

## **Curriculum Vitae**

### **Alex Grzybowski**

---

#### **Professional Profile**

Alex Grzybowski is a conflict resolution and prevention specialist with extensive experience in mediation and negotiation, stakeholder and public engagement, international and national intergovernmental relations, and relationships with indigenous people and disenfranchised communities. Mr. Grzybowski has spent the last 30 years directly assisting Governments, International Agencies, Corporations, Non-Government Organizations, and Indigenous and other communities in finding mutually acceptable and constructive ways to resolve their differences, build new relationships and implement joint initiatives. He is routinely retained to:

- Design and facilitate constructive discussions between real and potential adversaries;
- Design and mediate negotiation processes;
- Negotiate on behalf parties in conflict;
- Lead multiparty complex project implementation initiatives;
- Train and coach negotiators, facilitators and mediators;
- Provide strategic advice to government and organizational leaders who are responsible for preventing and resolving conflicts.

Mr. Grzybowski brings together a broad range of practical experience with the prevention and resolution of highly conflicted situations and the negotiation of innovative agreements designed to create new and more mutually beneficial relationships. For the past decade Mr. Grzybowski has worked with a small team of professionals who collaborate with him within the context of their firm, Pacific Resolutions ([Pacificresolutions.com](http://Pacificresolutions.com)) to support successful completion of these difficult assignments.

Internationally, Mr. Grzybowski has led international mediation teams in Central Asia and Southeast Asia and participated in many conflict management and peace building projects around the world (Southeast Asia, Central Asia, South America, Africa, the South Pacific, Australia, and the Middle East). In 2008 he was retained as one of 7 members of the UN Mediation Standby Team, a team of mediation experts within the United Nations Mediation Support Unit. This one-year appointment was renewed 3 times. As a standby team member he successfully completed assignments on issues in Central Asia, Western Sahara, Kyrgyzstan, Somalia, Iraq, Fiji, Afghanistan, and the Nile Basin. Responsibilities included:

- Advising senior UN staff including Special Representatives of the Secretary General on how best to respond to, and mediate, conflicts (e.g. support for the constitutional development process in Somalia);
- Designing and facilitating conflict resolution and negotiation processes involving multiple countries (e.g. resolution of transboundary water issues in Central Asia) or internal matters (e.g. return to civilian government in Fiji);
- Mediating dialogue between states over boundary issues (e.g. British Guyana and Venezuela)

- Facilitating effective working relationships and coordinated project implementation activities between UN agencies with conflicting mandates.
- Delivering training for UN staff and member country representatives in mediation, negotiation and conflict prevention.
- Writing guides for UN mediators and staff on conflict prevention in the extractives sector and mediation of natural resource issues.

Other notable international projects include:

- Advisor and negotiator for the Province of BC and Canada in the Columbia River Treaty Review process.
- Facilitator for negotiations between Cambodia, Laos, Thailand and Vietnam on implementation procedures for the Mekong Treaty as well as the permanent location of the Mekong River Commission headquarters.
- Facilitator for a Nile basin donors meeting (12 countries represented) on provision of further support to the Nile Basin Initiative, which is a multi-billion dollar investment in cooperation and development in the region.
- Trainer for transboundary water treaty negotiators in Jordan on the application of interest-based negotiation and international water law to treaty negotiations.
- Facilitator and mediator for a land use negotiation between Thai government agencies, NGOs and impoverished villagers who were encroaching on National Parks in Northeast Thailand.
- Facilitator for a negotiated community health and sustainable mining partnership between a Mining company, local indigenous peoples and communities, three levels of Government, the military and a US foundation in the Amazonian region of Venezuela.

In Canada, Mr. Grzybowski has facilitated and negotiated the resolution of many highly conflicted natural resource issues across Canada involving all levels of government, private companies, and non-governmental organizations, including:

- Facilitator for a collaboration between Northwest coast First Nations and the Federal and Provincial Governments and a wide range of Stakeholders on climate change policies that will simultaneously increase Canada's contribution to global efforts to mitigate climate change while enhancing the economic self-determination of First Nations across northern BC.
- Provincial Negotiator for the Caribou Partnership Agreement between Canada, British Columbia, Sauteau and West Moberly First Nations.
- Facilitator for boundary negotiations between First Nations on the west coast of Vancouver Island and in the interior of the Province.
- Mediator for overlapping territory negotiations between First Nations in the Northwest Territories.
- Chief Negotiator in the negotiation of impact benefit agreements between the Province of BC and 32 First Nations affected by the development of 3 Natural Gas pipelines in northern BC.

## **Alex Grzybowski**

[Alex@pacificresolutions.com](mailto:Alex@pacificresolutions.com); 250-656-1317; [www.pacificresolutions.com](http://www.pacificresolutions.com)

- Chief Negotiator in the negotiation of the Pathways Agreements (1 and 2) between the province of BC and 7 of the Carrier Sekanni First Nations.
- Lead Negotiator in the negotiation of Regional Coal Agreements between 3 Treaty 8 First Nations and the Province of BC.
- Facilitator and Mediator for agreements between forest companies and environmental organizations on Boreal Forest Conservation in Alberta, Manitoba, and Saskatchewan.
- Facilitator and Mediator for multi-stakeholder and First Nation agreements on land use and resource management plans across the Province of BC including the north and central west coast (Great Bear Rain Forest), the Cariboo Chilcotin region, the Okanagan Shuswap region, the headwaters of the Fraser, the Thompson and the Columbia, and in the East Kootenay.
- Facilitator and Mediator for protocols between the Province of BC and the Stat'imc Nation and the Office of the Wet'suwet'en on governance, land use and economic development.
- Facilitator and Mediator for agreements and protocols between Aboriginal Nations, Private Corporations and Environmental NGOs – e.g Kitasoo Xaixai and Gitga'at First Nations, Weyerhaeuser and Rainforest Solutions Project.

Mr. Grzybowski holds undergraduate and graduate degrees in natural resource management and planning and has written extensively on innovative and practical approaches to conflict resolution, conflict prevention and partnership development. He has been successfully mediating and negotiating agreements internationally and within Canada for the past 30 years and has more than 6000 days logged in the field. His track record for building agreements is that the vast majority of his assignments result in some form of agreement, resolution or joint initiative.

