

First Peoples' Cultural Council

2023/24 – 2025/26 Service Plan

February 2023



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Board Chair's Accountability Statement

The 2023/24 – 2025/26 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 6, 2023 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.

Signed on behalf of the Board by:

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

Carla Lewis
Board Chair, First Peoples' Cultural Council
February 1, 2023

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Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how First Peoples' Cultural Council (FPCC) will support the government's priorities and selected action items identified in the most recent FPCC Mandate Letter.

Purpose of the Organization and Alignment with Government Priorities

FPCC supports First Nations people Indigenous to B.C. in their efforts to revitalize languages, arts, cultures and heritage. FPCC's mandate is to serve 204 First Nations in B.C., 34 languages, over 90 language dialects and many First Nations arts, culture and heritage organizations.

As stated in the [*First Peoples' Heritage, Language and Culture 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.

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

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

FPCC applies a community development approach. It supports self-determination by providing funding, training, resources, coaching, expertise, and curation and control of First Nations language data to assist First Nations people Indigenous to B.C. in reaching their revitalization goals.

Operating Environment

There is global recognition of the critical situation facing Indigenous languages and cultures. In 2022 United Nations Educational, Scientific and Cultural Organization (UNESCO) marked the beginning of the [International Decade of Indigenous Languages](#) (2022-2032) with a global event to mobilize stakeholders and resources for their preservation, revitalization and promotion. In 2023/24, FPCC will leverage opportunities to highlight the leadership of First Nations Indigenous to B.C. in revitalization work.

In 2022, B.C. released the [Declaration on the Rights of Indigenous Peoples Act Action Plan](#), a five-year plan which identifies goals and outcomes that form the long-term vision for implementing the [Declaration on the Rights of Indigenous Peoples Act](#) (the Declaration Act). Many actions support the revitalization of First Nations languages, arts, cultures and heritage, including sustainable funding for languages. FPCC will continue working collaboratively with the provincial and federal governments in the coming year to explore opportunities for multi-year sustainable funding.

Governments and philanthropic organizations are demonstrating increased interest in working in partnership with FPCC. There is growing recognition of the urgency of revitalization of cultures due to the loss of Elders and Knowledge Keepers, a tragedy that was exacerbated during the COVID-19 pandemic. Remaining Knowledge Keepers are aging, and they strive to support many demands from their communities. On a positive note, due in part to provincial and federal investments and FPCC's training, more young people are becoming involved in language revitalization.

Increased commitment to Indigenous rights and reconciliation has led to more funding for FPCC and FPCC anticipates increased revenue in the coming years, supporting a strategic approach that enables communities to address long term goals for revitalization. With provincial funding, FPCC's heritage department grew from a new program in 2019, to become one of the only grant programs specific to First Nations heritage in Canada. Through the development of resources, funding and support, FPCC will increase the impact of the heritage program in the coming years. A contribution of \$750,000 from Tourism, Arts, Culture and Sport in 2022/23 supports First Nation repatriation projects that focus on returning ancestors and cultural treasures.

Such growth is essential as First Nations languages, arts, cultures and heritage are in a critical state. For example, significant cultural sites, such as Tse' K'wa, face increased threats due to climate change and human activity. However, expansion also comes with challenges. Most notably, a labour market shortage, increased demand for Indigenous staff and increases to the cost of living combine to make it progressively more challenging for both FPCC and communities to hire and retain staff. The number of positions for Indigenous workers in B.C. exceeds the number of Indigenous people of working age, and Indigenous post-secondary graduates are in high demand.

In addition, the Indigenous knowledge, cultural competency and technical expertise required for working in the revitalization field means that the applicant pool is not large enough to fill

all current positions. In particular, jobs that involve technology skills and Indigenous knowledge are in demand in both the public and private sector, and competitive salaries continue to make it hard to attract and retain qualified staff. Labour market challenges are compounded by the ongoing effects of the COVID-19 pandemic. FPCC has observed that many people are still experiencing the stress of maintaining revitalization work during the pandemic, leading to burnout and fatigue.

