

# **First Peoples' Cultural Council**

## **2017/18 – 2019/20 SERVICE PLAN**

**September 2017**



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## Board Chair Accountability Statement



The 2017/18 - 2019/20 First Peoples' Cultural Council Service Plan was prepared by staff under the Board's direction in accordance with the Budget Transparency and Accountability Act. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of July 31, 2017 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the First Peoples' Cultural Council's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of the First Peoples' Cultural Council's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in cursive script that reads "C Callison".

Cynthia Callison  
Board Chair

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## Strategic Direction and Operating Environment

### Strategic Direction

British Columbia is the only province in Canada with a Crown corporation that leads First Nations heritage, language, culture and arts initiatives. The First Peoples' Cultural Council's or FPCC (also known as the First Peoples' Heritage, Language and Culture Council) role is to provide funding and resources to communities, monitor the status of First Nations languages and to develop strategies and policy recommendations that assist communities to recover and sustain their language, arts, cultures and heritage. To achieve this mandate, FPCC has been directed to take the following strategic actions:

- continue to enhance the First Peoples' Cultural Council's governance structure through improved orientation and training for new members;
- create opportunities for communities to revitalize their arts, languages and cultures through grants, staff support and training;
- raise the profile of Indigenous language, arts and culture in BC by continuing to promote the work of FPCC, community partners, and other stakeholders around the province and across Canada.

The *2017-18 Mandate Letter* is available at <http://www.fpcc.ca/about-us/reports/>.

### Operating Environment

We continue to serve the 203 First Nations communities, 34 unique First Nations languages, 61 dialects and artists and arts organizations throughout the province. British Columbia is Canada's most linguistically diverse region with approximately 60% of all First Nations languages in the country originating here. As is the case across the country, First Nations languages in B.C. are in decline due to a number of factors, including social, industrial and cultural pressures from the dominant English-speaking society and the Canadian government's past policies of assimilation that manifested through the residential school system.

### Language

Our greatest ongoing challenge is the significant scope of our work. It is extremely challenging to meet the language and cultural revitalization needs of 203 communities and 34 languages. Challenges to FPCC's language mandate are exacerbated by the loss of fluent speakers as remaining Elders pass away. Challenges include FPCC's capacity to respond to the needs of First Nations communities and the capacity of communities to deliver programs with few resources and speakers to draw from.

According to *the 2014 Report on the Status of 2014 First Nations Languages*, our most recent language status report:

- Fluent speakers of a First Nations language make up 4.08% of the total B.C. First Nations population, a decrease of approximately 1% from 2010.
- Semi-fluent speakers increased by 3,144, and, as of 2014, make up 9.32% of the provincial First Nations population.
- 59% of fluent First Nations language speakers are aged 65 and over
- 88% of semi-fluent speakers are under age 65.

- First Nations language learners comprise 9.14% of the total provincial First Nations population, down from 11% in 2010.
- 65% of First Nations communities have recordings of their language available as a resource. This number has more than doubled since 2010.
- 117 communities (63%) have access to a FirstVoices.com archive of their language. This number has increased significantly from 2010, when 66 communities (or 39%) had access to a language archive.

On a hopeful note, there is growing interest and enthusiasm for language revitalization among First Nations youth in British Columbia, and we continue to raise awareness about our work, building a strong reputation locally and globally. As a result, we have created non-traditional relationships with organizations that are willing to think “outside the box” and partner with us on a number of special projects. We hope, through these relationships, that we will be able to diversify our revenue streams and access new sources of funding.

To address some of the capacity challenges, we have been offering training that encourages communities to undertake their own language revitalization work, even if they have not received funding through the organization. We are also creating resources that can be used by communities to support their language revitalization work, and are promoting collaboration internally and externally by encouraging staff and communities to work together to maximize resources.