## **Summary of Qualifications**

- Multi-party and bilateral mediation, facilitation and negotiation in the public and private sector internationally and domestically.
- Facilitation of Government to Government negotiations and private sector negotiations
- Public and stakeholder engagement
- Strategic planning and policy development
- Negotiation, facilitation and mediation training program development and delivery
- Multimedia communication
- Conflict management in a variety of cultural contexts

## **Current/Recent Positions**

- **Managing Partner**, Pacific Resolutions
- **UN Mediation Standby Team Member**
- **Associate**, Columbia University Institute for Conflict Resolution
- **Associate**, University of Victoria Institute for Dispute Resolution

## **Employment History**

- **1995 - present Independent Consultant.** Providing mediation, facilitation, negotiation, training and consulting services in Canada and abroad.
- **1991 - 1995 Associate,** Commission on Resources and Environment, British Columbia Provincial Government, Victoria, British Columbia.

## **University Education and Research**

- M.A. 1987: Geography, University of Waterloo. Research area: Natural Resource and Environmental Management
- B.A. 1984: Geography, University of British Columbia.

## **Recent Publications**

- “Natural Resources and Conflict – A Guide for Mediation Practitioners”, United Nations Department of Political Affairs and the United Nations Environment Program. 2015.
- Extractive Industries and Conflict Prevention: Guidance Notes for Practitioners, Prepared for the UN Interagency Framework Team, 2012.
- Mediating climate change-induced conflicts over natural resources: Towards a toolbox for Policy Makers in Africa, Simone Sala, Josie Lianna Kaye, Alex Grzybowski for ACCORD conference Durban South Africa, Sept. 2011.

- “Best Practices and International Experience with Transboundary Water Dispute Resolution”, United Nations Regional Centre for Preventive Diplomacy for Central Asia, 2010
- “Beyond International Water Law: Successfully Negotiating Mutual Gains Agreements for International Watercourses”, Global Business and Development Law Journal, California, USA., 2010
- “Regional Environmental Effects Assessment and Strategic Land Use Planning in British Columbia”, Alex Grzybowski & Associates, prepared for the Canadian Environmental Assessment Agency’s Research and Development Monograph Series, Ottawa, 2001.
- “Good Governance and Conflict Management – *A Framework for Conflict Analysis and Resolution*” Alex Grzybowski & Stephen Owen, 2001, University of Victoria Institute for Dispute Resolution, Victoria, B.C. Canada.
- “Partnerships for Managing Social Issues in the Oil, Gas and Mining Industries – Skills Training: Process, Principles and Tools” Alex Grzybowski, Daniel Johnston, Norm MacLeod, Richard Roberts and Michael Warner, 2001, Business Partners for Development U.K..
- “Proceedings: Southeast Asia Regional Forum on Peaceful Conflict Management and Good Governance”. Ed. Dr. Suwit Laohasiriwong, Alex Grzybowski, Andrea Sissons. 1999, Khon Kaen University Institute for Dispute Resolution, Khon Kaen Thailand.
- “Building Democratic Institutions and Practices in Cambodia: *Proceedings from the Cambodia Commission on Human Rights Capacity Building Project*”. Cont. Ed. Alex Grzybowski, Stephen Owen, Catherine Morris, Harley Johnson. 1998. University of Victoria Institute for Dispute Resolution, Victoria, B.C., Canada
- “Public Participation and Conflict Management Training Materials” Volume 1 (reference material), Volume 2 (Case Studies in Thailand) & Volume 3 (Guide for Trainers). Alex Grzybowski 1999, CIDA Natural Resources and Environmental Management Project, Bangkok, Thailand.

## **Selected Mediation and Facilitation Projects and Training Sessions Delivered**

### **International**

1. **External Advisor to the Province of BC, BC Hydro and Canada in the collaborative review of the Columbia River Treaty with the United States (2014 to 2017). Retained by the Province of BC to assist with negotiation strategy development, meetings with the US Entity, stakeholder engagement both sides of the border, and meetings with the affected Tribes in the US.**
2. **Advisor/Mediation Support to UN Regional Centre for Preventive Diplomacy in Central Asia (June 2012 to 2016).** Retained by the Centre to carry forward work started while working as a Mediation Standby Team member, leading an international mediation team to broker a transboundary water Treaty in Central Asia between the Aral Sea Basin states, including Afghanistan.
3. **UN Mediation Standby Team (November 2008 to November 2011).** Standby Team terms involved readiness to deploy on short notice anywhere in the world to assist with United Nations conflict prevention and resolution activities. Missions and specific assignments included:
  - Provision of support to the UN Regional Centre for Preventive Diplomacy for Central Asia, which has a mandate to assist with the resolution of international water and related resource issues. This support included more than 15 missions to the region, to:
    - i. Undertake regional consultations with senior representatives, including Ministers, of all Central Asian states to gather information relevant to the Centre's strategic approach and work priorities for delivery of support to the resolution of transboundary water issues;
    - ii. Develop the Centre's strategic plan for addressing transboundary water issues;
    - iii. Deliver seminars on international water law, the negotiation of mutually beneficial transboundary water agreements, and transboundary water dispute resolution;
    - iv. Consult with senior officials, including Ministers, from all states in follow up to the International Fund for saving the Aral Sea 2009 meeting of the Central Asian Presidents;
    - v. Facilitate an information sharing session attended by senior representatives of all 5 states and Afghanistan on opportunities for mutual gain in the energy and agriculture sectors through regional cooperation on water management, in collaboration with the UN Food and Agricultural Organization and the World Bank;
    - vi. Deliver an orientation and training program for Centre staff to build capacity for provision of mediation support to the Central Asian States;
    - vii. Facilitate an agreement between all 5 Central Asian states and Afghanistan on a framework and indicators for an early warning system for potential transboundary water conflicts in the region.
    - viii. Work directly with Special Representative of the Secretary General, Miroslav Jenca, and Deputy Special Representative Fedor Klimtchouk on how best to support the resolution of water and related resource issues in the region.
  - Preparation of a framework for dialogue on natural resource issues for the Western Sahara UN sponsored talks. This framework was adopted by the parties.
  - Provision of advice and facilitation support to international agencies and Kyrgyz mediation practitioners regarding mediation approaches and coordination of mediation projects in Kyrgyzstan. Also involved delivery of mediation training to female mediators from across the region.

