet Regional District (SLRD), and District of Lillooet (DoL)

Over the course of 2016 – 2025, the parties (northern St'át'imc, SLRD, and DoL) have held five C2C meetings. The following is collection of examples of how those meetings have contributed to the collaborative working relationship between the parties – building awareness, building trust, and building concrete outcomes.

- **Increased Understanding and Awareness of St'át'imc values and perspectives**
 - “Doctrine of Discovery presentation” (2016), Cathy Narcisse
 - Additional topics of discussion at 2016 C2C (identified as foundational by St'át'imc leadership): implications of the Tsilhqot'in Decision, impacts of residential schools, what economic development means to the St'át'imc, the St'át'imc – BC Hydro Agreement
 - DoL backed away from its “boundary extension” proposal due to its increased understanding of the impact on St'át'imc Title (2018).
 - “Allyship and Generative Relations: New Possibilities in Relationship Building” (2024), Stacey Austinson.
 - P'egp'íg'lha Council presentation of its Cultural Heritage Policy to northern SLRD directors and senior staff (including mayor and CAO).
 - DoL regularly works with St'át'imc on archaeological and cultural heritage initiatives.
 - SLRD undertakes to be a “Regional District of Reconciliation”, endorses Call to Action #43 of the TRC report (a call to adopt UNDRIP as the framework for reconciliation:
 - drafts an Indigenous Relations, Truth & Reconciliation Framework to guide its efforts (currently in development)
 - formalizes a part-time (.5 FTE) Indigenous Relations Advisor position 2023
 - formalizes its process of including Indigenous Cultural Awareness training in its onboarding processes and ongoing staff and board Profession Development (\$25,000 in 2025 budget)
 - SLRD Board (including Mayor of Lillooet) and Senior Leadership Team participate in various trainings to increase understanding of UNDRIP (and the implications on local government).
 - Consistent funding support from SLRD Area B for:

- St’át’imc Declaration Day events, New Year’s PowWow, St’át’imc Grad Committee, Restorative Justice, Lifelong Learning program
 - Annual funding of Bridge River Lillooet Link bus (and Owl bus)
 - community events and such as Salmon in the Canyon, Walking with the Smolts
 - various food security initiatives (e.g. T’it’q’et food security project, Lillooet Agriculture and Food Society)
 - \$15,000 towards St’át’imc Cultural Centre planning (2020).
 - drafting and implementing its draft Indigenous Relations, Truth & Reconciliation Framework, including \$55,000 for action planning and \$25,000 in capacity funding to support St’át’imc and other First Nations participation (2025 budget)
 - to establish and operate the Lillooet Community Connect Innovation Hub, a program of Lillooet Learning Communities Society designed to support community connections, cultural awareness and diversity, lifelong learning, changemakers in the social economy and a thriving local economy.
- **Increased Understanding and Awareness of local government mandates and perspectives**
 - “SLRD 101” presentation to St’át’imc leadership (January 2016 C2C)
 - “SLRD 101” presentation to P’egp’íg’lha Council (January 2017)
 - St’át’imc have established a greater understanding of the PILT funds and SLRD has responded to concerns expressed by northern communities about allocations.
- **Collaboration on Shared Interests and Issues**
 - Emergency management
 - Increased collaboration between SLRD, District of Lillooet and northern St’át’imc communities with respect to emergency management and response
 - Lillooet and Area Community Wildfire Preparedness Roundtable (2022 – present)
 - LTC participates on SLRD-led Regional Emergency Management Committee (meets monthly)
 - SLRD undertakes a review of its Emergency Management Plans and Procedures to ensure alignment with UNDRIP; engages with northern St’át’imc to develop communications protocols and processes

- SLRD establishes Land-based Recovery Table following 2023 Downton Lake Wildfire, with participation from Lillooet Tribal Council, the Province, residents, community groups, and industry partners.
- Addressing partying in Cayoosh Campground
- Addressing disruptive boat traffic on the Fraser River (now require launch fees/permits)
- Advocacy
 - Successfully advocated MOTI for highway barriers on Highway 99 (across from Lillooet)
 - Consistent advocacy for the re-establishment of passenger rail service to Lillooet
 - SLRD Letter of Support for Xwísten application to Rural Transit Solutions Fund to establish a year-round public transit bus service (March 2025)
 - SLRD Letter of Support for Xwísten Senior Living Community Complex (October 2024)
 - SLRD Letter of Support for Sekw'el'was funding application to Health Canada's Emergency Treatment Fund for project to combat substance use and the overdose crisis (November 2024)
 - Emergency ward closures
- SLRD works with Tsal'alh to provide fire protection services to the community of Seton Portage through successive short-term agreements; a long-term agreement was finalized in 2025 which includes leasing the Seton Firehall to Tsal'alh (TBC)
- Signed MOU concerning planning towards a St'át'imc Cultural Centre (2022 & 2024)
- **Building Relational Capacity**
 - Intergovernmental Relations Working Group active from 2017 – 2019, with a Protocol Agreement for Communication and Cooperation signed between the SLRD, DoL and P'egp'íg'lha Council in May 2018;
 - All parties commit staff resources to meeting regularly at the staff level to organize leadership events and advance relationship building efforts (2022 – present)
 - All parties work together to draft a Leadership Committee Terms of Reference, which includes shared accountability metrics to track and evaluate success (TODAY)

