

First Peoples' Cultural Council

2022/23 – 2024/25 Service Plan

February 2022



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Board Chair's Accountability Statement



The 2022/23 – 2024/25 First Peoples' Cultural Council Service Plan was prepared 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 January 28, 2022, have been considered in preparing the plan. The performance measures presented are consistent with the Budget Transparency and Accountability Act, 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 First Peoples' Cultural Council's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in cursive script, appearing to read "Carla Lewis".

Carla Lewis
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how First Peoples' Cultural Council will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

This direction influences operations for the First Peoples' Cultural Council (FPCC). As an First Nations-led Crown Corporation with a legislated mandate to protect, revitalize and enhance First Nations heritage, language, culture and arts, as set out in the [First Peoples' Heritage, Language and Culture Act](#) and the [2021-22 Mandate Letter](#), FPCC provides a model to support lasting and meaningful reconciliation. The FPCC Advisory Committee provides for representation from each First Nations language group in B.C.

FPCC's work aligns with the provincial government priority, as stated in the Ministry of Indigenous Relations and Reconciliation mandate letter, to "extend support for cultural preservation and revitalization by funding key projects designed to preserve and respect Indigenous cultures, including the retention and revitalization of First Nations languages."

Through its work FPCC addresses reconciliation, equity and anti-racism priorities by helping First Nations rebuild Indigenous cultural systems that were disrupted by genocide. It provides funding, training, resources, coaching, technology and project management support to assist communities with this critical work.

FPCC supports a better future through fighting climate change. For example, in partnership with the B.C. Ministry of Environment and Climate Change Strategy, FPCC pilot projects examined the impacts of climate change on cultural heritage for eight First Nations communities.

In 2022/23, FPCC will continue to contribute to COVID recovery and put people first by providing employment, funding and programs that serve people in First Nations communities throughout B.C. and support a strong, sustainable economy that works for everyone.

Operating Environment

The following economic, social, and political trends impact FPCC's operating environment:

Funding Uncertainty: FPCC receives funding from the Province to support operations as well as funding from the federal government, the First Peoples' Cultural Foundation, and other philanthropic and non-governmental organizations to support the organization's mandate. The \$50 million in language funding that B.C. provided to FPCC in 2018 has supported language programs for First Nations throughout B.C., however that funding is now expended. The Province is providing operating funding in 2022/23 of \$7.6 million (up from \$1.051 million in 2021/22) to maintain current staff levels and operations, which will support continued momentum for revitalization of languages, arts and cultural heritage with First Nations communities while long-term funding options are developed.

FPCC is subject to year-to-year fluctuations in funding from all sources. This impacts the certainty First Nations communities need to support a long-term strategic approach to revitalization and retain skilled staff. To address funding challenges, FPCC developed a long-term funding strategy in 2020 and has collaboratively engaged with the Province, the federal government, the First People's Cultural Foundation, and others to secure sustainable, predictable, long-term funding to support work in communities. This work is ongoing and remains the organization's priority for the period covered by this service plan. As FPCC is subject to year-to-year fluctuations in funding, revenue cannot be accurately anticipated. As such, the targets in this service plan are based on estimates.

Labour Market Challenges: COVID-19 has exacerbated a strained and competitive labour market. Recruiting and retaining talent is increasingly challenging, particularly as more organizations seek Indigenous employees who can support reconciliation. This places pressure on staff well-being and organizational efficiency, and weakens FPCC's capacity to remain current and competitive, particularly in the technology sector. Historically, annual compensation at FPCC has lagged behind the B.C. public service and other employers in the broader public sector. These factors, combined funding challenges, growing inflation and higher housing costs, impact recruitment and retention for FPCC. To respond to these challenges, FPCC creates employment pathways for emerging Indigenous arts, language and cultural heritage professionals through its community outreach and professional development programs.