- Facilitation of internal discussions between UNDP and UNPOS on the UN strategy to support constitutional development and ongoing peace and reconciliation efforts in Somalia.
  - Facilitation of discussions between UN agencies on the development of an integrated strategic framework for UN activity in Somalia.
  - Consultations with international agencies and senior Afghan government representatives to develop concrete advice to the UN Assistance Mission to Afghanistan on how best to support Afghanistan in engaging in consultation and negotiation processes regarding transboundary waters with its riparian neighbours – Tajikistan, Uzbekistan, Turkmenistan, Iran, and Pakistan.
  - Facilitation support for the UN Country Team and the UN Assistance Mission for Iraq (UNAMI) in development of a coordinated intervention plan to assist the Iraq government with implementation of integrated water resource management nationally and a strategy to address the disappearance of the marshlands in southern Iraq.
  - Development of a report to UNAMI to assist their efforts to address transboundary water issues in Iraq.
  - Consultations and advice regarding the design and convening of a potential UN/Commonwealth sponsored mediation between the Interim Government in Fiji and Fijian political parties on the basis for a return to civilian government in Fiji.
  - Development of a “Guidance Note” on conflict prevention in the extractive industries.
  - Preparation of a practical guide to mediating natural resource conflicts for UN mediators and international agencies.
  - Preparation of an internal briefing document on developments with respect to the Nile Basin Cooperative Framework Agreement and related transboundary water issues in the basin.
4. **Facilitation Support to Nile Basin Donors (June 2011).** Retained by UNDP to facilitate a special meeting of foreign affairs representatives of 17 countries that contribute to the Nile Basin Initiative.
  5. **Conflict management Training for the Nile Basin Initiative (September 2010).** Retained by the Nile Basin Initiative and SNC Lavalin to develop and deliver a training program on conflict management to representatives of the Nile Basin countries. The interactive skills-based program addressed macro and micro conflict management, the international legal context, mediation and facilitation using hypothetical simulations, real case studies and role plays. Participant evaluation of the program was very high, exceeding 85% approval of the content and delivery.
  6. **Negotiation of the Permanent Location of the Mekong River Commission (February – March 2008).** Retained by the MRC secretariat to facilitate negotiations between representatives of Laos, Cambodia, Thailand and Vietnam regarding the permanent location of the MRC. These services involved drafting the report of the sub-committee, which was mandated to develop recommendations on the issue for the governing bodies of the MRC. This report identified the basis for resolution of the issue.
  7. **Negotiation Skills, International Water Law and Strategic Scenario Development – Training for Water Treaty Negotiators in the Nile Basin (December 2008).** Retained by the United Nations Food and Agricultural Organization and the Nile Basin Secretariat to provide training in Negotiation and Mediation skills to 40 representatives of Nile basin countries. The six day program also incorporated relevant aspects of international water law and strategic scenario development to enhance the capacity of negotiations to produce durable agreements that reflect international legal standards while also stimulating mutually beneficial economic arrangements for all of the countries.
  8. **Application Of International Water Law to Multilateral Water Treaty Negotiations – Training for Water Treaty Negotiators in the Kingdom of Jordan (June 2007).** Retained by the German aid organization, GTZ, to provide training to Jordanian negotiators, legal advisors and other senior officials on the relevance and potential applications of international water law to water treaty negotiations underway between Jordan, Syria, Israel and Saudi Arabia.

9. **Training for parties involved in Indigenous Land Use Agreement Negotiations in South Australia (April 2007).** Provided negotiation training to representatives of the South Australian Government, Aboriginal People, and representatives of the mining sector.
10. **Strategic Plan For Canadian Governance Assistance to the Iraqi Marshlands (September 2006).** The Iraqi marshlands were substantially drained and poisoned by the previous regime in Iraq resulting in the devastation of the marshland ecosystems and the Marshland Arab communities that depend upon them. Subsequent assistance from Canada and other nations has supported restoration of the marshlands and the marshland communities. Further restoration work is required, particularly in the area of governance. Along with other experts, retained by CIDA to meet with 75 Iraqi officials in Amman, Jordan, to develop a strategy for Canadian support in the governance area. This 4-day session generated a consensus based plan for Canadian investment in governance in the region.
11. **Negotiation Training for Nile Basin Countries (January - March 2006).** Assisted with delivery of a negotiation training program to 36 water treaty negotiators from all 10 Nile Basin countries in Burundi in February of 2006. Feedback on the relevance and value of the training from the participants and the sponsors was overwhelmingly positive.
12. **Philippines Economic and Environmental Management Project Review (August - December 2005).** Retained to review progress with implementation of this bilateral project of the Government of the Philippines (GOP) and the Canadian International Development Agency (CIDA). Convened and led a Review Team which involved representatives of the GOP, CIDA, and the project implementation agencies. The Team implemented a collaborative process that engaged a wide range of project stakeholders in an assessment of what the project has achieved and what the stakeholders and implementing agencies need to do in order to sustain the results. The consensus recommendations of the Review outlined practical measures that can be undertaken both locally and nationally to reinforce the successes of the project.
13. **Mekong River Commission Procedures Facilitation (December 2002 - September 2003).** Retained by the Mekong River Commission Secretariat to facilitate negotiations between representatives of Cambodia, Laos, Thailand and Vietnam to develop procedures for data and information exchange and procedures for notification, prior consultation and agreement. These procedures were finalized in December 2003. Also assisted with coordination of the process team that provided the negotiations with technical support and international legal advice.
14. **ASEAN Nations Mediation Training (January - March 2001).** Retained to deliver mediation training at the Khon Kaen University Institute for Dispute Resolution, hosted for individuals involved in conflict prevention and resolution across the ASEAN Nations. The program involved 50 practitioners from 7 countries.
15. **Community Sustainability and Mining in Southeastern Venezuela (March - April 2000).** Retained to provide facilitation and training to support the negotiation of partnership arrangements which resulted in: construction of a small hospital, improvements to local water systems, delivery of community health education, and collaborative work between Placerdome and the small scale miners. The negotiations resulted in partnership agreements involving 7 aboriginal and criollo communities, 3 levels of government, the military, a US based Foundation and Placerdome.
16. **Tri-Sector Partnership Training Program (November 1999 - June 2000).** Retained by Business Partners for Development (BPD) to assist with the development and delivery of a partnership training program to enhance the capacity to build and maintain partnerships for social investments by extractive industries. This is a clinic-based program that delivers assessment, consultation, consensus building, and management skills in the field. BPD was a joint initiative of international organizations dedicated to fostering constructive partnerships between civil society, governments and mining and oil and gas companies (BPD included CARE, UK Aid, World Bank, several Mining and Oil and Gas Companies).
17. **Nam Chuen Watershed Planning Project, Thailand (1997 - 1998).** Retained by the CIDA NREM project to provide facilitation support and technical planning advice to a multi-stakeholder strategic planning process for the Nam Chuen watershed in northeast Thailand. Primary issues included forest encroachment and degradation of a National Park, lack of land title and poverty. Consensus on the plan was developed in September 1998.