Due to the challenges outlined above, and timing challenges related to when funding was received, some communities had to delay projects. FPCC is supporting these communities by granting extensions where possible. As a result of the exponential impact of these timing and labour market pressures, FPCC anticipates that it will take time for communities to rebuild capacity and train the leaders of tomorrow.

In 2023/24, investments made by the Ministry of Post-Secondary Education and Future Skills in FPCC's Youth Empowered Speakers program will continue to help create the next generation of community language teachers. FPCC will also continue to strengthen skills for the Indigenous artistic community by providing mentorship opportunities and scholarships with funding provided by Creative BC.

FPCC creates valuable jobs in communities and supports a secure, clean and fair economy that can withstand global economic headwinds. Based on the final reports received to date, in 2021/22 the organization supported more than 1,100 jobs. Assuming labour market challenges are resolved over time and with increased investments, these job opportunities should increase in the coming year.

Internally, FPCC will continue to navigate labour market challenges by fostering a workplace culture that reflects Indigenous values and through providing on-the-job mentoring and training to increase the pool of qualified individuals.

While the COVID-19 pandemic has created a multitude of challenges, it also created a need for communities and FPCC to adopt new technologies, including online approaches for training, gathering, and performance. Technology adoption has increased access and will continue even as in-person gatherings resume. FPCC has seen increased desire from communities for technology options to support First Nations language revitalization. In the coming year, FPCC will promote the FirstVoices platform and engage in innovative ways to develop and employ language learning tools that uphold Indigenous data sovereignty.

FPCC will continue to expand its reach in 2023/24 by launching a community engagement strategy to increase awareness among First Nations communities and to reach communities that are less engaged in accessing the funding and support available through FPCC.

Increasing engagement is important as language revitalization efforts are having a positive impact. Preliminary results from the *Report on the Status of B.C. First Nations Languages 2022* confirm that adult language learning opportunities have significantly increased since the last report: 1,634 adults participate in 95 programs averaging 5.29 hours of learning per week.

With fluent and semi-speakers combined, there are 10,355 speakers of First Nations languages in B.C., and language learners make up 12.2% of the total reporting population – 17,103 learners. This is an increase since 2018. Nearly 68% are under the age of 25.

While language revitalization funding has grown, FPCC receives more requests for heritage and arts funding than the organization can support. For example, the first FPCC round of funding for cultural heritage infrastructure brought in submissions that totalled more than \$45 million. First Nations cultural organizations struggle to access funding designed for Euro-Canadian programming, and reconciliation funding in the sector targets existing mainstream organizations that are merely encouraged to engage with First Nations. In 2023/24, FPCC will initiate research to determine the current state of arts and heritage vitality and the cost associated with revitalization. This research will inform governments and other partners about the value and mutual benefits that investments in First Nations arts and heritage create in B.C.

Overall, the future looks positive for the coming years. With a commitment to reconciliation, funding for rebuilding First Nations cultural systems continues to increase. FPCC programs that honour Indigenous ways of being are developed with First Nations communities to build capacity and provide the opportunity to transmit Indigenous knowledge outside of colonial systems. Innovation and supports have grown despite global challenges associated with COVID-19 and labour market shortages. As FPCC moves into the second year of the International Decade of Indigenous Languages in 2023, the organization expects to see increased collaboration, resources and commitment to uphold the rights of First Nations individuals to their languages, arts, cultures and heritage.

Performance Planning

Goal 1: First Nations languages, arts, cultures and heritage in B.C. are thriving.

This goal reflects the FPCC vision and the desired outcome that First Nations across B.C. will be fully supported in reaching their revitalization goals. FPCC will assist communities with training and resources, assist people to digitize community language resources and with materials that support communities with repatriation efforts.

Objective 1.1: Increase the number of people from First Nations in B.C. who are speaking and transferring knowledge of their languages, arts and heritage.

The number of fluent speakers of First Nations languages continues to decline. Increasing the number of speakers and number of people who are transferring knowledge is critical to revitalization.

