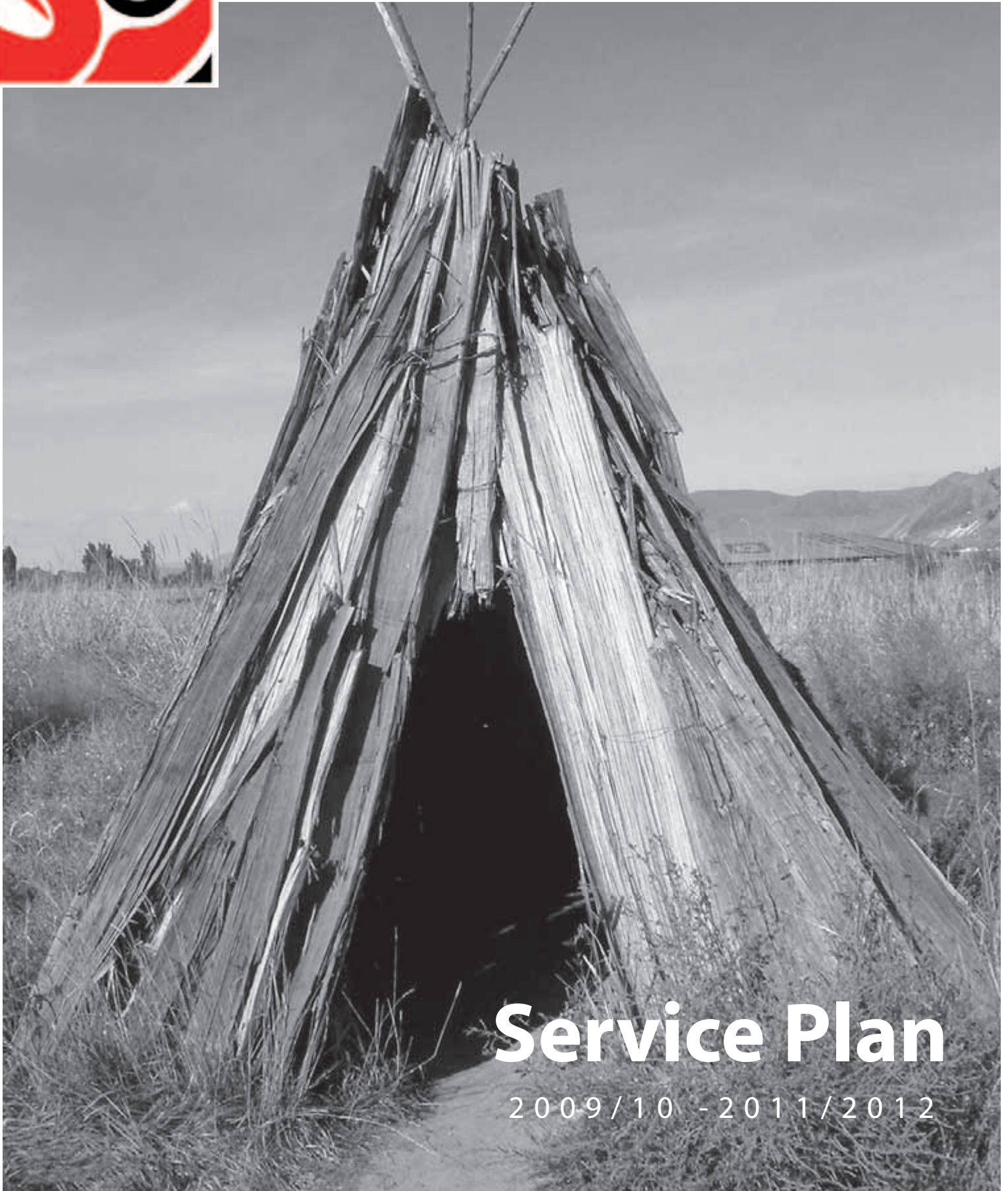




First Peoples' Heritage, Language and Culture Council



Service Plan

2009/10 - 2011/2012

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NOTE ABOUT LANGUAGE USAGE IN THIS DOCUMENT

For the purposes of this document, "First Nations" is used in reference to registered on- and off-reserve and non-status individuals and organizations original to British Columbia, while "Aboriginal" is used in reference to all indigenous peoples in Canada, including First Nations, Inuit and Métis. First Peoples' Heritage, Language and Culture Council programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.





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Board Chair's Letter

To the Honourable Minister Michael de Jong Minister of Aboriginal Relations and Reconciliation

On behalf of the Board of Directors of the First Peoples' Heritage, Language and Culture Council, I am pleased to submit our 2009/2010 Service Plan.

The First Peoples' Heritage, Language and Culture Council (the First Peoples' Council) was established in 1990 through legislation designed to prevent the loss of the unique Indigenous languages, arts and cultures in British Columbia. The First Peoples' Council ensures that government funds support the First Nations people of B.C. to preserve their linguistic and cultural heritage for future generations.

In the last fiscal year, the New Relationship Trust contributed \$150,000 and the BC Arts Council increased its funding to \$220,000 for the arts program. With this funding, we've developed new arts programs to ensure the transmission of First Nations traditional arts to the next generation, including a new Arts Administrator and Cultural Manager Internships program and cultural mapping of First Nations' existing cultural resources.

We are also grateful for additional funding from the New Relationship Trust (\$1 million) and the Ministry of Aboriginal Relations and Reconciliation (\$400,000 for languages), which has allowed us to pilot four new language programs beginning in 2007/2008: Pre-school Language Nests, Language Culture Camps, the Master Apprentice Program and Language Authorities. These language programs have been extremely successful and are already resulting in new fluent speakers.

The Master Apprentice program, for example, has assisted John Elliot, a Saanich Elder who has been teaching the SENĆOTEN language for more than a decade to improve his language skills, which he is now able to pass along to the next generation of speakers in his language classes. The Master Apprentice program is the only one of its kind in Canada and is just one example of how the First Peoples' Council is leading First Nations language revitalization in B.C. and Canada, developing unique solutions to the problems facing language and cultural preservation in a province with so much cultural and linguistic diversity. Although the Master Apprentice pilot and the other language pilots are going very well, they are just a modest start. With more investment in this program and the other language pilots, we will be able to create additional language revitalization programs and resources for use in First Nations communities.