18. **Southeast Asia Forum for Peaceful Conflict Management (1999).** Retained to convene and facilitate the founding meeting of a network of conflict management practitioners from eight Southeast Asian countries. This was a collaborative initiative of the Khon Kaen Institute for Dispute Resolution in Thailand and the University of Victoria Institute for Dispute Resolution in Canada.
19. **Salween Basin Planning Initiative (1999).** Retained to facilitate workshop discussions amongst water resource experts from the three riparians of the Salween River (China, Myanmar, and Thailand) and United Nations water resource agencies on the prospects for collaborative management of the Salween basin. The workshop participants developed consensus on a vision for the basin and an action plan for future collaboration.
20. **Thailand Natural Gas Pipeline Myanmar (1999).** In an effort to initiate a collaborative effort to resolve key issues in Thailand surrounding construction of a natural gas pipeline, a representative of the Thai Senate requested that the Khon Kaen Institute for Dispute Resolution meet with the various parties. Retained to join the mediation team to provide strategic advice and support. The Petroleum Authority of Thailand subsequently contracted the Team to convene a cooperative negotiation process amongst all parties.
21. **Khon Kaen Institute For Dispute Resolution (1995 - 2000).** Retained to provide advice and support for a development program to establish an Institute for Dispute Resolution in Thailand. The CIDA-funded initiative involved the B.C. Commission on Resources and Environment, the University of Victoria Institute for Dispute Resolution, Pacific Resolutions, and the International Ombudsman Institute. Participated on the Canadian team on behalf of Pacific Resolutions and the B.C. Commission. After the initial CIDA sponsored activities, continued to work with the Khon Kaen Institute for Dispute Resolution on a wide range of projects funded by local as well as multilateral agencies.
22. **CIDA Natural Resources and Environmental Management Project (May 1996 - July 1999).** The NREM project aimed to build the capacity of Royal Thai Government Agencies responsible for Natural Resources and the Environment to deliver sustainable management of natural resources. Key projects included:
  - Development of a Public Participation and Conflict Management Training program for Royal Thai Agencies responsible for Natural Resources and the Environment. This program was designed to enable these agencies to implement multi-stakeholder processes to prevent and resolve natural resource and environmental conflicts. The program delivered a key component of the participatory governance model that was central to the results of the NREM project.
  - The Nam Chuen Watershed Planning Project (described above)
  - Development of Model Management Frameworks For Sustainable Development (MFSDs). MFSDs are designed to be developed on a provincial basis to provide integrated and strategic direction to decision makers to guide implementation of sustainable development. MFSDs are developed with multi-stakeholder participation. They were a key product of the NREM project and include the participatory governance model developed through the project.
  - Training program for developing MFSDs for Royal Thai Agencies responsible for Natural Resources and the Environment.
23. **Cambodia Center for Conflict Resolution (1995 - 1996).** Retained by the Cambodia Development Research Institute to provide advice and support for a development program to establish an independent conflict resolution center in Cambodia. CIDA provided initial funding for the initiative, which involved the B.C. Commission on Resources and Environment, the University of Victoria Institute for Dispute Resolution, Pacific Resolutions, and the International Ombudsman Institute. Participated on the Canadian team on behalf of Pacific Resolutions and the B.C. Commission. After the initial CIDA sponsored activities, continued to work with CDRI and the newly formed center to develop a strategic plan for the new organization and to develop and deliver training programs.
24. **Urban Land and Water Use Conflicts in Sao Paulo Brazil (January 1999 - October 2001; June - September 2003).** Retained to provide training and advice on cooperative approaches to reducing the impacts on water quality from settlements in the watershed in Sao Paulo.

Subsequently retained to provide facilitation support to multi-party discussions on a new land law that would both legalize currently illegal settlements and facilitate relocations to reduce water quality impacts and health and safety risks for communities.

25. **CIDA - Philippines Canada Environmental Management Project Evaluation (1999).** Retained to assess the progress of the PCEEM project in Cebu and Davao. The PCEEM project's overall goal was to strengthen and enhance the capacity of Metro-Cebu and Davao City to adopt innovative government, industry and local governance systems to address natural resource management problems affecting their watershed ecosystems. The evaluation engaged key project stakeholders in development of the assessment results including recommendations for improvement. These recommendations were subsequently implemented resulting in substantial improvements in the future success of the project.
26. **Southeast Asia Energy Project (1996).** Retained by the Khon Kaen University Institute for Dispute Resolution to help facilitate discussions between officials from Thailand, Laos and Cambodia on energy issues. Assisted with preparation and delivery of the final report for the project.
27. **Parliamentary and Cabinet Briefings, Papua New Guinea (1997).** Retained by the World Bank to assist the Secretary of Finance with the development of a series of presentations for the recently elected Parliament and the new Cabinet, detailing key aspects of the Structural Adjustment Program including proposed strategic priorities for the future. The presentations were a resounding success in terms of communicating structural adjustment priorities from the perspective of the Ministry of Finance officials.
28. **North American Council on Environmental Cooperation (October 1998 - April 1999).** Retained to assist the Commission secretariat with the preparation of a factual record on allegations that the Canadian Fisheries Act has not been effectively enforced in cases where a provincial Hydro Corporation had allegedly violated the Act. This investigation required consultation with representatives of Canada, the Provincial Government, the submitting parties, experts in the field, the Hydro Corporation and other relevant stakeholders.