Residential School Findings: Discoveries of unmarked graves at residential school sites across Canada is traumatizing for survivors and their families. Survivors have stated that investing in the rebuilding of cultural systems must be a priority. FPCC cultural revitalization programs serve as medicine, uplifting communities as they work to ensure the impacts of cultural genocide are addressed.

Indigenous Rights Legislation and Policy: The Province of B.C. passed legislation implementing the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) in 2019 and the Government of Canada passed similar legislation in 2021. The provincial government has committed to shifting away from short-term transactional arrangements to long-term agreements that recognize and support reconciliation, self-

determination and economic independence. These commitments align with FPCC's work as a First Nations-led organization.

Generational Challenges: Most First Nations fluent speakers, Knowledge Holders and traditional artists are older. The FPCC [*Report on the Status of B.C. First Nations Languages*](#) 2018 identifies 52% of fluent speakers are age 65 or older, heightening the urgency of addressing the FPCC mandate.

COVID-19 Pandemic: The COVID-19 pandemic has heightened risk for remaining fluent speakers, Elders and Knowledge Keepers. With a commitment in rebuilding community cultural infrastructure, FPCC has prioritised maintaining funding and jobs in communities. FPCC staff and community partners continually adapt, collaborating to design virtual projects in innovative ways that support cultural revitalization without compromising safety and wellness. Remote work conditions limit some processes, but also open pathways for FPCC to reach a broader audience with virtual programs. In addition, in February 2021 FPCC received \$4 million in Community Economic Infrastructure Recovery Program funding from the Province to support First Nations-led infrastructure projects. FPCC received more than 100 submissions and 11 projects were selected to receive funding over a three-year period, with project completion by March 2023.

Climate Change: First Nations heritage sites, medicines and other plant resources are threatened by climate change. Wildfires, heat waves, floods and other climate events impact the ability of Indigenous communities to carry out land-based projects. FPCC anticipates the growing effects of climate change on First Nations arts and cultures over time. A 2020 Memorandum of Understanding between FPCC and the B.C. Ministry of Environment and Climate Change Strategy supports First Nations communities in identifying and implementing mitigation strategies related to the impacts of climate change on their cultural heritage. As a result, FPCC hopes to see increased opportunities to support First Nations communities in efforts to protect sites and develop monitoring, adaptation and intervention strategies.

Collaborative Relationships: FPCC's overarching operating environment is defined by relationships. FPCC is a First Nations-led Crown corporation guided by Indigenous community partners and the wisdom shared by Elders and Knowledge Keepers. FPCC collaborates closely with government and other supporters whose investments sustain this work. For example, the B.C. 150 Time Immemorial Program supports projects to educate people about B.C.'s colonial past, advance reconciliation, and promote inclusivity and diversity for the province's future. The First People's Cultural Foundation will manage the program in partnership with FPCC.

Performance Planning

Goal 1: Sustain and invest in the lasting vitality of B.C. First Nations languages through successful language revitalization strategies

Objective 1.1: Document every B.C. First Nations language and ensure every First Nations person has access to their language via FirstVoices.com

Key Strategies

- Support B.C. First Nations communities to document their languages by providing funding and training in the technical skills required to create and build language archives.
- Enhance usability of FirstVoices.com through technology improvements.
- Increase opportunities for communities to use their data to develop interactive tools and resources for language learning.
- Archive B.C. First Nations language resources through digitization.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Number of new data points added to FirstVoices.com ¹	13,493	40,000	38,000	37,000	30,000
1.1b Number of language resources digitized ²	275	1,125	1,125	2,000	2,000

Data Source: FirstVoices Department, Language Department, FPCC

¹ Data points include words, phrases, songs, stories and supporting media (audio, visual, images) and any other content that is created by communities to represent or support their archives on FirstVoices.com.

² Resources include audio-visual sources and textual documents.

Linking Performance Measure to Objective

1.1a. FirstVoices.com provides a means for B.C. First Nations to document their languages and share resources with people living on and off-reserve. FPCC grants provide funding for language documentation that can be used to teach and learn languages. The total number of data points is one indicator of the rate at which languages are being documented. It is imperative that First Nations curate and manage their own language data to support of cultural sovereignty and self-governance.