Even with all of these successes, we still face critical challenges. The revitalization of British Columbia's endangered Aboriginal languages is vital to the development of healthy First Nations communities throughout the province, yet B.C. is recognized as one of the five top global hotspots of language loss. We estimate that within three to five years language speakers for many B.C. endangered languages will perish and the traditional knowledge in the language with them. We must act now to stop this irreversible loss.



To do this, our FirstVoices staff are working with 41 First Nations communities in B.C., archiving First Nations languages and dialects on the website. To accelerate this work, we are developing a business plan for much-needed resources. Additionally, our language nests and immersion programs require more support to meet the obvious need in communities throughout British Columbia.

With the increasing demands from government for crown reporting and increasing community programming needs, we have developed proposals to increase the capacity of the First Peoples' Council. Although the Council continues to successfully raise funds to support programming, we cannot use these funds for infrastructure development. Increased programming creates a critical need for additional staff.

Increased capacity is needed so that the First Peoples' Council can continue to work on behalf of the First Nations people of B.C., the provincial government and all citizens of this province. Revitalization celebrates the strengths of a vibrant cultural legacy, which has the potential to be a major contributor to reconciliation with First Nations in every corner of the province.

British Columbia will be enriched by this reconciliation and First Nations communities will be strengthened through the recovery of their history and the revitalization of their languages, cultures and arts. Through this vitally important work, the First Peoples' Council and the First Nations communities it supports will continue to provide all citizens of B.C. with the opportunity to celebrate and honour cultural diversity.

ACCOUNTABILITY STATEMENT

The 2009/10 – 2011/12 Service Plan of the First Peoples' Council was prepared under my direction, in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. The plan is consistent with the government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including the selection of performance measures and targets. All significant assumptions, policy decisions and identifiable risks (as of December 2008) have been considered in preparing the plan. The performance measures presented are consistent with the mandate and goals of the First Peoples' Council, and focus on aspects critical to the organization's performance. The performance targets in this plan have been determined based on an assessment of the operating environment, forecast conditions, risk assessment and past performance of the First Peoples' Council.

Tyrone McNeil
Chair, Board of Directors

About the First Peoples' Council

VISION AND MISSION

The First Peoples' Council serves 204 B.C. First Nations, 24+ Tribal Councils, 59 language dialects and First Nations arts, culture and educational organizations.

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

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

Our role is to monitor the status of First Nations languages, cultures, and arts, and to develop strategies that assist communities to recover and sustain their heritage. We serve our stakeholders and partners by providing programs and initiatives for heritage, language, arts, and culture revitalization.

LEGISLATION AND MANDATE

The First Peoples' Council has been offering services and programs to support First Nations language, arts and culture revitalization in British Columbia for 18 years.

A unique crown corporation, it was created by the government in 1990 to administer the First Peoples' Heritage, Language and Culture program.

The enabling legislation is the First Peoples' Heritage, Language and Culture Act.

See: http://www.qp.gov.bc.ca/statreg/stat/F/96147_o1.htm.

The First Peoples' Council operates according to a Shareholder's Letter of Expectations (SLE), most recently renewed in 2008, in which the government has provided the Council with the following mandate:

- Preserve and restore and revitalize First Nations heritage, language, arts and culture
- Increase understanding and sharing of knowledge, within both the First Nations and non- First Nations communities
- Heighten the appreciation and acceptance of the wealth of cultural diversity among all British Columbians
- Provide funding to B.C. First Nations for arts, cultural and language programs
- Create new initiatives, programs, resources and services related to First Nations heritage, language, arts and culture

Recent direction from the government in the SLE includes the following:

- Provide, upon request, expert services to the provincial government and its agencies on First Nations protocols, cultural information and strategies to improve relations with First Nations through the revitalization of threatened cultural knowledge
- Consult on legislated changes needed to improve the effectiveness of the First Peoples' Council
- Meet the First Peoples' Council budget and performance targets
- Operate the business of the First Peoples' Council in an efficient and effective manner for the benefit of its clients
- Allocate funding and oversee the management and delivery of arts, language and cultural programs and services



- Work with First Nations communities and organizations to establish performance indicators and reporting mechanisms for language, arts, culture and heritage programming funded by the First Peoples' Council
- Ensure transparency of decision-making processes relating to funding decisions of the Board of Directors and recommendations for appointments to the Advisory Committee and Board of Directors
- Set targets for program development and the maintenance of existing programs in partnership with stakeholders

ORGANIZATIONAL VALUES

Accountability—the Executive Director, Board and staff are directly accountable to our stakeholders and to First Nations in B.C.

Transparency—program procedures and decisions will be open and transparent.

Results-based—program delivery will be efficient and outcome-based.

Collaboration—programs will be coordinated with other service providers and language groups to maximize benefits.

Integrity—all work will be done with an overriding focus on cultural integrity and honesty.

FIRST PEOPLES' COUNCIL STAKEHOLDERS

B.C. First Nations communities
 B.C. First Nations artists
 B.C. First Nations arts and culture organizations
 New Relationship Trust (NRT)
 Ministry of Aboriginal Relations and Reconciliation (MARR)
 BC Arts Council

FIRST PEOPLES' COUNCIL KEY PARTNERS

B.C. Caucus of Cultural Centres
 First Nations Education Steering Committee (FNESC)
 First Nations Technology Council
 2010 Legacies Now Society—Arts Now
 B.C. Government, Community and External Initiatives Branch (BCCEI)
 Canada Council for the Arts
 Department of Canadian Heritage
 First Peoples' Cultural Foundation
 Network BC
 University of Victoria

FIRST PEOPLES' COUNCIL SERVICES

- Facilitate proposal calls for external cultural and language funding opportunities for First Nations in B.C.
- Advise government on programs and issues related to First Nations language, arts and culture
- Develop programs and community development resources to encourage the revitalization of First Nations languages, arts and culture
- Facilitate relationship building opportunities between government and non-government entities and First Nations experts
- Offer a network of information and opportunities to First Nations artists and language champions
- Offer advice and assistance to First Nations funding applicants
- Educate and share information with people in B.C. about First Nations language, arts and culture
- Advocate for B.C. First Nations languages, arts and culture
- Provide training in language revitalization, archiving and immersion programs

GOVERNANCE

Each of B.C.'s 24 Tribal Councils elects a representative to the First Peoples' Advisory Committee. Acting as liaisons, the Advisory Committee members relay information on programs and initiatives of the First Peoples' Council to their communities.