### **Domestic**

29. Metlakatla Community Consultations. 2020. Retained by Metlakatla First Nations to facilitate community consultations on the status of the Treaty they are attempting to negotiate with the Federal and Provincial Governments.
30. First Nations Climate Initiative (FNCI). 2019/20. Retained to provide facilitation and project management support to the Haisla, Lax Kwa'alaams, Metlakatla, and Nisga'a Nations on implementation of the FNCI which aims to develop climate policy in Canada that will enhance global efforts to mitigate climate change while alleviating poverty in FNs communities.
31. Caribou Partnership Agreement. 2018/19. Retained by British Columbia to successfully negotiate a Species at Risk Act compliant Agreement with the Saulneau and West Moberly First Nations and the Federal Government.
32. Negotiation of two successive Comprehensive Reconciliation Agreements between the Province of British Columbia and the Carrier Sekanni First Nations. (2019.) Retained by Province of British Columbia to provide negotiation and facilitation leadership for the development of a Comprehensive Reconciliation Agreements.
33. Facilitation of Collaborative Cumulative Effects Assessments. (2017). Retained by Province of BC and First Nations to facilitate collaborative assessments of the cumulative effects of development on the traditional territories of the Nations to inform the negotiation of management responses that address the effects and facilitate implementation of UN Declaration on the Rights of Indigenous People.
34. Letter of Understanding between Tolko Industries and Beaver, TallCree, Little Red River Cree, and Dene Tha' First Nations. (2016) Retained to facilitate negotiation of the LOU and subsequently to facilitate implementation of the LOU including direct engagement of Environmental Organizations.
35. Facilitation of Boundary Protocols between First Nations on BC West Coast (2016). Retained by The Nature Conservancy to facilitate confidential discussions between three First Nations on the west coast of Vancouver Island.

36. First Nations territory overlap mediation in Northwest Territories (May 2014 – Mar 2015). Retained to facilitate negotiations on overlapping territory between the Fort Liard Nation; the Trout Lake Nation and the Nahanni Butte Nation.
37. Negotiation of Comprehensive Agreements with First Nations. (2014 - 15). Chief Negotiator for successful negotiation of government to government agreements with CSTC Nations<sup>1</sup> and New Relationship and Reconciliation Agreement with Sauleau FN.
38. Environmental Agreement with First Nations. (2015). Chief Negotiator for Regional Strategic Environmental Assessment Agreement with 5 Treaty 8 Nations<sup>2</sup>
39. **Gas Pipeline Impact Benefit Agreements (July 2013 - 2015)**. Retained by the Province of BC to be Chief Negotiator for natural gas pipeline agreements with 35 affected First Nations.
40. Sponge Reef Protection in Georgia St (June July 2014). Retained by Department of Fisheries and Oceans to facilitate discussions between commercial and recreational fishers and Environmental NGOs on the protection of sponge reefs from potentially damaging commercial and recreational uses.
41. **Killer Whale Action Plan and Recovery Strategy Development (December 2012 - March 2013)**. Retained by the Department of Fisheries and Oceans to facilitate development of an action plan and recovery strategy for the transient and offshore killer whale populations in BC.
42. **Coal Mine Development Agreements (June 2012 - March 2013)**. Retained by the Provincial Ministry of Energy and Mines to negotiate coal mine development agreements with three Treaty 8 Aboriginal Nations, including protection measures, consultation procedures, and revenue sharing arrangements. Term sheet agreement achieved collaboratively with all three Nations.
43. **Coast Guard Base Closure Consultations (July - August 2012)**. Retained by the Canadian Coast Guard to facilitate consultations with the City of Vancouver and search and rescue service providers on the closure of a coast guard base in Vancouver.
44. **Liquid Natural Gas and Energy Development (February 2012)**. Retained by the Provincial Ministry of Energy and Mines to assist with strategic planning for energy development and negotiation of impact benefit agreements with affected First Nations.
45. **Columbia River Treaty (January 2012 - present)**. Retained by the Provincial Ministry of Energy and Mines to provide advice as well as facilitation and negotiation support to the Columbia Treaty Review process, as well as related dialogue between the Treaty Entities and the engagement of stakeholders.
46. **Species At Risk Consultation Facilitation (December 2011 - March 2012)**. Retained by the Department of Fisheries and Oceans to facilitate consultations with affected landowners and other stakeholders on the draft Species at Risk Action Plans for two species of fish that are designated as endangered in the lower mainland. Protection of these species has direct implications for the use of riparian areas on private and public lands.
47. **Collaborative Decision Making Guide (November 2010 - February 2012)**. Retained by the Clean Air Strategic Alliance (CASA) to finalize a guide to collaborative decision making for the resolution of air management issues, building on the successes of CASA.
48. **Boreal Forest Agreement Implementation (April - July 2011)**. Retained by the Boreal Agreement secretariat to facilitate negotiations in the British Columbia and Alberta Regional Working Group on implementation of the CBFA in both provinces.
49. **Boreal Forest Agreement Implementation Training (December 2010 - March 2011)**. Retained by the Boreal Agreement secretariat to train 4 regional and national working groups on effective collaboration and negotiation techniques.
50. **PNCIMA Community Consultation Facilitator (March/April 2010 and 2011)**. Retained by the PNCIMA Planning Office to facilitate a constructive dialogue between community representatives and stakeholders and the PNCIMA Planning Office on how communities and stakeholders can be engaged in the initiative. Sessions were successfully delivered in 9 coastal communities.

---

<sup>1</sup> Takla Lake FN, Nak'azdli FN, Nadleh Whut'en Band, Saikuz First Nation, Stellat'en First Nation, Tl'azt'en Nation, Tsilh Kaz Koh First Nation (Burns Lake Band)

<sup>2</sup> Halfway River FN, Sauleau FN, West Moberly FN, Doig FN, Prophet River FN