1.1b. FPCC helps communities to digitize audio, video and textual language resources for use by learners, teachers and speakers. This helps communities avoid re-doing thousands of hours of documentation work by allowing them to digitize paper resources or outdated technology into useable formats.

Discussion

1.1a. FPCC anticipates that in the coming years FirstVoices users will complete uploads of existing data points and shift focus to begin to develop more substantive content, such as stories

and interactive applications. As a result, the target for the number of data points added annually will decline in future.

1.1b. The forecast and targets for FPCC's digitization program have been revised upwards from the last service plan to reflect an increase in digitization work during COVID-19.

Objective 1.2: Increase the number of fluent speakers of B.C. First Nations languages

Key Strategies

- Develop programs and provide funding to support community-based language immersion programs that create new semi-fluent and fluent speakers of B.C. First Nations languages.
- Support communities to implement language immersion programs through training, coaching, tools and resources.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Increase in language proficiency for Mentor-Apprentice Program participants	83%	83%	83%	83%

Data source: Self-evaluation by Mentor-Apprentice participants.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2b Number of language immersion opportunities funded by FPCC	586	3,000	2,500	3,500	3,500

Data source: Language Department, FPCC.

Linking Performance Measures to Objective

1.2a. This performance measure is calculated by comparing apprentices' results at the start and end of the program using the Language Learning Assessment Tool.

1.2b. This performance measure includes the number of language learners participating in immersion programs funded by FPCC program streams. The number is inclusive of learners only. Immersion opportunities are critical to language acquisition and have been shown to be effective in creating language fluency.

Discussion

1.2a. The forecast and 2022/23 target have been adjusted upward compared to the 2021/22 service plan as a result of a new evaluation tool and reflect 2020/21 actuals.

1.2b. The 2021/22 forecast is somewhat higher than expected because additional learners joined virtual options for immersion programming. FPCC targets reflect a return to in-person programming.

Objective 1.3: Mobilize community capacity to carry out the work of language revitalization

Key Strategies

- Employ regional language coaches to work directly with communities on the development of language revitalization community plans and initiatives.
- Develop new resources and tools to support communities with language planning and capacity.
- Fund language programs that support communities to develop resources for language revitalization.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.3a Number of language resources developed by communities with FPCC funding	593	1,000	500	1,000	1,000
1.3b Number of communities developing language revitalization plans with FPCC support ²	0	25	30	35	35

Data source: Language Department, FPCC.

Linking Performance Measures to Objective

1.3a. Language resources take many forms, such as stories, songs, books, teaching resources, dictionaries and more. This is linked to objective 1.3 because the more resources that a community has to help them in learning and documenting their language, the greater their capacity will be to support language revitalization.

1.3b. A language revitalization plan is a document that captures a community’s unique long-term vision for their language, including their specific goals and anticipated actions. This performance measure is linked to objective 1.3 because a community with a clear language plan will have increased capacity to implement language revitalization.

Discussion

1.3a. The 2021/22 forecast has been revised upwards compared to the 2021/22 service plan to reflect 2020/21 actuals; some communities shifted to creating resources when they could not have participatory activities. The forecasts have been revised compared to the 2021/22 service plan to reflect estimated funding.

1.3b. Targets have been revised upwards from the previous service plan to reflect estimated funding.

Goal 2: Sustain and invest in the lasting vitality of First Nations arts, culture and heritage in B.C.

Objective 2.1: Support the development of Indigenous art forms (traditional and contemporary) through funding Indigenous artists and investing in the growth of community capacity for arts and infrastructure

Key Strategies

- Provide funding for Indigenous artists practicing a variety of art forms.
- Provide training, resources and funding for the development of Indigenous arts infrastructure.
- Fund programs that keep traditional arts alive by transferring knowledge of Indigenous arts, culture and heritage between individuals and groups.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Number of individuals involved in FPCC arts projects	1,500	1,200	1,200	1,200	1,200
2.1b Number of funding partners in arts and heritage ²	5	10	9	9	9

Data Source: Arts Department, FPCC. The 2021/22 funding partners are from the FPCC Finance Department, based on Q2 reports; future targets are estimated by program managers.