The Minister of Aboriginal Relations and Reconciliation appoints the Council's 12-member Board of Directors. Nine members are recommended to the Minister by the Advisory Committee and three members are recommended to the Minister by the Board Resourcing and Development Office (BRDO).

The First Peoples' Council follows government's guiding principles on corporate governance for Crown agencies. Our Shareholder's Letter of Expectations describes mandate, expectations, roles, responsibilities and accountabilities. Governance policies of the First Peoples' Council are reviewed annually to ensure that they continue to meet the needs of the Council and are consistent with the government's guiding principles on Crown agency governance.

Board Composition

The 12 board members of the First Peoples' Council are appointed to two-year terms by the Minister of Aboriginal Relations and Reconciliation. In recognition of a collaborative working relationship with the First Nations Education Steering Committee (FNESC), a FNESC representative participates as an observer.

Advisory Committee

In addition to the Board of Directors, the First Peoples' Council consults with, solicits feedback from, and reports to a 24-member

Advisory Committee composed of elected representatives from each of B.C.'s 24 Tribal Councils. The Advisory Committee meets annually and recommends six to nine members to the Board of Directors.

Board Operations

The First Peoples' Council convenes quarterly Board meetings, supplemented by conference calls as needed. Committees of the Board hold regular meetings by conference call. Standing committees meet independently and report details back to the Board, with minutes sent to the Board for review.

Once yearly at the October AGM, the Board reports to the Advisory Committee and hosts workshops with Advisory Committee members to hear feedback on specific needs, programs and suggestions for improvement. This information guides the Board in setting organizational goals and strategies.

Functional Responsibilities of the Board

- Accept the mandatory elements of the First Peoples' Council
- Undertake work planning at the short, intermediate and long-term levels and adopt these plans by formal resolution
- Undertake budgetary planning consistent with the work plan outlined above, and accept these budgets by formal resolution
- Develop policy designed to achieve the goals outlined in the planning processes outlined above
- Assess and evaluate performance of the First Peoples' Council in light of the planning outlined above
- Modify and/or adopt plans to meet routine demands of the First Peoples' Council
- Retain and manage the relationship with the Executive Director



- Record faithfully for the corporate record any minutes of their meetings
- Report to the Advisory Committee at the AGM and report back to respective Tribal Councils

Legal Responsibilities of the Board

- Ensure that decisions are consistent with the First Peoples' Heritage, Language and Culture Act, the guidelines and the bylaws
- Ensure that all decisions are lawful
- Ensure that all decisions are made in the best interest of the First Peoples' Council

Board Authority

The Mandate of the Board of Directors is to govern the operations of the organization by setting direction and policy, providing leadership to the First Peoples' Council and advocating on behalf of members.

- The Board is charged, by the Advisory Committee, to conduct the affairs of the First Peoples' Council.
- The Board derives its authority from the First Peoples' Heritage, Language and Culture Act, and is established by policies and procedures.
- The Board governs collectively and all decisions are made through motions at duly convened meetings of the Board of Directors or a committee of the Board.
- The Board is accountable to the membership for the success of the organization in carrying out its mission.
- The Board acknowledges that its role is in governance rather than in operations.

Board Committees

Policy Committee. Conducts all high-level business related to policy development and review of Board policies and administrative poli-

cies. Does not have authority for financial policy, which is the responsibility of the Finance Committee.

Membership Committee. Acts as a membership monitoring group to conduct all business relating to Board membership. Monitors Board meeting attendance, reviews the status of Board membership, welcomes new members and issues communications to members, including letters of resignation when required, and notifies those members whose terms will be expiring.

Finance Committee. Conducts all high-level business related to finance for the Board, such as budget review, audit review and financial policy development.

Personnel Committee. Responsible for hiring and evaluating the performance of the Executive Director, and making recommendations for remuneration levels for the Executive Director.

In addition, ad hoc committees, such as the current Legislation Committee, are created to deal with specific issues that arise.

Detailed descriptions of duties and Terms of Reference can be found on the First Peoples' Council website at: www.fphlcc.ca/about-us/governance. Lists of current Board, Board Committee, and Advisory Committee members are included in Appendix 1 on p. 24.

Senior Management

Tracey Herbert, Executive Director

PROGRAMS DELIVERED BY THE FIRST PEOPLES' COUNCIL

The BC Language Initiative (BCLI) – Provincial / \$1,000,000 annually (funded through the First Citizens' Fund). Supports projects to revitalize B.C. First Nations languages through documentation, immersion programs and material and curriculum development. First Nations communities and organizations are eligible to submit proposals.

Note: The BCLI funds are also a key source of operating/administrative dollars for the First Peoples' Council.

The Aboriginal Languages Initiative (ALI) – Federal / \$232,000 annually to B.C. (funded by the Department of Canadian Heritage). Funds support community and regional projects that maintain, revitalize and promote Aboriginal languages.

The Aboriginal Arts Development Awards Program (AADA). Provincial; available funds vary – \$530,000 for 2008 (combined funds from BC Arts Council and the New Relationship Trust (NRT)). Funds are distributed to projects that support the creative or professional development of emerging Aboriginal artists and organizations working in all disciplines. An increase in support from the BC Arts Council and new investment from NRT has made two new programs possible: Sharing Traditional Arts Across Generations and Aboriginal Arts Administrator and Cultural Manager Internships Program.

The New Relationship Trust (NRT) – \$1,100,000 for 2008. The NRT identified cultural and language programming as a funding priority and chose the First Peoples' Council as its funding delivery agency, which came about as a result of the B.C. Strategic Plan for Languages.

The partnership expanded in 2007 with additional investment from the B.C. Ministry of Aboriginal Relations and Reconciliation (\$400,000), and from the First Peoples' Cultural Foundation (\$100,000*). The NRT funds, together with the additional funds, made possible the development of four new programs (identified as priorities by First Nations' language stakeholders). They are now in their second year of operation:

- Establishment of First Nations' Language Authorities and the creation of long-term revitalization plans
- Language and Culture Camps where First Nations' families, Elders, youth and children are immersed in their languages and culture,
- Language Nests, or immersion environments, to help preschool children and their parents become fluent in their original languages,
- Master Apprentice program, a three-year program that partners Elders with committed language learners

NRT funds also supported BCLI and FirstVoices programming.