51. **Conflict Analysis for Tar Sands Development (June - October 2010).** Assisted with conflict analysis of tar sands development in terms of conflict management alternatives and precedents in other jurisdictions.
52. **Impact Benefit Agreement between Plutonic Power Corporation and Homalco Nation (April 2009 to Aug 2009).** Retained to provide facilitation and mediation support to the successful negotiation of an impact benefit agreement between Plutonic Power Corporation and the Homalco Nation, regarding development of a large hydroelectric project (4.7 billion dollars) within the Homalco territory on the coast of BC.
53. **Coastal First Nations Dialogue with Environmental Groups (August - September 2008).** Retained by a coalition of 13 First Nations on the north and central coast, 5 environmental groups, and the George and Betty Moore Foundation to facilitate discussions aimed at proactively preventing conflicts that could arise between First Nations and Environmental NGOs in the context of their marine planning efforts.
54. **Ecosystem Based Management Working Group Director (July 2007 - March 2009).** Retained by the Provincial Government and multiple coastal First Nations (Aboriginal peoples) to facilitate and lead a team of representatives of provincial agencies, First Nations, Environmental Groups, communities, and forest companies mandated to provide information and recommendations on the implementation of EBM on the central and north coast of British Columbia ("Great Bear Rainforest").
55. **Ski Resort and Private Hydropower Mediation (May - June 2008).** Retained to mediate negotiation over a water allocation dispute between an independent hydropower producer and a ski resort in the interior of BC. The parties reached agreement on a resolution to the dispute.
56. **Bella Coola Helisports and First Nations Protocol Arrangements (June 2007 - present).** Retained by Bella Coola Helisports to facilitate and lead negotiations of protocol arrangements, including revenue sharing arrangements between the company and 7 First Nations within whose territories the company operates.
57. **Integrated Land Management Bureau and Hupacasath First Nation Protocol and Issue Resolution Process (December 2006 - March 2007).** Retained by both the Integrated Land Management Bureau and the Hupacasath Nation to facilitate negotiation of the terms of a Protocol for effective working relations between the Nation and the agency, as well as the steps in a pragmatic process for resolving critical land and resource use issues. The negotiators reached agreement on a recommended protocol and implementation steps.
58. **Integrated Land Management Bureau and Wet'suwet'en First Nation Consultation Framework (December 2006 - March 2007).** Retained by the Integrated Land Management Bureau and the Wet'suwet'en Nation to facilitate negotiation of a mutually acceptable process for fulfilling the legal obligations related to Aboriginal Rights and Title, which may be affected by decisions taken under the provincial Land Act. The negotiators reached agreement on a recommended process.
59. **Ministry of Forests Administrative Staff Team Building and Conflict Prevention (March 2007).** Retained to provide conflict prevention training and team building support to administrative support staff, who were encountering challenges in working together. The process yielded very positive results according to the staff managers.
60. **Province of BC Consultations with First Nations regarding Landfills (February - March 2006).** Retained to facilitate consultations between the Ministry of Environment and the Haisla, the Kitsumkalum, the Kitselas, and the House of Spookw regarding the siting and expansion of landfills in the vicinity of Terrace and Hazelton. Many of the participating First Nations representatives and the provincial staff responsible for the process indicated their strong endorsement for how this process was facilitated.
61. **East Kootenay Strategic Trench Plan Scoping (February - March 2006).** Retained by the Integrated Land Management Bureau to assist conflicted recreation stakeholder groups in developing agreed upon recommendations for coordinating planning initiatives in the Rocky Mountain Trench in the East Kootenay. The stakeholders reached agreement on the recommendations after 2 months of negotiations.
62. **Fish Camps Operators - Out of Court Settlement (April 2005 - December 2005).** Retained to mediate an agreement between various fish camp operators and the provincial government

- regarding issues associated with sale of lease lands and outstanding arrears as an alternative to further litigation between the parties. The parties reached agreement on a settlement package.
63. **Okanagan Reservoir Lakes (January 2006 – November 2007).** Retained to provide facilitation support to the resolution of issues associated with the conversion of recreational leaseholds to private lands on high elevation reservoir lakes in the Okanagan.
  64. **The St'át'imc Province Protocol Table (November 2004 - September 2007).** Retained by the St'át'imc Nation and the Province of BC to provide facilitation and mediation assistance to their negotiations on an ongoing basis starting in November 2004. Provided facilitation and mediation support to many specific agreements as well general facilitation support to the process. The parties reached agreement in principle on a Milestone Agreement in April 2007, which addressed land use issues, ongoing collaborative decision making and economic development and budget issues.
  65. **Cranbrook Recreation Management Strategy (November 2004 - March 2005).** Retained by the Ministry of Sustainable Resource Management to mediate negotiations between more than 30 representatives of conflicting recreation and environmental interests and other affected land users. After three months of intensive negotiation and mediation all parties agreed to a recreation management strategy for the area, which resolved a number of highly contentious issues including conflicts between motorized and non-motorized users, impacts on alpine and grassland ecosystems and maintenance of wildlife habitats. The recreation management strategy includes objectives and strategies that separate incompatible uses and reduce impacts on sensitive ecosystems, as well as establishing an initial set of Best Management Practices for recreation in the region. The stakeholder agreement was subsequently adopted into a provincial government recreation plan for the area.
  66. **British Columbia Pacific Salmon Forum (March 2005).** Retained by the Forum to facilitate the development of a strategic plan to achieve the Forum's mandate, including workshop facilitation and pre-workshop consultation with each of the Forum members.
  67. **Joint Use Agreements between Tourism Operations (September 2004 - April 2005).** Retained to mediate joint use agreements between highly conflicted heli-ski and a backcountry ski operations in Golden (September – November 2004), snowmobile operations in Revelstoke (December 2004 – January 2005), and between heli-ski companies, a cat-ski operation, a hunting guide operation, and 7 snowmobile operations in the Whistler area (December 2004 - December 2005). Each of these negotiation processes resulted in agreements between the parties.
  68. **Valemount to Blue River Sustainable Resource Management Plan (September 2003 - March 2004).** Retained by the Ministry of Sustainable Resource Management to mediate discussions between two major heli-ski operators in this region (Canadian Mountain Holidays and Mike Wiegele Heliskiing) and representatives of snowmobilers from Valemount. The mediation resulted in a comprehensive agreement between the parties, which provides for spatial separation of the activities and joint investment in a community development corporation to help develop and manage snowmobiling in the Valemount area. The agreement was rolled into a draft Provincial Sustainable Resource Management Plan (SRMP) and presented to the public and First Nations for review and feedback. The SRMP was revised and finalized based on the feedback. Assisted with the drafting of the management plan and liaised with the agreement stakeholders to ensure that the plan was revised in a manner that reflected feedback while maintaining their support and consensus.
  69. **Coastal First Nations Land Use Plan Integration Scoping (April 2004).** Retained by the Coastal First Nations (formally Turning Point) to facilitate development of an approach to reconciling the overlapping land use plans of five of the Nations involved in the organization. Facilitated a two day discussion, during which representatives of each of the five Nations identified the areas within their land use plans where differences would have to be resolved and agreed on the principles and key process elements that would guide them towards this resolution.
  70. **Land and Resource Management Planning Processes (1997 - 2003).** Provided facilitation, mediation and training services to assist parties in resolving land use issues by agreement in several LRMPs, including the Okanagan Shuswap, the Central Coast, and Lillooet. The Okanagan Shuswap process reached agreement on their LRMP recommendations in September 2000. The Central Coast Table reached agreement on an interim plan in March 2001, which

resulted in suspension of an international market campaign against coastal forest products from BC, and creation of several protected areas, notably the Spirit Bear protected area. Subsequent negotiations resulted in a long-term plan for the coast. The Lillooet LRMP parties moved into a mediation process and ultimately an options approach based on “final offer selection”. Options were presented to the provincial government in March of 2001.