Key Strategies

- Increase in-person outreach through development and implementation of an engagement strategy that will increase awareness about available funding, programs and supports with communities that are currently less engaged with FPCC
- Pilot an approach to provide funding based on community language plans rather than individual program grants
- Increase the number of people receiving training in language, arts and heritage revitalization skills
- Increase the number of tools and resources FPCC creates to support language, arts, and heritage revitalization
- Expand the digitization program to increase the number of resources digitized, such as dictionaries and curriculum

Discussion

In addition to providing grant funding, FPCC provides a robust suite of supports to develop technical expertise within communities for effective language, arts and heritage revitalization work. These supports are essential in ensuring program success and increasing community readiness and proficiency to deliver impactful programming.

In the coming year, FPCC will continue to develop new training and resources to support arts and heritage revitalization skills.

FPCC will also increase the number of people receiving training in language revitalization skills, including hosting a summer institute for people who are leading language revitalization work.

Language revitalization requires increasing the number of speakers and expanding the areas of life where language is used. FPCC is a global leader in language revitalization and offers a comprehensive community development approach with programs that include skills-based training, professional development, resources and grant funding.

In 2023/24 FPCC will work to expand opportunities for First Nations people in B.C. to learn and teach their languages by providing more funding and increasing outreach to communities that are less engaged in FPCC services and programs. Staff will continue to offer regional coaching to support communities with the development of multi-year language plans.

In 2023/24 FPCC will pilot an approach to provide funding based on community language plans rather than individual program grants. With additional funding, training, technology and coaching, more communities will have opportunities to create language learning resources specific to their language.

Related to that, FPCC will launch a new version of FirstVoices, a web-based language documentation and learning platform. The new site will offer a modernized user interface and design that allows for more customizable language sites. Now more than ever, communities expect FPCC to release free, open-source language technology tools that meet industry standards – this is something that has required the organization to increase capacity and strengthen internal operations.

This objective may face challenges in 2023/24 due to the availability of skilled employees in a highly competitive technology sector. Similarly, the arts and heritage departments anticipate potential challenges with adequate staffing to develop and deliver resources and training.

Progress to achieve this objective will be measured by the number of people receiving FPCC training, the number of resources FPCC produces and updates to FirstVoices and annually through tracking the number of communities creating multi-year language plans, developing resources and accessing language immersion opportunities.

One way that FPCC monitors outcomes to support this objective is through the *Report on the Status of B.C. First Nations Languages*, a significant study which is produced every four years. It includes details on the number of First Nations language learners and speakers in B.C.

Objective 1.2: Increase opportunities for people from First Nations in B.C. to revitalize arts and heritage.

The rich diversity of cultures and aging Knowledge Holders create increasing urgency for larger and longer-term investments in arts and heritage.

Key Strategies

- Increase First Nations arts and heritage grants delivered by FPCC
- Conduct research on the vitality of First Nations arts and heritage to identify needs and strategies

- Initiate preliminary work to support communities to develop First Nations heritage plans

Discussion

In the next fiscal year, FPCC will increase the number of First Nations engaged in arts and heritage projects and support capacity building and the development of arts and heritage projects in communities.

To better understand the state of heritage revitalization, FPCC is undertaking a B.C.-wide First Nations heritage vitality study. In 2023/24, it is expected that data from this study, along with an internal review of the heritage infrastructure grants and new FPCC-led repatriation cost assessment research, will provide data and analysis to develop and fund new costing models and program pathways. A similar study is planned for First Nations arts.

FPCC is increasing the arts and heritage grants delivered in 2023/2024. In 2022/2023, FPCC developed a First Nations heritage planning toolkit and in 2023/24 the organization will begin to support communities in the development of comprehensive multi-year heritage plans. FPCC will assist communities in planning using this new resource and fund arts and heritage infrastructure initiatives that create spaces and resources for revitalization work.

FPCC anticipates that, over time, the vitality research, increased funding and heritage planning will aid communities in taking a strategic approach to complex long-term projects, resulting in an increase in the number of First Nations heritage sites that are protected in B.C.

Progress to achieve this objective will be assessed through research projects, as well as monitoring the number of First Nations-led heritage revitalization plans and the number of resources created by communities to support arts and heritage revitalization. Data is gathered by FPCC through the application and reporting process.

Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1a] Number of people participating in language immersion opportunities funded by FPCC	2,500	3,500	3,200	3,200

Data source: FPCC Grant Portal, data supplied through applications and final reports. The figure includes the number of apprentices in Mentor-Apprentice Programs, the number of children participating in language nests as well as other community immersion programs.

Discussion

This performance measure includes the number of language learners participating in immersion programs funded by FPCC. Immersion opportunities are critical to language acquisition and have been shown to be effective in creating language fluency. The targets for immersion programs are based on FPCC's ability to fund these programs as well as factors

such as community and FPCC capacity, COVID-19 impacts, which may impact ability of learners to gather together in-person, and community demographics.

Current targets are based on anticipated funding as outlined in the financial summary. Data for this measure is collected through community level reports provided to FPCC and can include data input errors that are difficult to identify, however FPCC staff review applications and final reports to ensure completeness and to ensure that project deliverables are met.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1b] Number of people involved in FPCC arts and heritage funding opportunities	2,200	2,400	2,500	2,500

Data source: FPCC grant portal, data supplied through applications and final reports.

Discussion

Increasing the number of individuals involved in arts and heritage projects supports knowledge sharing and will help to sustain arts and heritage vitality. With increased funding for arts and heritage, FPCC anticipates that the number of people involved with projects will increase in the coming years. The reporting data is currently gathered through a question in final reports from grant recipients which asks, "how many people will be involved in this project." The figure includes, as examples, the number of people attending arts workshops, or the number of people involved in the development of a community heritage plan.

Factors that can impact targets include that amount of funding available, FPCC and community capacity and the nature of the projects that receive funding. FPCC staff review applications and final reports to ensure completeness and to ensure that project deliverables are met.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[1c] Number of people receiving training through FPCC to support revitalization of language, arts and heritage	560	850	700	700

Data source: FPCC program managers. FPCC tracks the number of attendees at training events.

Discussion

This performance measure counts the number of individuals who receive language, arts and heritage training from FPCC. Current targets reflect the 2023/24 summer language institute and Indigifest. Targets will be refined in coming years as it is anticipated that the arts and heritage departments will develop and deliver more skills-based training in response to the findings of arts and heritage vitality research.

The results are affected by large FPCC events, which are not held annually, as well as factors such as the amount of funding FPCC has available and staff capacity.

Goal 2: First Nations rights to their languages, arts, cultures and heritage are recognized, upheld and valued in B.C.

This goal is key to revitalization and reflects the province's commitment to implement the [*United Nations Declaration on the Rights of Indigenous Peoples*](#) (the UN Declaration) including the goal in the Declaration Act Plan, that states: "Indigenous Peoples in B.C. fully enjoy and exercise their distinct rights to maintain, control, develop, protect and transmit their cultural heritage, traditional knowledge, languages, food systems, sciences and technologies."

Objective 2.1: Increase support for FPCC's work to implement a long-term strategic approach to community revitalization efforts

This objective is important to enable FPCC and communities to take a long-term, strategic approach to revitalization of languages, arts, cultures and heritage. A long-term strategic approach is required to create systems-level changes and produce sustainable results.

Key Strategies

- Continue to work with governments to secure long-term, predictable, and sustainable funding to meet community needs
- Participate in government engagements related to policies and legislation that implement Indigenous language, arts, culture and heritage rights
- Collaborate with partners to amplify the impacts of FPCC's work, including leveraging the UNESCO International Decade of Indigenous Languages, work with the Endangered Languages Project and governments
- Increase awareness with key stakeholders of FPCC's role as a global leader that delivers benefits communities
- Work with the First Peoples' Cultural Foundation, an independent charitable organization, to leverage diverse funding sources

Discussion

Governments increasingly recognize First Nations' inherent rights to their languages, arts, cultures, and heritage. Such rights are enshrined in the *United Nations Declaration on the Rights of Indigenous Peoples* and now in B.C. legislation through the [*Declaration Act*](#). Over the coming year, FPCC will work with government funding partners to support the implementation of these rights through long-term funding, policies and legislation.

FPCC is also working with a wide spectrum of partners to amplify the impacts of revitalization work and bring awareness of the benefits.