## **Arts**

As part of its mandate, FPCC serves Indigenous artists, arts organizations and arts administrators in B.C. In 2016, staff in our arts department, in partnership with the BC Arts Council, conducted a review of Indigenous arts organizations and emerging artists in order to identify gaps and opportunities. The review was released in 2016/17 and will inform the future direction of FPCC's arts programming. It is available here: [www.fpcc.ca/about-us/publications](http://www.fpcc.ca/about-us/publications)

FPCC continues to be the go-to organization for mainstream arts and culture organizations that are planning to respond to the Truth and Reconciliation Commission's recommendations and the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). We are also advising organizations such as the Royal BC Museum and Heritage BC as they work to create opportunities for mainstream culture and heritage organizations to develop the capacity to be more inclusive of the Indigenous voice.

## **Operations**

FPCC's annual operating budget for 2017/18 is \$3,895,000, down from \$4,720,000 in 2016/17, mainly due to a reduction in funding from the New Relationship Trust (NRT) of \$500,000 and a reduction in estimates for funding by the Department of Canadian Heritage (DCH) other than one-time funding provided in 2016/17. The majority of FPCC's funding is allocated to grants and initiatives that support successful First Nations community projects in language, arts and culture in B.C. FPCC operates with a small team of 10 core staff. In 2016/17, FPCC delivered \$2.9 million in funding to communities and individuals.

In 2016/17, FPCC received 22% of its budget from the Ministry of Indigenous Relations and Reconciliation (MIRR) and 78% from other sources, including DCH, Margaret A. Cargill Philanthropies (MACP), NRT and the BC Arts Council. We are required to fundraise in order to maintain and deliver quality language, arts and cultural programming. However, the funding climate continues to be highly competitive, with limited funding opportunities, and FPCC's funding from all sources is subject to unexpected fluctuations and uncertainties.

## Performance Plan

### Goals, Objectives, Strategies and Performance Measures

In addition to the following goals, related strategies, performance measures and targets, FPCC has developed a strategic engagement plan, which provides information on how FPCC engages with key contacts at the Ministry of Indigenous Relations and Reconciliation (MIRR). FPCC's Board Chair continues to meet with the Minister responsible for MIRR, supported by quarterly meetings between the Deputy Minister of MIRR and FPCC's Chief Executive Officer. FPCC has also reviewed the *Government of British Columbia's Standards of Conduct* with staff and the Board; FPCC is in compliance with these standards and will review these annually to ensure continued compliance.

#### Goal 1: Take action to address the imminent extinction of First Nations languages.

##### Strategies

- Support B.C. First Nations communities to document their languages and language speakers by creating and building FirstVoices archives for their languages.
- Deliver language immersion programs and provide funding to create new semi-fluent and fluent speakers.

#### Performance Measure 1.1: Percentage of B.C. First Nations words and phrases archived on FirstVoices

| Performance Measure   | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---|----------------|----------------|----------------|----------------|
| Percentage of B.C. First Nations languages and dialects archived on FirstVoices.com | 9.4%           | 11%            | 13%            | 15%            |

##### Data Source:

1 FirstVoices website

##### Discussion

This measure is an important indicator of how much work remains before we can consider the First Nations languages of B.C. to be completely archived in a digital library that is accessible to learners. In 2013/14, we increased our annual targets for this initiative in the hopes that we could raise additional funds to increase our language archiving efforts. Our fundraising efforts were not successful and we revised the targets accordingly in the 2014/15 Service Plan.

However, at the end of fiscal 2014/15, we received \$300,000 from MIRR to rebuild FirstVoices.com's software architecture, which includes upgrading to new technologies that will improve the organization and indexing of data. An additional \$300,000 was provided in in-kind development services by the Ministry of Advanced Education and Skills Training. In 2016/17, \$250,000 was provided from the New Relationship Trust, which was distributed to 10 teams with existing archives for content development and training. An additional \$100,000 was provided from the First Peoples' Cultural Foundation to finish the rebuild and user interface.

Although the work these teams have done has resulted in a relatively small increase in archived content, they were able to get their existing archives ready for a planned 2017/18 website launch by validating their data and deleting duplicates. Teams were also trained on how to use the new FirstVoices website and are ready to upload new content, when we receive funding for content development in the future. With no funding for archiving in 2017/18, we have set the annual target for 2017/18 at 11% with a modest increase of two per cent per year over the next two years. We will revisit our target for this measure in upcoming service plans.