*These funds received from the First Peoples' Cultural Foundation (FPCF) were a portion of the \$2,000,000 contributed to FPCF by the Ministry of Children and Family Development to establish an Early Childhood Development Language Resources Fund.

FirstVoices – \$250,000 in 2008 (funded in 2008 by the New Relationship Trust). FirstVoices is our internationally recognized online Indigenous language documentation and teaching resource. FirstVoices provides state-of-the-art technologies, training and technical support to community language champions.



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



Our Strategic Context

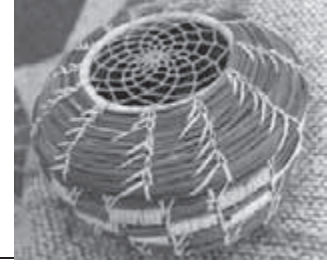
SIGNIFICANT CHANGES SINCE PREVIOUS SERVICE PLAN

In 2008/09 we received a significant boost in revenue to the Arts program through increased funding from the BC Arts Council (\$220,000 increase) and the New Relationship Trust (\$150,000 —the first time NRT has funded the Arts Program).

The First Peoples' Council has developed a Legislation Steering Committee to review the First Peoples' Heritage, Language and Culture Act to bring it up to date with the Board Resourcing and Development Office best practices to ensure all B.C. First Nations cultural groups can be represented on the Board of Directors.

The First Peoples' Council has developed an infrastructure proposal to respond to increasing demands for community programming and crown reporting requirements.

Time is running out for action to archive languages and ensure the transmission of First Nations cultural knowledge. As more and more Elders pass away each year, the situation becomes even more critical.



Key Challenges

An extremely limited window of opportunity for effective action

*National Geographic News*¹ has identified B.C. as a language “hotspot,” where First Nations languages are “racing to extinction.” Due to the rapid decline in the number of fluent speakers of First Nations languages in B.C., this is one of the most critical and urgent challenges facing our organization. There is a five-year window in which action must be taken in order to stem the critical loss of language in B.C. before more are lost. With additional funds, success can be achieved, but time is of the essence.

¹<http://news.nationalgeographic.com/news/2007/09/070918-languages-extinct.html>

Action to mitigate challenge: The First Peoples' Council is taking a multi-pronged approach to language loss, including continued development and administration of FirstVoices, an online language archiving and learning tool, as well as in-community programs such as the new immersion program, Language Nest, and the Master Apprentice program, which pairs language experts with language learners. The First Peoples' Council will be working with the Ministry of Aboriginal Relations and Reconciliation to develop a strategic business plan that will research the cost of implementing key language revitalization strategies.

Inequities in allocation of federal funding for Aboriginal and French language initiatives

In the 2006 Canada Census, 129,580 people in B.C. identified themselves as being “North American Indian” (what we call First Nations)². The province is home to over 60% of Canada’s First Nations languages, although to date B.C. has received only 10% of total national funding for Aboriginal languages. This compares to the French language in B.C., which receives \$9 million per year in funding from the federal government, even though just 63,290 people in the province identify French as their mother tongue³.

²<http://www12.statcan.ca/english/census06/data/highlights/Aboriginal/pages/Page.cfm?Lang=E&Geo=PR&Code=01&Table=1&Data=Count&Sex=1&Age=1&StartRec=1&Sort=2&Display=Page>

³<http://www12.statcan.ca/english/census06/data/highlights/Language/Table401.cfm?>

Action to mitigate challenge: The First Peoples' Council is continuing to develop a positive relationship with the Aboriginal Peoples' Program at the Department of Canadian Heritage, providing information on why the program must be expanded and the funding formula updated. The First Peoples' Council has also been providing information to MPs and senators on the plight of First Nations' languages in B.C. so they can make informed decisions regarding the renewal of the Department's programs.

Quantity and diversity of First Nations languages and cultures in B.C.

We have 32 distinct languages (out of 60 languages in all of Canada’s other provinces and territories combined). There are also thousands of endangered cultural practices and traditional art forms unique to British Columbia that are found nowhere else in the world.

Action to mitigate challenge: The First Peoples' Council continues to do as much it can for the many First Nations languages in B.C., by lobbying for additional community-based resources, while making the best use of current resources, including technology-based innovations.

Key Challenges

Limited funding available

The majority of funds that are given to the First Peoples' Council are earmarked for programming in First Nations communities. As a result, the First Peoples' Council must balance its government-legislated mandate to provide funding for community-based initiatives with its own infrastructure requirements, which is not an easy task. This results in the following additional challenges:

- *Increasing demands on staff* – Staff at the First Peoples' Council are taxed by high expectations to deliver top quality programs to communities and then report on their success. For example, this year, with a roll-out of new language programs and a need for enhanced resources in communities, language program staff were required to develop new resources and administrative tools for each program, as well as providing additional training and support.
- *Governance* – Members of the Board are based in all regions of the province. It is costly to arrange face-to-face meetings on a regular basis and provide the necessary Board training.
- *Crown reporting* – The amount of reporting that is required of this small crown agency increases each year. It has been an ongoing challenge to meet existing reporting requirements with limited staff and the infrastructure to do so.
- *Expansion of programs* – With current resources, it is challenging to expand community-based programming to meet the organization's full mandate.

Action to mitigate challenges: The First Peoples' Council will be seeking additional funding this year from a wide variety of sources, including government and the private sector. These efforts will focus on increasing programming funding to stem critical language loss and expanding the organization's current infrastructure, which is currently too small to meet external demands. Additional funds will allow the First Peoples' Council to hire additional staff to increase capacity, deliver funding to communities and report on the organization's successes as a Crown agency. They will also provide for much-needed training of Board members to ensure they have the support and information they need to meet the ongoing challenges of governing a Crown agency.

It's important to note that while "actions to mitigate" identified challenges are currently being, or will be, undertaken by the First Peoples' Council, there is still much to do. Even with our best efforts, if more funding and resources are not allocated to stem the disappearance of First Nations languages, arts and heritage, within a short period of time, they will be lost forever.