APPENDIX 2

Northern St'át'imc | Lillooet | SLRD Intergovernmental Leadership Committee: Draft Terms of Reference (May 30, 2025)

Preamble

The Political Leadership Committee is established between the northern St'át'imc communities (the Participating Communities), the Squamish-Lillooet Regional District (SLRD), and the District of Lillooet (DoL) to advance a government-to-government relationship rooted in mutual respect, recognition of St'át'imc Title and rights, and shared commitments to reconciliation. This Committee acknowledges that the St'át'imc hold inherent Title, rights and responsibilities to their territories.

Collectively, the SLRD and the DoL are referenced as “The local governments” (LGs)

Recognizing that:

- All parties seek to develop a government-to-government relationship based on mutual respect, recognition, and reconciliation.
- The implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission's Calls to Action requires meaningful collaboration between St'át'imc and LG governments.
- The parties hereby establish a Political Leadership Committee to enhance collaboration and advance reconciliation through concrete actions and shared initiatives.

Purpose

The Political Leadership Committee ("the Committee") serves as a formal mechanism for government-to-government dialogue, collaboration, and a pathway to collective decision-making on matters of mutual interest and concern. The Committee will:

1. **Strengthen relationships** through regular dialogue, joint initiatives, and cultural exchange.
2. **Advance shared priorities** in areas such as land stewardship, economic development, and community well-being.
3. **Respect St'át'imc title and jurisdiction** by pursuing collaborative decision-making on matters affecting the land and resources in the Territory.
4. **Implement reconciliation** through concrete actions aligned with the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada's Calls to Action.

Guiding Principles

- **Recognition of Title and rights:** Uphold St'át'imc sovereignty, title, and self-determination as foundational to all interactions.
- **Equality:** Engage as equal partners with shared accountability.

- **Transparency:** Ensure open communication and public reporting on progress.
- **Cultural respect:** Integrate St'át'imc laws, knowledge, and protocols into joint work.
- **Collaborative Consent:** Decisions affecting St'át'imc title, rights, or interests will be made through processes that seek to achieve the free, prior, and informed consent.

Membership

- **St'át'imc Representatives:** six members, one political leader each appointed by the six northern St'át'imc communities.
- **Local Government Representatives:** two members appointed by the SLRD Board of Directors and two members appointed by the District of Lillooet Council.
- **Co-chairperson:** one St'át'imc representative and one LG representative acting as co-chairs.
- **Elders/Knowledge Keepers:** Invited to provide relevant guidance.

Roles and Responsibilities

1. Joint Responsibilities

- Identify issues and opportunities requiring joint action, obtain approvals from respective Councils/Board as needed, and delegate goals to the Inter-governmental Working Group (staff),
- Develop and implement strategic initiatives to advance the relationship,
- Report back to the respective governments on Committee activities,
- Ensure decisions of the Committee are properly implemented,
- The parties will engage with one other on matters that may impact the interests and/or jurisdiction of one or more other parties.

2. St'át'imc Representatives

- Share information regarding St'át'imc priorities, concerns, and perspectives,
- Provide guidance on appropriate protocols for engagement with St'át'imc communities and agencies,
- Communicate Committee activities to relevant staff, the participating communities, individuals, and agencies,
- Identify areas where St'át'imc Title and rights are impacted.

3. Local Government Representatives

- Share information regarding local priority priorities, plans, and initiatives,
- Ensure LG processes respect and accommodate St'át'imc Title and rights,
- Communicate Committee activities to relevant staff and the broader communities,
- Identify opportunities to advance reconciliation within LG operations.

Meetings and Procedures

- **Frequency:** Semi-annually, with emergent sessions as needed.
- **Location:** within the northern St'át'imc region.