Linking Performance Measure to Objective

2.1a. Increasing the number of individuals involved in arts projects supports knowledge sharing and will help to sustain arts vitality. Arts projects may include visual or performance arts (such as music or dance).

2.1b. The number of funders for arts and cultural heritage is related to the amount of funding available for FPCC programs and services.

Discussion

2.1a. The targets have been adjusted downward compared to the 2021/22 service plan to reflect the impact of COVID-19.

2.1b. The targets have been revised compared to the 2021/22 service plan to reflect current forecasts.

Goal 3: Support First Nations communities and individuals in B.C. to meet arts, language, culture and heritage revitalization goals by providing tools, resources and training

Objective 3.1: Provide effective training, tools and resources to promote the success of First Nations arts, language, culture and heritage revitalization programs

Key Strategies

- Create and disseminate tools and resources to support the revitalization of First Nations arts, language, culture and heritage.
- Provide training to enable language revitalization and planning programs to be successful.
- Provide training to assist Indigenous artists to access and benefit from FPCC arts programs.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Number of new tools and resources to support language, arts, culture and heritage revitalization	18	9	8	10	10
3.1b Number of individuals receiving language training from FPCC	814	300	250	500	500
3.1c Number of individuals participating in FPCC arts and heritage workshops ¹	n/a	200	70	75	80

Data source: Arts, Heritage and Language Departments, FPCC.

¹ This performance measure has been updated from last year’s service plan, which recorded only the number of arts workshops. FPCC is now including heritage workshops in this performance measure, as the FPCC cultural heritage team is providing workshops to community members.

Linking Performance Measure to Objective

3.1a. This performance measure includes resources developed by FPCC for communities (such as learning and assessment tools, handbooks, videos, etc.) and resources developed for experts in the field (such as policy papers, fact sheets, templates and models). FPCC chooses which resources it develops each year based on feedback from partners, communities and other experts. Note that while this performance measure counts resources developed by FPCC, performance measure 1.3a counts resources developed by communities.

3.1b. This performance measure counts the number of individuals who receive language training from FPCC. This training supports community capacity for planning, programming and implementing fluency and documentation initiatives. Note that this is different from performance measure 1.2b which is the number of people enrolled in immersion programs in communities.

3.1c. This performance measure includes the number of individuals participating in FPCC workshops related to arts and cultural heritage programming.

Discussion

3.1a. Targets for new tools and resources have been revised downwards since last year’s service plan. Some upcoming FPCC resources, such as comprehensive toolkits, are significant and require more time to create.

3.1b. Targets have been revised downwards since last year’s service plan to reflect the challenge of training during COVID-19. FPCC expects this performance measure to grow once in-person training is safe.

3.1c. This new performance measure reflects the number of individuals participating in heritage and arts workshops while the previous measure counted only arts participants. The targets are also impacted somewhat by plans for new cultural heritage workshops in the coming years.

Objective 3.2: Ensure FPCC programs are responsive to the needs of B.C. First Nations and deliver benefits to B.C. First Nations

Key Strategies

- Deliver funding to support the revitalization of First Nations languages, arts, cultures and heritage.
- Be flexible and responsive to the needs of FPCC stakeholders, delivering services that are useful and impactful.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.2a Grants delivered to communities ¹	\$11.4 million	\$29.0 million	\$25.9 million	\$32.2 million	TBD ¹
3.2b Level of user satisfaction with FPCC ²	80%	90%	90%	90%	90%

Data Source:

¹Some funds for 2022/23, 2023/24 and 2024/25 are subject to approvals and formal agreements.

² Arts and Language Departments, FPCC.

Linking Performance Measure to Objectives

3.2a. The amount of grant funding delivered to communities is one indicator of support to communities.