Changing economic climate

With the slowing of the world economy in 2008, an organization that is experiencing funding challenges is at risk. If there is an economic recession, it will be increasingly difficult to raise funds in an atmosphere of belt-tightening and changing government priorities.

Action to mitigate challenge: The First Peoples' Council has created a strategic business plan that identifies ways in which the organization can fundraise "outside the box," including seeking funds from private donors and corporations.

First Nations' demographics

The First Nations' population is young and growing rapidly. According to the 2006 Canadian Census, the Aboriginal population in Canada grew six times faster than the non-Aboriginal population over the period from 1996-2006.¹ At the same time, First Nations Elders, who are the keepers of the language, are dying.

¹www.statcan.gc.ca/daily-quotidien/080115/dq080115a-eng.htm

Action to mitigate challenge: With so many potential young speakers, the First Peoples' Council is gearing many of its language programs to children and youth, the critical age at which language fluency can be achieved. Language Nests for example, immerse young speakers in a language environment with fluent adults. Also, FirstVoices Kids is aimed at tech-savvy young people who can combine their enthusiasm for new technologies with their traditional languages.

Limited access to technology in communities

The majority of First Nations communities do not have access to industry or business-grade internet.

Action to mitigate challenge: The First Peoples' Council is working with the First Nations Technology Council and Network B.C. to make FirstVoices accessible to more communities.

Other high-priority needs in First Nations' communities, and limited resources

Socio-economic issues such as health, education and treaty issues compete with culture and language for limited human and financial resources.

Action to mitigate challenge: The First Peoples' Council will continue to raise this issue with government and First Nations leadership.



Key Opportunities

A positive working environment for collaboration between First Nations and the B.C. government

Premier Campbell's declared firm commitment to work with B.C. First Nations to revitalize culture and preserve languages encourages an atmosphere of trust and cooperation—the foundation for successful joint action. Over the past year, the working relationship between the First Peoples' Council and the provincial government has improved and further relationship development has been written into our Shareholder's Letter of Expectations.

Unanimous support by B.C. First Nations leadership

Both the Union of BC Indian Chiefs and the BC Assembly of First Nations have passed resolutions of support endorsing the First Peoples' Council as the go-to organization for First Nations' arts, language, and culture revitalization in British Columbia. The First Peoples' Council will continue to work with First Nations leadership to come up with viable solutions to the critical issues of language and cultural loss in our communities.

Untapped private sector resources

Individuals in the larger community are interested in First Nations arts, culture and language, and genuinely care about their survival. The First Peoples' Council intends to work with organizations and private sector donors to build relationships that will lead to increased levels of funding.

Potential to create a First Peoples' Cultural Institute

Our vision is for a centre that will raise the profile of our organization and of First Nations arts, language and culture in B.C. It will support and celebrate First Nations language, arts and cultural expression and serve as an incubator for the development of First Nations cultural experts. This would also create another potential opportunity—creating a long-term and sustainable cultural tourism industry in B.C. that will draw tourists to the province who are hungry for authentic and positive representations of First Nations culture.



Use of technology for recording and preserving cultural and language knowledge

Increased usability and availability of technology (especially computers, software and the internet) has made recording and archiving of cultural knowledge accessible and efficient for even the smallest of communities. The internet makes it possible to share cultural knowledge with community members, even if they are geographically distant.

Potential to lead at a national and international level by modeling innovation and best practices in culture and language revitalization

This will be accomplished through continued reflection on and analysis of past efforts, by actively seeking strategic partnerships and by continuing to conceive of and deliver effective programs and resources. We've already taken the lead on a number of projects, including FirstVoices with its archives of Canadian and American Indigenous languages, and now the Master Apprentice program, which is unique in Canada.

Possibilities for increased collaboration and partnerships with diverse stakeholders and partners

The First Peoples' Council has the experience and skills to facilitate cooperation and coordination of its many stakeholders and partners, and to provide leadership for developing long-term and comprehensive strategies for B.C. First Nations culture and language revitalization. Our recent (2007) partnership with the New Relationship Trust is an encouraging example of how much we can accomplish with leveraging funds—in this case an additional \$900,000 in 2007/2008. We have plans to step up our work with other organizations over the coming year, sharing successes, tools and models for success.

Increasing numbers of First Nations individuals and organizations with skills and experience in First Nations arts, language and culture revitalization who can provide role models, leadership and technical expertise. These individuals and organizations are our partners and can lead and support cultural and language revitalization in their communities.

Goals, Objectives & Measures¹

1 GOAL

To provide leadership and support to assist B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages—so that the wealth of B.C. First Nations arts, culture and languages is preserved, accessible, recognized and valued.

- Deliver arts, culture and language funding to B.C. First Nations communities and organizations
- Develop and distribute effective community development tools and resources to build community capacity and to help B.C. First Nations communities develop and implement long-term plans and programming for arts, culture and language revitalization
- Use technology to archive all B.C. First Nations languages and create new tools for language and culture archiving and language learning
- Create a visionary First Nations arts, culture and heritage institute in the capital city

| PERFORMANCE MEASURE | ACTUAL 07/08 | FORECAST 08/09 | FORECAST 09/10 | FORECAST 10/11 | FORECAST 11/12 |
|--|-------------------------|---------------------|---|-----------------------------------|-----------------------------------|
| New language archives | 10 | 7 | 7 | 7 | 7 |
| New programming to meet arts and culture mandate | 4 new language programs | 2 new arts programs | 2 new arts initiatives; increase in arts grants | increase immersion program grants | increase immersion program grants |
| Number of successful projects funded | 173 | 150 | 150 ² | T.B.A. | T.B.A. |
| Number of new tools and resources ³ developed | 15 | 5 | 7 | 10 | 10 |

¹ In this Service Plan, we have reduced or combined the number of performance measures that are publicly reported, and made the ones we report on more specific.

² Originally, it was planned to increase numbers in these areas over the forecasted time period, but with an economic recession looming, we hope at this point to simply maintain our current funding. The downturn in the economy also makes it difficult to create forecasts, which has resulted in an increased number of "TBAs."

³ Tools and resources include templates for administration and an online needs assessment to track speakers and identify community resources that can assist with language revitalization (i.e. internet, Head Start programs).



2 GOAL

To maintain the reputation of the First Peoples' Council as the go-to organization for government, First Nations leadership and the public for information, services and advice related to B.C. First Nations arts, culture and language issues.