- 71. Joint Solutions Project. Private Sector/ENGO Negotiations (June 2000 - January 2004).** Five forest companies (Weyerhaeuser, Norske Canada, Western Forest Products, Canfor and Interfor) and four Environmental groups (Greenpeace, Sierra Club, Rainforest Action Network and Forestethics) undertook a joint initiative (the Joint Solutions Project) to support the development and implementation of ecosystem based management and planning on the central and north coast of British Columbia. Retained by the companies and ENGOs to provide facilitation and project management support to the initiative, including assisting them in reaching agreement during crucial periods within the coastal planning processes (March 2001 and December 2003).
- 72. Coast Information Team Implementation (June 2001 - November 2003).** The Coast Information Team (CIT) was an independent body mandated to develop locally and internationally credible information and advice on Ecosystem-Based Management for land and resource planning processes on the Central and North Coast and Queen Charlotte Islands/Haida Gwaii. Facilitated the 2001 Framework Agreement, which was one of the key agreements that established the commitment to convene the Coast Information Team, as well as the Funding Agreement between the Provincial Government, Forest Companies, Environmental Groups and First Nations, which provided 3.0 million in financial resources to the CIT. Also provided facilitation and management support to the implementation of key CIT projects, including development of an EBM Framework, an EBM planning guide, a scientific compendium and a hydrosiparian decision tool – completion of each of these projects required consensus between scientists and practitioners.
- 73. The Kitsoo Xaixais and Gitga’at Protocol and Implementation Team (April 2001 - November 2003).** Retained by the First Nations and the stakeholders to provide facilitation and mediation support to a land use negotiation over a 2.5 year period. The negotiations resulted in an initial protocol, which was signed by the elected and hereditary chiefs of both First Nations and representatives of forest companies operating within the territories and environmental groups with concerns within the territories. This protocol laid the foundation for subsequent negotiations within the Protocol Implementation Team regarding land use, forest management practices and economic development. The Team developed and negotiated agreements on proposed land use zones, a planning framework for ecosystem based management (EBM), and an approach to securing and implementing financing for the conservation commitments implicit in the new zones and the implementation of EBM. The proposed land use zones were integrated into the land use plans of both First Nations as well as the broader provincially sponsored planning processes for the area (CCLRMP and NC LRMP). The EBM planning framework was also incorporated into the FN Land Use Plans as well as being integrated into the work of the Coast Information Team (CIT) where it was instrumental to the development of the EBM Handbook by the CIT. The conservation financing approach provided a practical model that was integrated into the coast-wide Conservation Investments and Incentives Initiative.
- 74. Strategic Planning and Mediation Training with Esketemc First Nation (January - March 2001).** Retained by the Esketemc to assist them with internal strategic planning regarding both the treaty process and discussions with other communities as well as to provide mediation and negotiation training.
- 75. Forest Stewardship Council Certification Standard (November 2001 - May 2002).** Retained to provide mediation and facilitation support to negotiations between representatives of Economic, Environmental, Social, and First Nations Chambers to finalize the first FSC standard for British Columbia. The negotiations resulted in a recommended standard for the Province.
- 76. Streamside Protection Regulation (January - April 2002).** Retained to facilitate a multi-party review process of the streamside protection regulation, in a manner that would both develop consensus recommendations as well as define the alternative perspectives of the affected parties. Both of these objectives were achieved.

77. **Range land management and research near Kamloops (May - July 2001).** Research programs within Agriculture Canada and the Provincial Ministry of Forests were in conflict in the Opax/Mud Lakes area near Kamloops. Local ranchers and BC Parks were also affected. Retained to mediate negotiations between all parties. The mediation process culminated in a long-term agreement between all parties that integrates all of their primary interests.
78. **Review of the Department of Fisheries and Ocean's Participation Processes (June 2000 - April 2001).** The Department contracted the University of Victoria Institute for Dispute Resolution to conduct an independent public review of its consultation and decision making processes. Provided project management and facilitation support to the initiative and was the primary author and editor of the final report and recommendations.
79. **Federal Provincial Watershed Based Fish Sustainability Planning Framework (2000).** Retained by Fisheries and Oceans Canada and BC Ministry of Environment to facilitate committee discussions, workshops and negotiation sessions involving headquarters and regional staff from Federal and Provincial Fisheries agencies and NGOs, which resulted in consensus on a planning framework for watershed based fish and fish habitat management.
80. **Federal Provincial Fish Habitat Protection Agreement Negotiations (1998).** Retained by Fisheries and Oceans Canada and BC Ministry of Environment to facilitate committee discussions, workshops and negotiation sessions involving headquarters and regional staff from Federal and Provincial Fisheries agencies resulting in agreement on a habitat protection protocol.
81. **Greater Vancouver Skytrain Development (September 1998 - July 2000).** Retained by the Rapid Transit Protect Office over a two-year period to assist with the design and implementation of the public consultation process and to advise on various issues regarding the Skytrain in Vancouver, including meeting relevant provincial and federal environmental impact assessment requirements.
82. **Kitimat and Area Community Health Council (January - April 2000).** Retained by the Council to assess conflicts associated with health care delivery in Kitimat and to subsequently facilitate discussions on the sustainable level of services and medical staff by-laws.
83. **Watershed Restoration Program (January 1998 - March 1999).** Retained by the watershed restoration program managers to help refine the program to increase net benefits and ease of implementation. In this capacity, facilitated regional working discussions on program improvements, provided advice to program managers, and drafted reports and recommendations for program improvements.
84. **The Anahim Round Table (January 1992 - March 1994).** Assigned by the BC Commission to provided project management, facilitation and training support to the Ulkatcho First Nation and local stakeholder groups from the Anahim Lake area, in an initiative to resolve local land use and forest management issues. The parties convened the Anahim Round Table, which involved 29 representatives of a wide range of resource and environmental interests as well as representatives of the Ulkatcho and the Province. The Anahim Round Table reached agreement on a comprehensive resource management plan for the Ulkatcho traditional territory. In addition, the Ulkatcho and the local forest company established a business partnership to undertake forest development in keeping with the plan.
85. **Caribou Chilcotin Land Use Plan (January 1992 - July 1994).** Provided project management and facilitation to the multiparty negotiation (33 representatives of a wide range of resource and environmental interests including First Nations) on behalf of the Commission on Resources and Environment. The table was unable to reach agreement given a lack of policy direction regarding the amount of protected areas required in the region. Subsequently took the lead on drafting the Commission's recommended plan for the region, which became the starting point for a final negotiation led by the Premier's Office, resulting in agreement on a land use plan for the region.