**Performance Measure 1.2: Number of mentor-apprentice teams**

| Performance Measure               | 2016/17 Actual            | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|-----------------------------------|---------------------------|----------------|----------------|----------------|
| Number of mentor-apprentice teams | 26 (14 new; 12 returning) | 27             | 27             | 27             |

**Data Source:**

1 Language department

**Discussion**

The Mentor-Apprentice Program pairs a fluent language speaker (mentor) with a language learner (apprentice) to transfer language knowledge and build fluency. This performance measure tracks the number of mentor-apprentice teams FPCC is able to fund each year. As mentor-apprentice participants increase their level of fluency, this measure is a valuable way to track the effectiveness of FPCC language programs in addressing the goal of preventing language extinction.

The initial portion of the program requires teams to complete 300 hours over one year. Teams may re-apply to complete a 2nd and 3rd year of the program, also 300 hours over each year. As the Mentor-Apprentice Program is a multi-year program, this performance measure tracks new teams as well as returning teams. In 2016/17, the number of teams returning for years two and three continued to increase, due to additional funding. Although we have reduced funding from the New Relationship Trust in 2017/18 we have prioritized the Mentor-Apprentice Program, due to its success creating fluent language speakers. Thus, we have increased the number of teams in this measure to 27 and will maintain this target over the next three years. We will revisit these targets if we receive increases in funding for the language program.



**Performance Measure 1.3: Number of active language nests**

| Performance Measure             | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---------------------------------|----------------|----------------|----------------|----------------|
| Number of active language nests | 12             | 10             | 10             | 10             |

**Data Source:**

1 Language department

**Discussion**

This performance measure tracks the number of active language nests established by FPCC. Within the language nest environment, children up to age five engage with Elders and other fluent speakers, speaking only their Indigenous languages. The early immersion experience provides a strong foundation for future fluency.

We established a baseline of 10 language nests at the start of 2015/16. In 2016/17, we funded 12 language nests, which was slightly above our target. In 2017/18, we received a funding reduction of \$500,000 from the New Relationship Trust and have reduced the number of language nests to 10, based on our current funding levels. We will revisit our target for this measure if additional funding is acquired for language programs.

**Goal 2: Support B.C. First Nations communities in their efforts to revitalize their arts, cultures and languages.**

**Strategies**

- Assist B.C. First Nations communities in developing long-term action plans for the revitalization of their arts, cultures and languages
- Provide arts, language and cultural funding grants to First Nations communities, organizations and individuals in British Columbia
- Develop and distribute tools, technology and resources that build community capacity and support language, arts and cultural revitalization
- Ensure all First Nations communities have access to tools and support for language, arts and cultural revitalization
- Provide training and skills development related to FPCC's language programs to ensure recipients receive maximum benefit from FPCC funding, and to support the wider community, which has not received funding, but would like access to valuable training opportunities.

**Performance Measure 2.1: Number of arts projects funded**

| Performance Measure            | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|--------------------------------|----------------|----------------|----------------|----------------|
| Number of arts projects funded | 75             | 78             | 80             | 82             |

**Data Source:**

1 Arts department

**Discussion**

This measure was chosen as the most basic way to monitor FPCC's support of B.C.'s Indigenous artists. In 2016/17, we received 111 applications and funded 75 projects, which was slightly below our actual for the previous year, due to an increase in funding for organizations, which are eligible for larger grants. We have renewed our partnership with MACP for three more years and anticipate an ongoing partnership with the BC Arts Council and the New Relationship Trust; we therefore forecast steady, but modest, increases in projects funded over the next few years.

**Performance Measure 2.2: Number of language and culture projects funded**

| Performance Measure                            | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|--|----------------|----------------|----------------|----------------|
| Number of language and culture projects funded | 53             | 46             | 48             | 50             |

**Data Source:**

1 Language department

**Discussion**

Monitoring the number of language and culture projects we fund each year demonstrates our ability to support language revitalization in B.C. In 2016/17, we came in slightly under target, delivering \$1,299,417 in funding to 53 projects, which is \$99,726 less than the previous year. It is challenging to establish an accurate target for performance measures, which are tied to funding, as funding to FPCC varies from year to year and depends on the success of project proposals to our funding partners. However, with current funding, we predict that we will be able to support 46 projects this year and will maintain modest increases to our targets for this measure in future years. We will revisit this performance measure if additional funding is acquired for language programs.