Due to increased societal awareness of the impacts of colonization, the importance of reconciliation and the value of supporting Indigenous rights, FPCC anticipates enhanced support for their work, in the form of sustainable funding, collaborative partnerships and supportive policies and legislation. The First Peoples' Cultural Foundation will continue to work in partnership with FPCC to access additional funding.

Progress will be measured by the amount of funding received and delivered to communities, and the number of long-term partnerships and collaborations between FPCC and its partners.

Objective 2.2: Support the economic value of cultural revitalization

While there is growing awareness of the urgency and importance of revitalizing First Nations languages, arts, cultures and heritage in B.C., the work also has an economic impact. Through this objective, FPCC is working to enhance the economic benefits of cultural revitalization.

Key Strategies

- Provide training in job skills related to languages, arts, cultures and heritage revitalization
- Fund languages, arts and heritage revitalization positions that value and compensate aging Indigenous knowledge keepers and knowledge holders
- Support the development of First Nations arts and heritage infrastructure

Discussion

For languages, arts, cultures and heritage revitalization to become sustainable, First Nations people need to be adequately compensated so that they can devote sufficient time, effort and expertise to the work. Over the coming years, FPCC aims to increase the number of First Nations individuals who are employed in languages, arts, cultures and heritage revitalization and support the development of a sustainable labour pool. Growth in employment is expected with increased funding to support such work, and with increased job skills and infrastructure within communities. Over time, FPCC hopes to see increased systems and structures in place to support the revitalization of languages, arts, cultures and heritage, including community-led plans, buildings, trained staff, professional networks, tools, and resources. These systems and structures will lead to more employment opportunities and more young people who see a future in a career path that supports languages, arts, cultures and heritage revitalization.

FPCC will monitor progress through tracking employment and researching the economic impact of its investments.

Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2a] Total amount funding delivered to communities	\$27.1 M	\$60.4 M	\$18.8 M	\$18.7 M

Data source: The current year forecast reflects the 2022/23 Q3 forecast. Targets for future years reflect FPCC's financial plan. Source is FPCC.

Discussion

The amount of grant funding delivered to communities is an indicator of societal support and recognition of the importance of FPCC's work to implement Indigenous rights through the revitalization First Nations languages, arts, cultures and heritage. The targets consider existing commitments as well as FPCC's ongoing efforts to secure long term sustainable funding from multiple sources to address community needs and the whole of the FPCC mandate.

Factors that impact targets include FPCC's ability to attract funding as well as human resource capacity for both FPCC and First Nations.

In addition to tracking funding delivered to communities, FPCC also monitors user satisfaction with an annual target of maintaining 90% satisfaction. Satisfaction was 94% in 2020/21 and 93% in 2021/22.

Performance Measure[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
[2b] The number of jobs supported as a result of FPCC programming	1,500	2,100	1,300	1,300

Data source: FPCC Grant Portal, targets draw on application data linked to the question "Provide an estimate of the total of number of combined temporary, seasonal, casual, part-time and regular full-time jobs created by your project." Note that the figures do not include honorariums, which can be an important income source for individuals involved in sustained programs, like the Mentor Apprentice Program. Reporting will reflect data included in final reports. FPCC anticipates there will be some variability due to timing of receiving reporting, in particular for multi-year projects.

Discussion

The number of individuals employed because of FPCC programming reflects the value that society places on First Nations rights to access and revitalize their languages, arts, cultures and heritage. The current projections reflect information gathered through grant applications and final reports and reflect the current revenue projections that are included in the financial summary. FPCC anticipates the methodology for calculating these targets will be refined in future service plans. Additionally, FPCC aims to increase the amount of funding that is supporting community jobs in languages, arts and heritage revitalization as its revenue increases.

Factors that impact these targets include the amount of funding that FPCC is able to attract, as well as human resource considerations.