- Research, collect and distribute data to raise awareness about the current state of B.C. First Nations arts, culture and languages
- Promote and celebrate First Nations language, arts and culture in B.C. through collaboration and through promotional and educational events
- Continue to develop the First Peoples' Council as a strategic, responsive, results-based organization, and provide a supportive working environment that promotes innovation and results

| PERFORMANCE MEASURE | ACTUAL 07/08 | FORECAST 08/09 | FORECAST 09/10 | FORECAST 10/11 | FORECAST 11/12 |
|--|-------------------------|---------------------------|---------------------------|---------------------------|------------------|
| Increase traffic to www.firsvoices.com | 4.4 million hits | 4.6 million hits | 4.8 million hits | 5 million hits | 5.2 million hits |
| Improve the www.fphlcc.ca website, and increase traffic | develop tracking system | website revamp | 20,000 hits | 23,000 hits | 30,000 hits |
| Track and increase number of media hits | n/a | develop tracking system | 100 media hits | 120 media hits | 150 media hits |
| Track and increase number of contacts and requests ¹ | n/a | 5% increase | 7% increase | 10% increase | maintain |
| Increase number of information packages for key stakeholders such as government, First Nations leadership, and communities | n/a | 200 info kits distributed | 300 info kits distributed | 350 info kits distributed | maintain |

¹Our goal is to improve our contact database so we can effectively track enquires and keep a list of people who want our newsletter or program updates. Also, we plan to track the hundreds of referrals we make to other agencies and First Nations communities.

NOTE FOR ALL GOALS: Targets were chosen based on past achievements and realistic projections of what the First Peoples' Council can achieve with its current capacity. For example, no in-depth surveys or research will be conducted as there is currently no capacity internally to do so.



3 GOAL

To secure increased funding for the full realization of the mandate of the First Peoples' Council to revitalize First Nations arts, culture and languages in B.C.

- Maximize use of limited resources through cost-sharing with strategic partners
- Continue to seek opportunities to leverage funding for community-based and regional heritage, arts, culture and language initiatives
- Seek new sources of funding to address the areas of the mandate of the First Peoples' Council in heritage, arts and culture, which have not been adequately addressed to date due to lack of financial resources

| PERFORMANCE MEASURE | ACTUAL 07/08 | FORECAST 08/09 | FORECAST 09/10 | FORECAST 10/11 | FORECAST 11/12 |
|---|----------------------------------|---|--|--------------------|--------------------|
| Identify new opportunities to leverage funding for programs and FTEs | 5 | 7 | 10 | 12 | maintain |
| Increase number of cost-sharing opportunities with partners | 8 | 2 new cost-sharing opportunities | 4 | 6 | maintain |
| New resources to support administrative infrastructure | n/a | 16 proposals developed | enhanced resources | enhanced resources | enhanced resources |
| Identify potential private donors and corporate sponsors ¹ | 1 identified and secured (Telus) | ongoing strategy developed; 5 potential donors identified | 5 potential donors identified; 1 secured | 2 secured | 3 secured |

¹As it is not possible for the First Peoples' Council to receive donations as a Crown agency of the provincial government, we will be partnering with the First Peoples' Cultural Foundation in order to raise additional funds.



Cultural Institute

FIRST PEOPLES' CULTURAL INSTITUTE

Our vision for a First Peoples' Cultural Institute clearly ties together all of the goals that have been outlined in this Service Plan.

The First Peoples' Council Board of Directors envisions the First Peoples' Cultural Institute as B.C.'s version of the Smithsonian Institute—a First Nations-run centre that attracts positive attention from around the world for the government of B.C. and its policies of reconciliation. However, it would be unique in that it would not be a museum in the traditional sense, but a demonstration of living First Nations cultures.

The Institute would house the First Peoples' Council in a new space that would include an art gallery, recording facilities, offices, and working space for learning and passing on cultural knowledge—an incubator for cultural expression and the development of cultural experts, and an international showcase for B.C. First Nations cultures. It would also expand and enhance the arts, culture and language programming of the First Peoples' Council so that it can fulfill its complete mandate.

While the Institute would serve First Nations communities, cultural centres, Elders and art-

ists, it would also provide important opportunities for First Nations youth to forge deeper connections with their heritage, arts, language and culture. These connections will be key to the survival of First Nations cultural and linguistic practices in B.C.

In order to achieve this important vision, the First Peoples' Council needs to build capacity within the current organization as a next step. Institutions such as the Royal BC Museum and the Museum of Anthropology are able to raise millions of dollars from public and private sources because they have infrastructure in place. With this in mind, we are currently seeking capacity and infrastructure-building funds that can take us to this next important level, allowing us to fulfill our full mandate as legislated by the government of British Columbia for all First Nations in the province.

The Board of Directors continues to pursue its vision for a First Peoples' Cultural Institute. At this point, we have completed a feasibility study and have submitted proposals for a strategic business plan and a site assessment. We are now waiting on funders to move forward.

Our vision: B.C.'s version of the Smithsonian Institute—a First Nations-run centre that attracts positive attention from around the world

Summary *Financial Outlook*

KEY ASSUMPTIONS

- The B.C. government will continue to support the First Peoples' Council and its work.
- The Department of Canadian Heritage will continue to fund a national Aboriginal language program.
- The First Peoples' Council will continue to be able to provide grants to communities through government support and additional fundraising efforts.
- The BC Arts Council will continue its support of the Aboriginal Arts Development Awards.

RISKS AND SENSITIVITIES

- Inability to move beyond current funding levels and potential loss of support from communities and partners
- Changing priorities of federal government have resulted in cutbacks in programs that could have been a potential source of revenue for the First Peoples' Council
- The economic change and resulting fall-out is a risk for an organization that has to raise funds each year just to maintain its infrastructure and grants for communities. This may make it difficult to maintain the organization's current level of support. It may also increase competition with other organizations for provincial and federal funding.
- The need to fundraise each year puts pressure on staff and makes it difficult to plan the organization's future as it's unclear where funds are coming from each year and how much can be expected.