- **Quorum:** a minimum of three (3) St'át'imc members and two (2) LG members (at least one from each LG).
- **Co-chairs:** one St'a't'mc representative and one LG representative.
- **Co-chairs** are responsible for developing agendas and liaising with the Inter-governmental Working Group.
- **Decisions:** made by consensus. Where consensus cannot be reached, the matter will be referred to each party for further consideration.
- **Minutes:** co-drafted minutes will be kept for all Committee meetings and made available to all parties two weeks prior to the subsequent meeting.

Key Focus Areas

The Committee has five primary focus areas:

1. Relationship building
 - Develop protocols and processes for shared decision-making and meaningful collaboration,
 - Coordinate strategic planning on land management, economic development, environmental stewardship, and other areas of joint responsibility and concern,
 - Develop and implement plan to enact UNDRIP and address relevant TRC Calls to Action.
2. Land Use
 - Pursue shared decision-making on long-range plans, land use, zoning and bylaw changes.
 - Identify revenue-sharing models and joint infrastructure projects.
3. Community well-being
 - Mitigating the impacts of BC Hydro works
 - Supporting youth in community
 - Promoting recreation
 - Supporting community connections
4. Economic initiatives
 - Leveraging BC Hydro economic opportunities
 - Joint economic initiatives
 - Revenue sharing opportunities
 - Employment and training partnerships
 - Procurement and contracting policies
5. Cultural preservation
 - Collaboration towards heritage site protection
 - Public education initiatives about St'át'imc history, culture, and rights
 - Staff training and capacity development
 - Joint cultural events and celebrations

6. Accountability

- Track progress on reconciliation initiatives (see Appendix A),
- Publish a joint annual report on achievements and challenges.

Administrative Support

- Each party will designate one staff member to provide administrative support
- These designated staff members will collaborate to form an Inter-governmental Working Group responsible for:
 - Meeting coordination, logistics, and record keeping
 - Project implementation and monitoring
 - Information sharing and communications

Resources

- Each party will contribute to the operational costs of the Committee
- An annual budget for the Committee will be jointly developed and approved
- Additional resources for specific initiatives will be determined on a case-by-case basis

Reporting and Accountability

The Committee will prepare an annual report of its activities, achievements, and challenges and made available to all parties. A public version of the annual report will be made available as well.

Dispute resolution

If disagreements arise within the Committee that cannot be resolved through good faith dialogue to understand each other's perspectives:

- Traditional St'át'imc conflict resolution practices will be considered and utilized where appropriate
- If necessary, a mutually acceptable third-party mediator may be engaged

Review and Amendment

- These ToR will be reviewed every 3 years or at the request of any party.
- Amendments require consensus approval.

Term

These Terms of Reference take effect upon approval by all the parties and shall continue until terminated by mutual agreement or by either party with six (6) months' written notice.

Non-derogation

Nothing in these Terms of Reference shall be construed to abrogate or derogate from the rights, entitlements, or obligations recognized and affirmed under applicable laws, treaties, or international agreements binding upon the Parties, including but not limited to St'át'imc Title and rights.

These Terms of Reference do not create a legal obligation between the Parties but do create expectations for all Parties to do their best.

Approvals

Approved by the Lillooet Tribal Council on [Date]

Chief Justin Kane, LTC Chair

Approved by the District of Lillooet on [Date]

Mayor Laurie Hopfl

Approved by the Squamish-Lillooet Regional District on [Date]

Jen Ford, SLRD Chair

Approved by P'egp'íg'lha Council on [Date]

Chief Sid Scotchman

Definitions

“St’át’imc communities” means the northern St’át’imc communities of: T’ít’q’et; Tsal’alh; Ts’kw’aylaxw; Sekw’el’was; Xáxlí’p; and Xwísten.

Appendix A: Inter-governmental Leadership Committee Project Evaluation

To measure the success of the Political Leadership Committee in building relationships and respecting St'át'imc Title to the land, a combination of qualitative and quantitative indicators can be used. Here are key strategies and metrics:

1. Relationship-Building Metrics

- **Trust and Collaboration:** Assess the level of trust between the parties through surveys, interviews, or feedback from Committee members.
- Indicators may include increased participation in joint initiatives or reduced conflicts during decision-making processes.
- **Frequency and Quality of Engagement:** Track the frequency of meetings and the quality of discussions (e.g., agenda completion, mutual agreement on action items).
- **Cultural Integration:** Evaluate how well St'át'imc cultural practices, laws, and knowledge systems are integrated into Committee and LG processes.