3.2b. Program participants rate their satisfaction on a scale and make suggestions for areas of improvement that FPCC integrates into programs through a continuous improvement cycle.

¹ Work is underway to confirm 24/25 funding.

Discussion

- 3.2a. Targets have been revised from the previous service plan to reflect current estimates.
- 3.2b. FPCC has achieved a high level of user satisfaction, therefore the target for 2022/23 and onwards continues to be set at 90% to maintain the standard of service.

Goal 4: Build awareness and appreciation for First Nations languages, arts and culture in B.C., and promote the work of FPCC to communities, funders and leadership

Objective 4.1: Promote FPCC’s work and its impacts

Key Strategies

- Disseminate information about the opportunities FPCC offers to communities through a variety of formats.
- Improve and maintain the FPCC website so it is relevant to users and easy to navigate.
- Use multiple forms of media to raise public awareness about First Nations arts, languages and cultural heritage.
- Build awareness and provide development opportunities for emerging artists.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Number of followers engaged through FPCC social media streams	17,500	26,300	26,800	27,300	27,800
4.1b Number of website visits	260,800	450,000	450,000	500,000	550,000

Data Source: Communications Department, FPCC.

Linking Performance Measure to Objective

- 4.1a. The number of social media followers is an indicator of the growth and awareness of FPCC. FPCC uses Facebook, Twitter, Instagram, YouTube and LinkedIn to reach communities and stakeholders through social media.
- 4.1b. This measure includes activity on all FPCC websites (FPCC, FirstVoices, First Peoples’ Map, the FPCC grant portal and event sites). It demonstrates effectiveness of promotional efforts.

Discussion

- 4.1a. Over the coming years, FPCC will attract new followers and focus on increasing the engagement of existing followers. Targets have slightly increased since last year’s service plan based on the 2021/22 forecast.
- 4.1b. FPCC anticipates that the number of visitors across all platforms will continue to grow over time and has set targets slightly higher than last year’s service plan to reflect the current forecast.

Goal 5: Provide leadership on a provincial, national and global scale to support Indigenous arts, language, culture and heritage revitalization

Objective 5.1: Position the organization as the go-to thought leader on Indigenous languages, arts, culture and heritage in B.C., Canada and internationally

Key Strategies

- Develop and share tools, resources and original research.
- Present at events, conferences and gatherings for Indigenous arts, language, culture and heritage revitalization.
- Collaborate with Indigenous partners and provincial government ministries in the fields of Indigenous arts, language, culture and heritage revitalization.
- Play a leadership role in the establishment and coordination of networks and collectives.

Performance Measure(s)	2018/19 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
5.1a Number of events, conferences and presentations FPCC staff attend	123	36	15	20	20
5.1b Number of collaborative partnerships for FPCC	40	46	45	45	45

Data Source: Languages, Arts, Heritage and Operations Departments, FPCC.

Linking Performance Measure to Objectives

5.1a. The events, conferences and presentations FPCC staff attend help establish FPCC as a go-to thought leader and raise awareness of programs and services within Indigenous communities.

5.1b. This measure includes FPCC’s formal and informal partnerships and funders, organizations which receive FPCC training and support, members of networks and others. The number of collaborative partnerships reflects the reach and impact of FPCC’s role as a leader in the field.

Discussion

5.1a. FPCC anticipates that the pandemic will continue to impact the number of gatherings and has revised these targets downwards compared to last year’s service plan.

5.1b. FPCC anticipates that the number of its collaborative partnerships will remain stable.