### **Selected Training Projects**

86. **Negotiation and Collaborative Decision Making Training and Mentoring for the Clean Air Strategic Alliance (2013 - 2014).** Retained by the Clean Air Strategic Alliance (CASA) to deliver periodic training sessions on collaborative decision making and interest based negotiation to CASA project teams responsible for developing policy recommendations to address air quality issues in Alberta. Also retained to provide mentorship and coaching to CASA Project Team Managers.

87. **Training for Land Use Negotiators Invited to the World Wildlife Fund Gift to the Earth Award Recognition of the Great Bear Rainforest (May 2007).** Retained to deliver negotiation training to land use negotiators from a wide range of developing countries in Africa and Latin America, who were brought together by the WWF to celebrate and learn from the Great Bear Rainforest Conservation Agreement.
88. **Training for Parties Involved in Indigenous Land Use Agreement Negotiations in South Australia (April 2007).** Delivered negotiation training to representatives of the South Australian Government, Aboriginal People, and representatives of the Mining sector. A follow up session was delivered to legal council from the Native Title unit of the Attorney Generals Ministry.
89. **Conflict Management Training in Santo Andre Brazil (January 1999 - August 1999).** Retained by the municipality of Santo Andre in Sao Paulo, Brazil, to provide strategic advice and training to the parties on the design and implementation of conflict management processes concerning protected area encroachment and illegal settlements.
90. **Thailand Public Participation and Conflict Management Training Program (1996 - 1997).** Retained by the CIDA NREM project to develop a training program aimed at introducing public participation and conflict management approaches and methods into internal Royal Thai Government Agency training programs. The initiative included the development of training materials, case studies and a trainer’s manual as well as pilot training sessions in different locations around the country.
91. **Natural Resource/Environmental Management Training, Thailand (1997).** Led a training program design team to develop an integrated training program to support the implementation of Management Frameworks for Sustainable Development (MFSDs) in Thailand. MFSDs are a primary outcome of the CIDA NREM project in Thailand. Took the lead in the development of the facilitation training modules for Interior Ministry officials and consultants tasked with facilitating MFSD development, which is a multi-party, interagency planning process.
92. **Thailand National Security Council Seminar (1999).** With the assistance of the Southeast Asia fund for Institutional and Legal Development and the Asia Foundation, Khon Kaen University Institute for Dispute Resolution provided a 2-day seminar on Conflict Management to senior staff at the National Security Council as well as other Royal Thai Government agencies. Was one of two Canadian speakers invited to participate in the seminar; presented on mediation techniques in a multi-party public policy dispute context as well as case studies from Canada and Thailand.
93. **Bangkok Metropolitan Police Training (1996).** After several senior members of the Bangkok Metropolitan Police force responsible for riot control attended conflict management training sessions, they requested that the training team deliver the program to all 120 police chiefs in Bangkok. The course material was supplemented with information on approaches used by the Royal Canadian Mounted Police in responding to hostage taking and barricade incidents. The BKK Police Chiefs worked through the program using real cases in which they had been involved.
94. **Cambodia Human Rights Committee Training (1996 - 1997).** Requested by the Cambodia Human Rights Committee to assemble a team of Canadians to develop and deliver a training program on complaint investigation, non-adjudicative dispute resolution, Ombudsmanship and land policy development. The Team consisted of experts in the field from British Columbia and Alberta, including MP Stephen Owen, past Deputy Attorney General and Ombudsman for British Columbia, and Harley Johnson, past Ombudsmen for Alberta. Developed and managed the project on behalf of Pacific Resolutions and assisted with the dispute resolution component of the training. This project was sponsored by the CIDA Southeast Asia Fund for Institutional and Legal Development.

<b>Recent Training within Canada</b>	
Alberta Clean Air Strategic Alliance	2013/2014
BC Hydro	March 2009
BC Hydro	July 2009



Province of Alberta – Ministry of Sustainable Resource Management	July 2007
BC Ministry of Forests – Admin staff in Merritt	March 2007
University of Victoria Professional Development Program 2006	September
Esketemc First Nation	Feb 2001
Graduate Law Course	Summer 2000
University Of Victoria Institute for Dispute Resolution	June 2000
Forest Renewal British Columbia 1997	December
Lillooet Land & Resource Management Planning Process	April 1997
University Of Victoria Institute for Dispute Resolution	March 1997
Okanagan Shuswap Land & Resource Management Planning Process	March 1996
Nootka Land Use Advisory Committee	January 1996
<b>Recent International Training</b>	
Nile Basin Countries 2010	September
Central Asian Countries	April 2009
Nile Basin Countries 2008	December
Jordan Water Treaty Negotiators	June 2007
WWF International Training	May 2007
South Australia Parties to native Title Negotiations (2 sessions)	April 2007
Nile Basin Countries	February 2006
Brazil Fisheries CIDA Project - Facilitation	June 2005
PBAS Mentor/Coach for Facilitators	2003-2007
Brazil Fisheries – Conflict Resolution	October 2003
ASEAN Nations – Mediation	March 2001
Business Partners for Development	March 2000
Venezuela – Placer Dome, Local Communities, NGO's, Gov't	April 2000
Santo Andre Municipality, Brazil	August 1999
Bangkok Municipal Police Chiefs	June 1997
Royal Thai Government Agencies (3 sessions)	March 1997

## Alex Grzybowski

[Alex@pacificresolutions.com](mailto:Alex@pacificresolutions.com); 250-656-1317; [www.pacificresolutions.com](http://www.pacificresolutions.com)

Royal Thai Government Agencies - training for trainers	February 1997
Cambodia Human Rights Commission 1996	December
Thai Ministry of Interior - Chiefs of Governor's Offices	October 1996
Thai Ministry of Interior - Vice-Governors	August 1996
Thai Multistakeholder	June 1996
Cambodia Ministry of Environment	April 1996