2. Respect for St'át'imc Title Metrics

- **Shared Decision-Making:** Measure the extent to which decisions affecting St'át'imc territories are made collaboratively. This could include tracking co-developed policies, land-use plans, or resource management agreements.
- **Implementation of UNDRIP Principles:** Monitor progress in aligning actions with UNDRIP, such as obtaining free, prior, and informed consent for relevant projects.
- **Land Stewardship Outcomes:** Evaluate environmental monitoring programs or conservation efforts co-led by the parties to protect St'át'imc territories.
- **Sovereignty:** Track how decisions affirm St'át'imc jurisdiction (e.g., percent of land-use decisions requiring free, prior, and informed consent).

3. Outcome-Based Indicators

- **Economic Partnerships:** Track the number and value of economic initiatives (e.g., revenue-sharing agreements or joint infrastructure projects) that benefit all parties.
- **Capacity Building:** Measure investments in training or resources provided to support St'át'imc participation in governance processes (e.g., funding for St'át'imc staff or advisory roles).

4. Public Reporting and Accountability

- **Annual Reporting:** Publish an annual report outlining progress on key goals, challenges faced, and next steps. This ensures transparency and accountability to all stakeholders.

- **Performance Dashboards:** Develop a dashboard with mutually agreed-upon indicators that track ongoing progress. This dashboard can be updated regularly to reflect evolving priorities.

5. Lessons Learned and Adaptation

- Periodically review committee processes to identify what is working well and what needs improvement. Incorporate feedback from all parties to adapt strategies over time, ensuring flexibility in achieving long-term goals.

6. Use Mixed Methods for Data Collection

- **Qualitative:**
 - Storytelling sessions to capture lived experiences of partnership impacts.
- **Quantitative:**
 - Track joint initiatives (e.g., co-managed infrastructure projects).
 - Monitor socio-economic outcomes tied to community priorities, such as employment of St'át'imc individuals and/or businesses.

APPENDIX 3

May 30, 2025 Community-to-Community Meeting

ATTENDANCE LIST

	Delegate Name	Community / Organization Name	Title / Position
1	Sidney Scotchman	P'egp'íg'lha Council / T'ít'q'et	Political / Tribal Chief
2	George Napoleon	P'egp'íg'lha Council	Family Representative
3	Joseph Copeland	P'egp'íg'lha Council	Family Representative
4	Megan Thorne	T'ít'q'et Council	Family Representative
5	Jasmeen Kaur	P'egp'íg'lha Council	Policy Analyst
6	Lucy BurrIDGE	P'egp'íg'lha Council	Administrative Assistant
7	Frank Andrew		Elder
8	Lesley Napoleon	T'ít'q'et	Singer / drummer
9	Nicole Napoleon	T'ít'q'et	Singer / drummer
10	Ina Williams	Bridge River / Xwísten	Chief
11	Gerald Michel	Bridge River / Xwísten	Councillor
12	Moon Moore	Bridge River / Xwísten	Councillor
13	Blaine Kane	Bridge River / Xwísten	Housing Manager
14	Bonnie Adolph	Cayoosé Creek / Sekw'el'was	Chief
15	Randy James	Tsal'alh	Chief
16	Cliff Casper	Tsal'alh	Councillor
17	Justin Kane	Ts'kw'aylaxw	Chief
18	Andrea Leech	Lillooet Tribal Council	Administrator
19	Jim McArthur	Lillooet Tribal Council	Intergovernmental Advisor
20	Daylan Grant	Lillooet Tribal Council	Communications Coordinator
21	Laurie Hopfl	District of Lillooet	Mayor, SLRD Director
22	Randy McNary	District of Lillooet	Councillor
23	Kevin Aitken	District of Lillooet	Councillor
24	Joe McCulloch	District of Lillooet	Chief Administrative Officer
25	Jen Ford	SLRD	Board Chair
26	Sal DeMare	SLRD	Director, Area A

27	Vivian Birch-Jones	SLRD	Director, Area B
28	Russell Mack	SLRD	Director, Area C
29	Chris Pettingill	SLRD	Director, District of Squamish
30	Heather Paul	SLRD	Chief Administrative Officer
31	Patricia Westerholm	SLRD	Director of Communications & Engagement
32	Kim Needham	SLRD	Director of Planning & Development Services
33	Kristen Clark	SLRD	Director of Strategic Services
34	Jeannette Nadon	SLRD	Indigenous Relations Advisor
35	Andrew Leach		Facilitator
36	Ren Roberts		Graphic Recorder
37	Sophie Belcourt		Note-taker
38	Alexis Leech		Note-taker
39	Momo Scotchman		Note-taker

APPENDIX 4

GRAPHIC RECORDING OF THE DAY