**Performance Measure 2.3: New tools and resources to support language and arts projects**

| Performance Measure   | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---|----------------|----------------|----------------|----------------|
| New tools and resources to support language and arts projects | 10             | 24             | 14             | 14             |

**Data Source:**

1 Arts and language department files

**Discussion**

The number of resources we create in a year links directly to our goal of supporting B.C. First Nations communities in realizing their visions for the revitalization of their arts, cultures and languages. While funding support is critical for the success of these community initiatives, communities also need the guidance of experts and access to information and technology to support their efforts. Accordingly, each year, staff at FPCC create and distribute a number of resources that support communities in their revitalization efforts.

In 2016/17, we provided 10 new resources, which was right on target. We have been planning several low cost resources, such as fact sheets, which will increase our number of resources for 2017/18. There are also 12 new Android versions of our FirstVoices dictionary apps in the works (currently available as an iOS only). However, based on current funding levels, we will maintain modest increases for this target in future years and will revisit this performance measure if additional funding is acquired.

**Performance Measure 2.4: Number of participants and non-participants being trained by FPCC**

| Performance Measure   | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---|----------------|----------------|----------------|----------------|
| Number of participants and non-participants being trained by FPCC | 228            | 175            | 175            | 175            |

**Data Source:**

1 Language and FirstVoices department files

**Discussion**

This performance measure, new in last years' service plan, tracks the number of participants attending FPCC language training workshops for the Mentor-Apprentice, Language Nest and FirstVoices programs. It includes individuals who receive training as part of their grant from FPCC, and those who have not received funding, but would like to pay to receive the same training, both in B.C. and outside the province.

Workshops allow us to support communities not currently participating in FPCC language programs, which is why this measure tracks both participants and non-participants. In 2016/17, the first year we reported on this measure, we hosted 13 events and trained 228 people, which was significantly higher than our expected target of 150. The increase was due to a high demand for training by non-participants, which can be challenging to predict. We have recently experienced a reduction in funding to the language program, and as a result, have set the forecast for 2017/18 and future years at 175. We will revisit our targets for this measure if we acquire additional funding for language programs.

**Goal 3: Build awareness and appreciation for the rich cultural diversity and position FPCC as the go-to for information services and advice related to First Nations arts, culture and language.**

**Strategies**

- Expand FPCC's network of language champions, both within B.C. and around the globe
- Collaborate on special projects that raise the profile of FPCC and inform wider audiences about First Nations languages, arts and culture
- Use FPCC's website, media activities and social media platforms to:
  - Promote and celebrate B.C. First Nations languages, arts and culture
  - Raise awareness about the status of First Nations languages, arts and culture in B.C.

- Inform First Nations communities, government and other key stakeholders about FPCC's programs, services and resources

**Performance Measure 3.1: Social media reach**

| Performance Measure | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---------------------|----------------|----------------|----------------|----------------|
| Social media reach  | 14,070         | 14,700         | 15,500         | 16,200         |

**Data Source:**

1 Twitter, Facebook and YouTube counters

**Discussion**

This performance measure tracks the number of communications on FPCC's social media platforms, which include Facebook, Twitter, Flickr and YouTube. Social media allows us to share activities and initiatives with First Nations in British Columbia, our Canadian and international Indigenous followers, government decision-makers, journalists, potential investors and the public. Expanding our social media reach helps to enhance public awareness of our programs and initiatives and engages potential clients, investors and the public.

In 2016/17, we exceeded our target, adding 1,486 communications contacts. We had tremendous increases in the early days of our social media accounts, but predict that we will maintain a modest rate of increase over the next few years.