FUTURE FINANCIAL OUTLOOK

The next fiscal year will be a critical one for the First Peoples' Council as we work to access more funding to fulfill our mandate in the areas of arts, cultures and heritage, while maintaining current programming at a high level of engagement, efficiency and effectiveness. Infrastructure funding has also become a key issue this year. The staff at the First Peoples' Council are feeling increasingly overburdened with the volume of work, but the organization plans to aggressively seek additional funds in the coming fiscal year to support the expansion of our infrastructure in order to ease this pressure.

The recent world financial crisis has put a strain on the federal and provincial governments, and as they represent our key source of funding, this is troubling. However, the B.C. government has been an ongoing source of funding and support for us, and we look forward to strengthening our ties with the Ministry of Aboriginal Relations and Reconciliation (MARR) in particular as we move forward. One of our strategies is to work with MARR to develop a strategic business plan for the organization.

To accomplish our financial goals, we plan to research new sources of funding for community-based initiatives and to build further operational program delivery capacity that will invite greater investment and support greater community-based success. We will also build on communication and media relations strategies that have been raising public awareness of the First Peoples' Council as well as the arts, languages and cultures of B.C. First Nations.



Summary Financials

| | 2007/08 ACTUALS | 2008/09 FORECAST | 2009/10 FORECAST | 2010/11 FORECAST | 2011/12 FORECAST |
|---|--------------------|---------------------|---------------------|----------------------|----------------------|
| REVENUE | | | | | |
| 2010 Legacies Now | 172,455 | 56,000 | - | - | - |
| BC Arts Council | 256,990 | 467,000 | 470,000 | 470,000 | 470,000 |
| Department of Canadian Heritage | 267,638 | 242,386 | 232,000 | 232,000 | TBA |
| MARR—First Citizens' Fund | 1,024,750 | 1,080,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| MARR—Leveraged grants | 400,000 | 400,000 | 400,000 | 400,000 ¹ | 400,000 ¹ |
| New Relationship Trust | 902,346 | 1,284,654 | 750,000 | TBA | TBA |
| Ministry of Labour and Citizen Services | 26,793 | 223,207 | - | - | - |
| Ministry of Education | 52,394 | 62,992 | - | - | - |
| Canada Council for the Arts | 32,494 | 38,659 | 30,000 | - | - |
| First Peoples' Cultural Foundation | 65,651 | 159,349 | 100,000 | TBA | TBA |
| Other | 67,546 | 320,682 | 30,000 | 30,000 | 30,000 |
| TOTAL REVENUE | 3,269,057 | 4,334,929 | 3,012,000 | 1,732,000 | 1,500,000 |
| EXPENSES | | | | | |
| Arts grants | 299,490 | 327,000 | 295,746 | 358,230 | 119,531 |
| Arts capacity-building and resources | 90,068 | 471,579 | 20,000 | - | - |
| Arts wages and benefits* | 121,522 | 65,737 | 67,052 | 68,393 | 69,761 |
| Language grants | 1,699,923 | 1,787,673 | 1,300,000 | 107,227 | 100,000 |
| Language capacity-building and resources | 152,106 | 217,593 | 100,000 | 100,000 | 100,000 |
| Language wages and benefits* | 132,039 | 110,555 | 112,767 | 115,022 | 117,322 |
| First Voices grants | 353,194 | 181,003 | 100,000 | 100,000 | 100,000 |
| FirstVoices capacity building and resources | 119,132 | 336,090 | 150,000 | - | - |
| FirstVoices wages and benefits* | 138,432 | 155,594 | 158,706 | 161,880 | 165,118 |
| Administrative overhead* | 398,073 | 353,150 | 360,213 | 367,417 | 374,765 |
| Administration wages* | 187,522 | 309,555 | 315,746 | 322,061 | 328,502 |
| Amortization of capital assets | 79,926 | 44,400 | 41,770 | 41,770 | 35,000 |
| Capital Asset Purchases capitalized | (31,721) | (25,000) | (10,000) | (10,000) | (10,000) |
| TOTAL EXPENSES | 3,739,706 | 4,334,930 | 3,012,000 | 1,732,000 | 1,500,000 |
| Excess (Deficiency) revenue | (470,649) | (0) | (0) | (0) | (0) |
| Invested in capital assets | 233,023 | 184,348 | 152,578 | 120,808 | 95,808 |
| Unrestricted | 621,172 | 199,199 | 230,969 | 262,739 | 287,739 |
| Total closing net assets | 383,546 | 383,547 | 383,547 | 383,547 | 383,547 |
| FTEs | 9 | 9 | 9 | 9 | 9 |

¹While we hope to retain this funding level, these projections are subject to change.

*2.00% inflation factor to apply 2009/2010 FY and forward

Board Details

FIRST PEOPLES' COUNCIL BOARD 2008/09

Tyrone McNeil, Chair
 Herbert Morven, Vice-President
 Tamara Davidson, Secretary
 Laurie Gowans, Treasurer
 Edna Nyce
 Keith Matthew
 John Haugen
 Robert Chamberlin
 Emma Donnelly
 John Elliott, FNEC Representative
 Ardythe Wilson

FIRST PEOPLES' COUNCIL ADVISORY COMMITTEE 2008/09

Marlene Erickson
 Tamara Davidson
 Ardythe Wilson
 Emma Donnelly
 Laurie Gowans
 John Henderson
 John Elliott
 Susan James
 Robert Chamberlin
 Bernadette Manuel
 Herbert Morven
 John Haugen
 Phyllis Chelsea
 Billy Cohen
 Keith Matthew
 Jared Deck
 Tyrone McNeil
 Laura Webb
 Edna Nyce

BOARD COMMITTEES

Policy Committee. Members, 2008/09: Keith Matthew, Ardythe Wilson, Laurie Gowans, Edna Nyce, Tamara Davidson, Emma Donnelly.

Membership Committee. Members, 2008/09: John Elliott, John Haugen, Robert Chamberlin and Herbert Morven.

Finance Committee. Members, 2008/09: Edna Nyce, Laurie Gowans, Keith Matthew, Ardythe Wilson and Tyrone McNeil.

Personnel Committee. Members, 2008/09: Tamara Davidson, John Haugen, Robert Chamberlin and John Elliott.

Performance Management Systems

FORMAL PROGRAM REVIEWS

Conducted by independent experts, using data collected from program applicants, needs assessments, focus groups, individual applicant interviews, peer review committee recommendations and interviews, and review of Policy review committee process. Policy review committee reviews Board, administration and program policies annually.