Financial Plan

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Ministry of Indigenous Relations and Reconciliation ²	1,281	7,600	1,051	1,051
BC Arts Council	1,725	1,725	1,725	1,725
Other Provincial Ministries	729	500	500	500
Grants from Federal Government	14,632	23,100	36,000	TBD ³
Grants from Non-Governmental Organizations	16,127	1,412	1,327	0
Deferred Revenue	1,361 ⁴	0	0	0
Interest and Other	20	140	0	0
Office overhead recoveries	103	0	0	0
Total Revenue	35,979	34,477	40,603	TBD²
Total Expenses				
Language Programs	18,270	25,808	32,151	TBD ²
FirstVoices Programs	5,731	489	513	TBD ²
Arts Programs	4,035	2,225	2,225	2,225
Heritage Programs	5,083	1,552	1,327	425
Operating Expenses and Overhead				
Administrative salaries/benefits and Governance	1,512	2,699	2,662	2,791
Amortization	250	260	326	326
Other operating costs	1,098	1,443	1,398	1,185
Total Expenses	35,979	34,477	40,603	TBD²
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0

² For 2023/24 and 2024/25, the provincial contribution remains unchanged from 2021/22. Work is underway with the Province to identify longer term funding options.

³ Work is underway to confirm 24/25 funding.

⁴Deferred revenue includes revenue from Martha A. Cargill Philanthropies, Creative BC, BC Arts Council, RSF Social Finance, Indigenous Services Canada, First Peoples' Cultural Foundation and the B.C. Ministry of Environment and Climate Change Strategy.

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.
Note: Financial projections are based on best estimates and targets, while work continues to address long-term funding options.

Key Forecast Assumptions, Risks and Sensitivities

As FPCC subject to year-to-year fluctuations in funding from all funding sources, revenue cannot always be accurately anticipated.

Management's Perspective on the Financial Outlook

The following risks, trends and opportunities may impact FPCC's financial standing in the coming years:

Opportunities:

- The Province is providing interim operating funding of \$0.230M in 2021/22 and \$7.6 million in 2022/23 to maintain current staff levels, which will support continued momentum while long-term funding options are developed.
- There is increased public support and compassion for the urgent protection and rebuilding of First Nations cultural systems. In response, FPCC anticipates that stronger public understanding will encourage investment.
- The Province of B.C. and the Government of Canada are implementing legislation to bring existing laws into alignment with UNDRIP and the TRC Calls to Action. FPCC was engaged with the development of the national Indigenous Languages Act and continues to be involved with the implementation of the Act. Once the Office of the Commissioner of Indigenous Languages (OCIL) is established, FPCC will provide the commissioner with language data from B.C. to assist with this important work at the national level. Further, FPCC will continue to advocate for sufficient and sustainable funding to support the rights of Indigenous people to access and practice their arts, languages and cultures and will work to ensure that First Nations communities have a voice in the implementation of this new legislation.

Risks:

- B.C. is facing a language emergency. Every language is severely endangered and there is a small window of time to capture language transfer and knowledge. Fluent speakers of B.C. First Nations languages and Knowledge Keepers are aging, creating risks to community capacity. If B.C. does not reach its language revitalization goals, it will impact B.C. First Nations people for generations. In response, FPCC will continue to share with funders the urgency and time sensitive nature of language, arts and cultural heritage revitalization work. FPCC will continue to invest in knowledge transfer and succession planning at the community level.

- As an organization that receives funding from multiple funders, typically on a year-to-year basis, operations and planning are impacted by a degree of funding insecurity. In 2018, the Province made a historic three-year investment of \$50 million to support Indigenous language revitalization. The impacts of this investment were significant, creating increased capacity, momentum and readiness in communities. In 2020, FPCC developed a comprehensive multi-year funding strategy and began work collaboratively with the Province, the federal government and other organizations to explore funding opportunities which continue to be developed and aim to secure long-term sustainable funding to protect, revitalize and enhance First Nations heritage, language, culture and arts to meet community needs. Developing funding partnerships is this organization's priority for the period covered by this service plan.
- COVID-19 limits FPCC's ability to host in-person outreach and training events, which particularly impacts communities with unreliable internet access and/or individuals uncomfortable with digital technologies. In response, FPCC is focused on strategies that use virtual platforms for engagement. FPCC is supporting communities with technologies, training and resources to adapt their programs and plans to be safe and COVID-compliant.
- There are growing challenges with recruitment and retention of skilled talent in a competitive labour market. In response, FPCC is engaging in operational and succession planning to streamline organizational processes. FPCC is conducting research to understand how best to position itself as a top employer.
- Weaknesses in data management and protection exist if FPCC does not remain current with technological trends. In response, FPCC is prioritizing data management as part of its role as a steward of Indigenous communities' invaluable arts, languages and heritage data. FPCC continues to provide training and resources in data management to Indigenous communities.
- Wildfires, flooding and other climate events impact the ability of B.C. First Nations to carry out land-based projects. First Nations heritage landscapes and places have been irreversibly altered by climate events. In response, FPCC is supporting communities to adapt timelines and project plans and seeking investment to address climate impacts to cultural heritage sites.