**Performance Measure 3.2: Website traffic and app downloads**

| Performance Measure               | 2016/17 Actual                     | 2017/18 Target                    | 2018/19 Target                    | 2019/20 Target                    |
|-----------------------------------|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Website traffic and app downloads | 1,005,907 visits; 21,546 downloads | 1,100,000 visits; 4,000 downloads | 1,150,000 visits; 4,200 downloads | 1,200,000 visits, 4,400 downloads |

**Data Source:**

1 Twitter, Facebook and YouTube counters

**Discussion**

This performance measure monitors website traffic and downloads of online resources. In 2016/17 we dramatically exceeded our target for website visits. The increased website traffic was a result of a couple of factors: the Our Living Languages exhibition launched at the Royal BC Museum in 2014 and continues to drive traffic to FirstVoices.com, which is featured in the exhibition, and; media coverage of the launch of the FirstVoices keyboards app in May 2016 also drove traffic to our websites and the app itself. We expect to continue to have increased traffic to the FirstVoices website following its launch in fall 2017, and have thus increased our targets. Also, 12 existing iOS dictionary apps will be launched in Android versions in 2017/18. Overall, we expect that download numbers won't reach the highs of the past year, but will continue at historic levels, which are reflected in the targets above.

**Performance Measure 3.3: Outreach via events, conferences, presentations and monitoring visits to communities**

| Performance Measure  | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|--|----------------|----------------|----------------|----------------|
| Outreach via events, conferences, presentations and monitoring visits to communities | 50             | 35             | 40             | 45             |

**Data Source:**

1 Information collected by department leads

**Discussion**

This measure tracks outreach by FPCC through attendance at language, arts and culture-themed events and conferences, presentations to key stakeholders and community monitoring visits. These activities raise awareness of FPCC as an organization, provide opportunities to introduce FPCC programs and initiatives, increase the organization’s vital support network and allow FPCC to position itself as the go-to resource for information about Indigenous language and arts revitalization in B.C.

FPCC continued its efforts in 2016/17 to reach out to British Columbians to build awareness and appreciation for the cultural diversity of B.C.’s First Nations and to promote FPCC’s role in helping communities preserve and celebrate their languages and culture; other organizations were also interested in bringing FPCC staff to special events. As a result, we exceeded our target significantly. However, many of these were one-time only events, which will not occur next year, and as such, we have maintained our targets from the 2017/18 forecast.

**Goal 4: To create a sustainable organization that attracts investments from a diverse base of funders.**

**Strategies**

- Develop and maintain good working relationships with our community partners, funders and First Nations leadership
- Continue to develop FPCC as a strategic, responsive, results-based organization
- Attract investments and donations from provincial government ministries, the federal government, foundations and private sector partners
- Continue to seek resources to realize our goal of creating and sustaining a First Peoples’ Cultural Institute

**Performance Measure 4.1: Number of active and ongoing funding partnerships**

| Performance Measure                               | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---|----------------|----------------|----------------|----------------|
| Number of active and ongoing funding partnerships | 11             | 10             | 11             | 11             |

**Data Source:**

1 Finance department

**Discussion**

We are required to fundraise in order to maintain and deliver quality arts, language and cultural programming. This performance target measures new and ongoing funding opportunities that are provided to FPCC by our partners, many of which are cost-shared. We were able to exceed our target in fiscal 2016/17, thanks to participation in several special projects. One of these projects has wrapped up, and as a result, we have lowered our target to 10 as a forecast for 2017/18, with modest increases in future years.

**Performance Measure 4.2: Grants delivered to communities**

| Performance Measure             | 2016/17 Actual | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---------------------------------|----------------|----------------|----------------|----------------|
| Grants delivered to communities | \$2.9M         | \$2.4M         | \$2.4M         | \$2.4M         |

**Data Source:**

1 Audited financial statements

**Discussion**

This performance measure tracks the amount of funding that goes directly to First Nations communities in B.C. through FPCC's arts, language and cultural grants. The funding that FPCC delivers to communities is an important measure of the support the organization provides for community language, arts and cultural revitalization.

In 2016/17, we delivered \$2,901,000 in funding to language and arts projects, which was slightly above our target for the year, due to additional funding being acquired. Funding delivered to communities fluctuates from year to year and depends on funding obtained by FPCC through its own grant proposals to funders. We will revisit these targets if additional funding is secured.