ADVISORY COMMITTEE FEEDBACK

The Board of Directors present the Council's Annual Report and the Advisory Committee members provide feedback on the administration and delivery of Council programs in their territories. The Advisory Committee also advises the Board on policy development.

COLLECTION AND ANALYSIS OF STATISTICS ON CLIENT USE OF SERVICES

The First Peoples' Council collects statistics to evaluate usage and effectiveness of programming. These include funding application statistics, needs assessments, website hits and documentation of contacts and referrals by staff.

ONLINE DATA COLLECTION

The First Peoples' Council tracks usage and collects and analyzes feedback online through website and media activity. A map of B.C. First Nations languages has been developed with content now being added. It will house data on language group statistics by the end of 2010. Currently under development is an online needs assessment that will track speakers and identify community resources that can assist with language revitalization.

FOCUS GROUPS

The First Peoples' Council seeks input from focus groups to provide feedback on new resources and on service delivery.

ANNUAL PERFORMANCE REVIEWS

The Board of the First Peoples' Council reports to the Advisory Committee at the AGM and gathers feedback. Management and staff undergo an annual formal review process and there is an annual Board evaluation process.

FEEDBACK FROM PEER ASSESSMENT COMMITTEES

Peer assessment committees are convened to make decisions regarding funding of projects. These committees of community and language experts also provide annual recommendations regarding programs, delivery materials, criteria, etc.

BENCHMARKING

The First Peoples' Council will be conducting research over the next year into the language program that operates at the Woodlands Cultural Centre in Brantford, Ontario. The First Peoples' Council has no identical organizations with which to compare itself, but the Woodlands Cultural Centre comes close, serving the same number of First Nations, but with only six languages to protect, as compared to 32 in British Columbia—a number that is more than five times higher.

Over the coming year, the First Peoples' Council will research the number of language programs run through the Centre, analyze its language revitalization strategies overall and document our findings. We will also evaluate the infrastructure of the Woodlands Cultural Centre as part of this research. Results will be reported in the 2008/2009 Annual Report.

Climate Change Strategy

As part of the Government of B.C.'s Greenhouse Gas Reduction Targets Act, Crown Corporations are required to reduce their greenhouse gas emissions. Through the Shareholder's Letter of Expectations, the First Peoples' Council has agreed to participate by strategizing to come up with measurable targets.

As part of our plan, we will measure our current emissions in the areas of Supplies, Travel and Infrastructure, and then reduce in a few target areas. As part of the strategy, we will be including staff in the process and coming up with ways to encourage measurable change.

| AREA TO TARGET | MEASURABLE TARGETS | EXAMPLES | TARGET DATE |
|----------------|--------------------------------------|--|-------------|
| Supplies | Reduce paper use Change paper use | Encourage double-sided printing Print on 100% recycled paper | May 2009 |
| Travel | Reduce air travel by staff and Board | Increase teleconferencing | June 2009 |
| Building | Reduce office electricity use | Encourage staff to turn off computers overnight Invest in energy-efficient appliances | August 2009 |

Aboriginal Languages in B.C.

| LANGUAGE FAMILY | | SALISHAN (COAST) | |
|--------------------|------------------------|-----------------------------|---------------------------------|
| English name | <i>Own name</i> | Sechelt | <i>She shashishalhem</i> |
| | | Squamish | <i>Skwxwú7mesh sníchim</i> |
| | | Comox-Sliammon | <i>Éy7á7juuthem</i> |
| | | Pentlatch | <i>Pəntl'áč</i> |
| | | Halkomelem | <i>Hul'q'umi'num'</i> |
| | | | <i>Hənqəminəm</i> |
| | | | <i>Stó:lō Halq'eméylem</i> |
| | | Northern Straits | <i>T'Sou-ke</i> |
| | | | <i>Lekwungen</i> |
| | | | <i>SENĆOŦEN</i> |
| | | | <i>Semiahmoo</i> |
| | | | <i>Malchosen</i> |
| ALGONQUIAN | | TLINGIT | |
| Plains Cree | <i>Nēhiyawēwin</i> | Tlingit | <i>Lingít</i> |
| <i>Salteau</i> | <i>Anishnaubemowin</i> | Inland Tlingit | <i>łingít</i> |
| DENE (ATHAPASKAN) | | TSIMSHIANIC | |
| Carrier | <i>Dakelh (CB')</i> | Coast Tsimshian | <i>Sṛnalgyax</i> |
| Babine-Witsuwit'en | <i>Witsuwit'en</i> | Southern Tsimshian (Klemtu) | <i>Sk̓ixs</i> |
| | <i>Nedut'en</i> | Nisga'a | <i>Nisga'a</i> |
| Chilcotin | <i>Tsilhqot'in</i> | Gitksan | <i>Gitseenimx̣</i> |
| Sekani | <i>Tse'khene</i> | | |
| Beaver | <i>Dane-Zaa (Cᵛ ᵇ)</i> | | |
| Slavey | <i>Dene Tha (Uᵛ ᵇ)</i> | | |
| Kaska | <i>Danezāgé'</i> | | |
| Tahltan | <i>Tāttān</i> | | |
| Nicola | <i>(none recorded)</i> | | |
| Tsetsaut | <i>Wetalh</i> | | |
| Tagish | <i>Den k'e</i> | | |
| INTERIOR SALISH | | WAKASHAN | |
| Lillooet | <i>St'át'imc</i> | Kwakw'ala | <i>Kwak'wala</i> |
| Shushwap | <i>Secwepemc</i> | Haisla | <i>Ḫa''islaḵala (Kitimaat)</i> |
| Thompson | <i>Nłe?kepmxcín</i> | | <i>Ḫenaksialakala (Kitlope)</i> |
| Okanagan | <i>Nsyilxcən</i> | Heiltsuk | <i>Hailhzaqvla</i> |
| | | Oowekeno | <i>Ooweḵyala</i> |
| | | Nootka | <i>Nuučaanuṭ</i> |
| | | Nitinat | <i>Diitiid?aatx̣</i> |
| KTUNAXA | | ḪAAYDAA KIL | |
| Kootenay | <i>Ktunaxa</i> | Masset Haida | <i>Ḫaaydaa Kil</i> |
| NUXALK | | | |
| Bella Coola | <i>Nuxalk</i> | | |



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