Appendix A: Additional Information

Corporate Governance

The [First Peoples' Cultural Council](#) (FPCC) is [governed](#) by a [Board of Directors](#), comprised of up to 13 members. In 2021, Carla Lewis, a member of Gitdumden Clan of the Wet'suwet'en First Nation, became the Chair of the Board.

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 the FPCC Advisory Committee. It offers more flexibility, which is consistent with contemporary 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 the 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 of the 13 Board members are all recommended for appointment by the Board's Governance Committee. All Board and Advisory Committee members are appointed by the Minister of Indigenous Relations and Reconciliation.

Organizational Overview

FPCC's mandate is to assist B.C. First Nations and Indigenous people in their efforts to revitalize their languages, arts and cultural heritage.

FPCC serves 204 B.C. First Nations, 34 languages, over 90 language dialects and a number of First Nations and Indigenous 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***, which can be accessed at: <https://fpcc.ca/about-us/governance/>.

As stated in the 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

FPCC's vision is one where First Nations languages, arts and cultural heritage in B.C. are thriving. The knowledge and worldviews expressed through First Nations languages, arts and cultural heritage are valued as essential to our collective well-being and human rights.

FPCC's mission is to provide leadership to strengthen and rebuild systems disrupted by cultural genocide through the revitalization of First Nations languages, arts and cultural heritage.

FPCC Values

First Nations-led – As a First Nations-led organization, FPCC's work is grounded in Indigenous values and knowledge and is led by a First Nations Board of Directors and Advisory Committee.

Accountable – FPCC is committed to accountability, transparency, integrity and respect for First Nations cultural protocols in all that the Council does.

Results-Based – FPCC delivers programs that work, informed by community-identified needs and solutions as well as research and proven best practices.

Reciprocal – FPCC works in meaningful relationships with B.C. First Nations and Indigenous people, funding partners and other stakeholders in ways that strengthen all.

Generous – FPCC freely shares knowledge, best practices, models and resources to support others.

Committed – FPCC is compassionate and dedicated to our sacred responsibility to create a world in which First Nations languages, arts and cultural heritage are thriving.

Who FPCC Serves

204 B.C. First Nations
First Nations communities
First Nations language champions
First Nations language learners
First Nations schools
First Nations Elders
Indigenous artists
Indigenous musicians
Indigenous arts and culture organizations
British Columbia residents

Report on the Status of B.C. First Nations languages

FPCC reports on the status of B.C. First Nations languages every four years. It has produced three reports to date – one in 2010, a second in 2014, and a third in 2018. According to the [2018 Report on the Status of B.C. First Nations Languages](#), just over half of fluent First Nations language speakers are aged 65 and over. There were 13,997 language learners as of 2018. A fourth status report is due to be released in 2022.