## Financial Plan Summary Financial Outlook

| First Peoples' Heritage Language & Culture Council  |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| Summary Financial Outlook 2017/2018 to 2020/2021    |              |              |              |              |
|   |              |              |              |              |
| (\$000)   | 2016/2017    | 2017/2018    | 2018/2019    | 2019/2020    |
|   | Actual       | Forecast     | Forecast     | Forecast     |
| <b>Revenues</b>                                     |              |              |              |              |
| Ministry of Indigenous Relations & Reconciliation   | 1,051        | 1,051        | 1,051        | 1,051        |
| New Relationship Trust                              | 1,015        | 500          | 500          | 500          |
| BC Arts Council                                     | 815          | 765          | 765          | 765          |
| Other Provincial Ministries                         | 0            | 0            | 0            | 0            |
| Grants from Federal Ministries                      | 1,057        | 820          | 820          | 820          |
| Grants from Non-Governmental Organizations          | 748          | 440          | 538          | 538          |
| Deferred Revenue                                    | (97)         | 165          | 0            | 0            |
| Interest and Other                                  | 36           | 73           | 73           | 73           |
| Office overhead recoveries                          | 95           | 80           | 80           | 80           |
| <b>Total revenue</b>                                | <b>4,720</b> | <b>3,895</b> | <b>3,827</b> | <b>3,827</b> |
|   |              |              |              |              |
| <b>Expenditures</b>                                 |              |              |              |              |
| Grants  | 2,901        | 2,430        | 2,412        | 2,412        |
| Salaries and Benefits                               | 849          | 805          | 805          | 805          |
| Community Resources, R & D and Jury Costs           | 188          | 139          | 139          | 139          |
| Purchased Services                                  | 357          | 78           | 28           | 28           |
| Professional Fees                                   | 60           | 113          | 113          | 113          |
| Facilities rent, heating and maintenance            | 59           | 57           | 57           | 57           |
| Office overhead and operating costs                 | 254          | 220          | 220          | 220          |
| Amortization of Capital Assets                      | 8            | 9            | 9            | 9            |
| Board and Advisory                                  | 44           | 43           | 43           | 43           |
| <b>Total Expenses</b>                               | <b>4,720</b> | <b>3,895</b> | <b>3,827</b> | <b>3,827</b> |
| <b>Excess (Deficiency) of Revenue over Expenses</b> | <b>0</b>     | <b>0</b>     | <b>0</b>     | <b>0</b>     |
|   |              |              |              |              |
| <b>Capital Expenditure</b>                          | <b>15</b>    | <b>15</b>    | <b>15</b>    | <b>15</b>    |
| <b>Total Liabilities</b>                            | <b>0.00</b>  | <b>0.00</b>  | <b>0.00</b>  | <b>0.00</b>  |
| <b>Accumulated Surplus / Retained Earnings</b>      | <b>384</b>   | <b>384</b>   | <b>384</b>   | <b>384</b>   |

## **Key Forecast Assumptions, Risks and Sensitivities**

The FPCC receives funding from the Province of British Columbia, the Government of Canada, the New Relationship Trust, the BC Arts Council and various non- governmental agencies. Financial information for FPCC was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP). As we are dependent to a large extent on outside sources of funding, our financial forecast is based on the following assumptions:

- FPCC continues to receive annual operating grants from the Ministry of Indigenous Relations and Reconciliation (MIRR) and program grants from the New Relationship Trust, the BC Arts Council, the Department of Canadian Heritage and the Margaret A. Cargill Philanthropies (formerly known as the Margaret A. Cargill Foundation).
- FPCC successfully develops new partnerships and maintains international investments from Margaret A. Cargill Philanthropies (MACP). FPCC has the capacity to meet the reporting and accountability requirements of MACP.
- FPCC continues to act as a non-profit organization by leveraging and fundraising new resources to address the urgent funding required for community-based programs and services.
- The Service Plan goals will be achieved through use of current available resources and capacity.