Financial Plan

Financial Summary

[\$000s]	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
Revenue				
Ministry of Indigenous Relations & Reconciliation	7,826	6,490	6,750	7,170
BC Arts Council	1,725	1,700	1,700	1,700
Other provincial ministries	1,431	1,800	500	500
Grants from federal government ¹	15,056	36,000	13,513	13,513
Grants from Non-Governmental Organizations	5,267	11,000	5,000	5,000
Deferred revenue	6,600	12,822		
Interest and other		200	200	200
Total Revenue	37,905	70,012	27,663	28,083
Expenses				
Language	13,189	47,675,	6,049	5,955
FirstVoices	3,913	3,500	3,500	3,500
Arts	3,688	3,225	3,225	3,225
Heritage	6,342	6,000	6,000	6,000
Salaries/Benefits and governance	8,470	7,513	7,134	7,554
Amortization	303	321	268	282
Other operating	2,000	1,779	1,487	1,567
Total Expenses	37,905	70,012	27,663	28,083
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0,000	0,000	0,000	0,000
Accumulated Surplus (Deficit)	384	384	384	384
Capital Expenditures	(0,000)	(0,000)	(0,000)	(0,000)

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ Figure for 2023/24 is based on Budget 2019 and Budget 2020. Future years are based on Budget 2019 only. Subject to appropriation and based on the allocation methodology as of Nov. 4, 2022.

Key Forecast Assumptions, Risks and Sensitivities

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

Management's Perspective on Financial Outlook

In 2023/24, FPCC will continue to engage in efforts toward sustainable, long-term funding for the languages, arts and heritage revitalization work of First Nations in B.C. The First Peoples' Cultural Foundation secured \$25 million in funding from the Government of B.C. through the Ministry of Indigenous Relations and Reconciliation to support programs from 2022/23 to 2024/25 and received \$750,000 from the B.C. Ministry of Tourism, Arts, Culture and Sport in 2022/23 to support repatriation efforts.

FPCC additionally received:

- \$2.6 million from the Ministry of Post-Secondary Education and Future Skills to support the Youth Empowered Speakers Program for 2022/23 and 2023/24.
- \$7.15 million from the Ministry of Indigenous Relations and Reconciliation to support FPCC operations for 2022/23.
- \$1.75 million from the Ministry of Arts, Culture, Tourism and Sport toward FPCC arts and music programming in 2022/23 through BC Arts Council.
- \$500,000 in 2022/23 and 2023/24 from Creative BC.

With these commitments from the Province, additional commitments through the federal government as a result of the [Indigenous Languages Act](#) and anticipated funding from as many as six other organizations, FPCC anticipates that total revenue will be greater for the planning period than in previous years. In 2023/24, FPCC will deliver its largest amount of funding to date. Funding for 2024/25 and 2025/26 is not fully confirmed.

In the coming years, FPCC will conduct research to determine the current state of arts and heritage vitality and the funding requirements of communities. FPCC will continue to raise awareness and develop partnerships to address the devastating impacts of colonial genocide by supporting the important work of First Nations-led cultural resurgence.

As FPCC works to increase funding, it will also focus on recruitment, retention and capacity building both within the organization and in community. 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 in order to meet community needs. Developing funding partnerships is this organization's priority for the period covered by this service plan.

Appendix 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

Ministry of
Indigenous Relations
and Reconciliation

Office of the
Minister

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Box 9151 Stn Prov Govt
Victoria BC V8W 9E2
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Ref. 51992

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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.

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- **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:

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- 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

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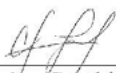
CC: Honourable John Horgan
Premier

Lori Wanamaker, Deputy Minister
Premier's Office

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

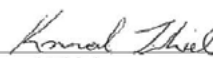
Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

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



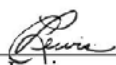
Konrad Thiele
Board Member
First Peoples' Cultural Council

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

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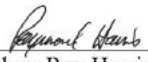
Connie Linda Watts
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



Malagius 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



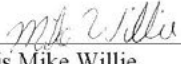
Grant Alphonse
Board Member
First Peoples' Cultural Council

Date: April 19, 2021



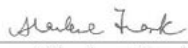
Edōsdi Judith Thompson
Board Member
First Peoples' Cultural Council

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

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Jennifer Melles
Board Member
First Peoples' Cultural Council

Date: April 15 2021