FPCC's Key Funders and Partners

Ministry of Indigenous Relations and Reconciliation
First Peoples' Cultural Foundation
Department of Canadian Heritage

Ministry of Education and Child Care
Ministry of Advanced Education and Skills Training
Ministry of Children and Family Development
First Nations Technology Council
Heritage B.C.
Ministry of Forests, Lands and Natural Resource Operations and Rural Development (Heritage Branch)
Ministry of Environment and Climate Change Strategy
B.C. Arts Council
Creative B.C.
Aboriginal Neighbours, Anglican Diocese
B.C. Ferries
Parks Canada Agency
Margaret A. Cargill Philanthropies
RSF Social Finance
Canada Council for the Arts
National Research Council
Endangered Languages Project
First Nations Health Authority, Interior Region
Indigenous Services Canada
B.C. Association of Aboriginal Friendship Centres
First Nations Education Steering Committee
Indigenous Higher Learning Association
LÁU, WELNEW Tribal School
Chief Atahm School
University of Victoria
University of British Columbia
First Nations Schools Association
En'owkin Centre
University of Hawai'i at Manoa
Eastern Michigan University
Blue Quills University (Alberta)
Yukon Native Language Centre (Yukon)
Mi'kmaw Kinamatnewey (Nova Scotia)
Jane Juuso and Sami Indigenous Partners

Appendix B: Crown Mandate Letter from the Minister Responsible



Ref. 51992

April 15, 2021

Laax Lo'op Cynthia Jensen Fisk
Board Chair First Peoples' Cultural Council
1A Boat Ramp Road
Brentwood Bay BC V8M 1N9

Dear Laax Lo'op Cynthia Jensen Fisk:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, and trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment, and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

.../2

This mandate letter, which I am sending in my capacity as Minister responsible for the First Peoples' Cultural Council, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to the First Peoples' Cultural Council about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.

- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. This will include online training and information about provincial government initiatives to foster engaged and informed boards.

Under the *First People's Heritage, Language and Culture Act*, government directed the First Peoples' Cultural Council to protect, revitalize and enhance First Nations' heritage, language, culture, and arts. Working together, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Support Indigenous communities to reach goals through delivering successful language, arts, and cultural heritage programs by providing funding grants, coaching, resources, professional development and training.
- Provide advice and increase collaboration with B.C. government ministries whose mandates intersect with FPCC's on the policy and actions required to meet government's commitments to implement the *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action that relate to languages, culture, arts, and heritage.
- Design and implement Indigenous language, arts, and cultural heritage programming that will most effectively transmit cultural knowledge to new generations and achieve mandate.
- Continue to raise the profile of the importance of protecting, revitalizing, and enhancing Indigenous languages, arts, and cultural heritage in B.C. by promoting the work of the FPCC, community partners, and other stakeholders around the province and across Canada.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



Honourable Murray Rankin
Minister of Indigenous Relations and Reconciliation

Date: April 15, 2021

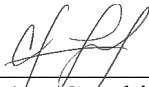
CC: Honourable John Horgan
Premier

Lori Wanamaker, Deputy Minister
Premier's Office

Heather Wood, Deputy Minister and Secretary to Treasury Board
Ministry of Finance

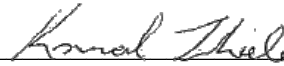
Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Doug Caul, Deputy Minister
Ministry of Indigenous Relations and Reconciliation



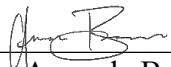
Laax Lo'op Cynthia Jensen Fisk
Board Chair
First Peoples' Cultural Council

Date: April 19, 2021



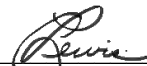
Konrad Thiele
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Jaskwaan Amanda Bedard
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Carla Lewis
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Connie Linda Watts
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Málágius Gerald Lawson
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



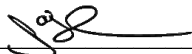
Shulqwilum Ray Harris
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Grant Alphonse
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Edōsdi Judith Thompson
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



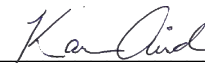
T'lalis Mike Willie
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



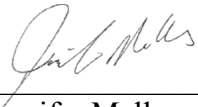
Etimot Sharlene Frank
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Karen Aird
Acting/Chief Executive Officer
First Peoples' Cultural Council

Date: April 19, 2021



Jennifer Melles
Board Member
First Peoples' Cultural Council

Date: April 15 2021