## **Management's Perspective on the Financial Outlook**

In order to maintain and deliver quality arts, language and cultural programming, FPCC is required to fundraise. In 2016/17, 22% of FPCC's budget came from MIRR and the remaining 78% from other sources, and we expect this trend to continue in the coming years. However, as in previous years, the funding climate is highly competitive, the Canadian and global economy remain uncertain, funders are increasingly risk-averse and there is a general lack of understanding about the unique work and services provided by FPCC. In addition, FPCC is eligible to apply for a limited number of funding opportunities, and all of our funding is subject to unexpected fluctuations and uncertainties, which is also a trend we expect will continue.

Two key sources of revenue, the First Citizens Fund and the New Relationship Trust, come from trusts that are invested. As a result, actual financial results may differ materially from the projected information in this plan.

Revenue generation remains an important priority for FPCC to achieve its mandate and the forecast budget in this plan is conservative.

First Nations demographics factor into the future outlook. In B.C., the fastest growing demographic is Aboriginal youth. In response to the growing interest in language and cultural revitalization, we anticipate increased pressure and demand for FPCC programs and services in the coming years.

Also, the results of the *Status of B.C. First Nations Languages Report 2014* indicate that there is a significant risk that the diversity and traditional knowledge of B.C. First Nations languages and heritage will be lost unless more opportunity is created for the 34 languages to be archived and learned.



However, with recent mandate letters from the provincial and federal governments focusing on implementing the Calls to Action of the Truth and Reconciliation Commission and Indigenous languages, we are hopeful that there will be increased investment in our language programs.

## **Appendix A: Hyperlinks to Additional Information**

### **Corporate Governance**

The First Peoples' Cultural Council (FPCC) is governed by a Board of Directors comprising up to 13 members. In 2016, Cynthia Callison, a member of the Crow Clan in the Tāltān Nation (Dene), became Chair of the Board of Directors.

The work of the Board is supported by three sub-committees: governance, finance and audit, and human resources and compensation. In addition, the Board is supported by a 34-member Advisory Committee, with one representative for each of the First Nations language groups in B.C.

FPCC's governing legislation was amended in 2011 to include representation from all B.C. First Nations language groups on our Advisory Committee. It offers more flexibility, which is consistent with modern best practices that allow Crown corporations to determine their own structure and governance processes. As a result, it is possible for each language group to have a cultural representative to provide advice to FPCC Board and staff.

Membership for both the Advisory Committee and the Board of Directors is sought through an open application process, which is managed by the Board's Governance Committee. This open application process means that any B.C. First Nations individual, organization or community can nominate someone or apply for membership.

The Advisory Committee and 10 Board members are all recommended for appointment by the Board's Governance Committee (and then appointed by the Minister), while the three Board members are appointed directly by the Minister.

## Organizational Overview

FPCC's mandate is to assist B.C. First Nations in their efforts to revitalize their languages, arts and cultures. Since 1990, FPCC has successfully distributed over \$40 million to British Columbia's Aboriginal communities for language, arts and culture projects.

FPCC serves 203 B.C. First Nations, 34 languages, 61 language dialects and a number of First Nations arts, culture and educational organizations.

FPCC is a provincial Crown Corporation formed by the government of British Columbia to administer the First Peoples' Heritage, Language and Culture Program. The First Peoples' Cultural Council is supported by legislation: *First Peoples' Heritage, Language and Culture Act* (FPHLC Act).

As stated in the FPHLC Act, FPCC's legislated mandate is to:

- Protect, revitalize and enhance First Nations heritage, language, culture and arts. Increase understanding and sharing of knowledge, within both First Nations and non-First Nations communities.
- Heighten appreciation and acceptance of the wealth of cultural diversity among all British Columbians.

## Vision and Mission

Our vision is one where "B.C. First Nations languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia, and the cultural knowledge expressed through First Nations languages, cultures and arts is recognized and embraced by all citizens of B.C."

Our mission is to provide leadership for the revitalization of First Nations languages, culture and arts in British Columbia.

## Our Values

Accountability – The CEO, Board and staff are directly accountable to the organization's stakeholders and to First Nations in B.C.

Transparency – Program procedures and decisions are open and transparent.

Results-based – Program delivery is efficient and outcome-based.

Collaboration – Programs are coordinated with other service providers and language groups to maximize benefits.

Integrity – All work is done with an overriding focus on cultural integrity and honesty.

### **Our Stakeholders**

- 203 B.C. First Nations
- First Nations communities
- First Nations artists
- First Nations arts and culture organizations
- First Nations language champions
- First Nations language learners
- First Nations schools
- First Nations Elders
- British Columbia residents

### **Our Key Partners**

- Ministry of Indigenous Relations and Reconciliation (MIRR)
- New Relationship Trust (NRT)
- BC Arts Council (BCAC)
- Department of Canadian Heritage (DCH)
- Margaret A. Cargill Philanthropies (MACP)
- First Peoples' Cultural Foundation (FPCF)
- Royal BC Museum (RBCM)
- Google
- First Nations Health Authority, Interior Region (FNHA)
- Aboriginal Neighbors, Anglican Diocese
- BC Ferries
- First Nations Technology Council (FNTC)
- First Nations Education Steering Committee (FNESC)
- ŁÁU, WELNEW Tribal School
- Chief Atahm School
- University of Victoria
- En'owkin Centre
- University of Hawai'i at Manoa
- Eastern Michigan University

## Contact Information and Links

| Section   | Hyperlink   |
|---|---|
| <p>Organizational Overview</p> <ul style="list-style-type: none"> <li>• Mission, vision and values</li> <li>• Legislation and mandate</li> <li>• Overall benefit or service</li> <li>• Principal partners and stakeholders</li> <li>• How services are delivered</li> </ul>   | <p><a href="http://www.fpcc.ca/about-us">www.fpcc.ca/about-us</a></p>   |
| <p>Programs and Special Projects</p> <ul style="list-style-type: none"> <li>• Language programs</li> <li>• Arts programs</li> <li>• Culture &amp; heritage programs</li> <li>• FirstVoices</li> <li>• Endangered Languages Project</li> <li>• Our Living Languages Exhibition</li> <li>• FPCC mapping projects</li> </ul> | <p><a href="http://www.fpcc.ca/language/Programs">www.fpcc.ca/language/Programs</a><br/> <a href="http://www.fpcc.ca/arts/Programs">www.fpcc.ca/arts/Programs</a><br/> <a href="http://www.fpcc.ca/culture/projects">www.fpcc.ca/culture/projects</a><br/> <a href="http://www.fpcc.ca/language/FirstVoices">www.fpcc.ca/language/FirstVoices</a><br/> <a href="http://www.fpcc.ca/language/ELP">www.fpcc.ca/language/ELP</a><br/> <a href="http://www.fpcc.ca/language/Exhibition">www.fpcc.ca/language/Exhibition</a><br/> <a href="http://www.fpcc.ca/language/language-map">www.fpcc.ca/language/language-map</a></p> |
| <p>Corporate Governance</p> <ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Advisory Committee</li> <li>• Board Committees</li> <li>• Senior Management</li> <li>• Governance Principles</li> </ul>  | <p><a href="http://www.fpcc.ca/about-us/governance">www.fpcc.ca/about-us/governance</a><br/> <a href="http://www.fpcc.ca/about-us/board">www.fpcc.ca/about-us/board</a><br/> <a href="http://www.fpcc.ca/about-us/advisory">www.fpcc.ca/about-us/advisory</a><br/> <a href="http://www.fpcc.ca/about-us/performance">www.fpcc.ca/about-us/performance</a></p>   |
| <p>First Peoples' Cultural Institute</p>  | <p><a href="http://www.fpcc.ca/culture/institute">www.fpcc.ca/culture/institute</a></p>   |
| <p>List of Aboriginal Languages in British Columbia</p>   | <p><a href="http://www.fpcc.ca/files/pdf/fpcc_language_dialect_list_2013.pdf">www.fpcc.ca/files/pdf/fpcc_language_dialect_list_2013.pdf</a></p>   |
| <p>Status of Language Report</p>  | <p><a href="http://www.fpcc.ca/language/status-report/">www.fpcc.ca/language/status-report/</a></p>   |