

First Peoples' Cultural Council

2017/18 – 2019/20 SERVICE PLAN

February 2017



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Accountability Statement

The 2017/18 - 2019/20 First Peoples' Cultural Council (FPCC) service plan was prepared by staff under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. 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 November 25, 2016 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles, FPCC'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 FPCC's operating environment, forecast conditions, risk assessment and past performance.

Cynthia Callison



FPCC Board Chair

Table of Contents

Accountability Statement **3**

Strategic Direction and Context **5**

Performance Plan **7**

Financial Plan **15**

 Resource Summary Table 15

Appendices **18**

 Appendix A: Hyperlinks to Additional Information 18

Strategic Direction and Context

Strategic Direction

British Columbia is the only province in Canada with a Crown corporation that leads First Nations heritage, language, culture and arts initiatives. The First Peoples' Cultural Council's (FPCC) role is to provide funding and resources to communities, monitor the status of First Nations languages and to develop strategies and policy recommendations that assist communities to recover and sustain their language, arts, cultures and heritage. The *2017-18 Mandate Letter* is available at www.fpcc.ca/about-us/reports.

In addition to its mandate, FPCC is required to comply with the Government of British Columbia's Taxpayer Accountability Principles (TAP), which requires Crown corporations to adopt principles of cost consciousness, accountability, appropriate compensation, service, respect and integrity.

Operating Environment

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

Language

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

According to the *2014 Report on the Status of 2014 First Nations Languages*:

- Fluent speakers of a First Nations language make up 4.08% of the total B.C. First Nations population, a decrease of approximately 1% from 2010.
- Semi-fluent speakers increased by 3,144, and, as of 2014, make up 9.32% of the provincial First Nations population.
- 59% of fluent First Nations language speakers are aged 65 and over
- 88% of semi-fluent speakers are under age 65
- First Nations language learners comprise 9.14% of the total provincial First Nations population, down from 11% in 2010.¹

¹ The actual number of learners dropped by only 361 people between 2010 and 2014. However, the First Nations population in B.C. boomed by close to 25,500 during the same period. This shows that rather than language learning "declining," it's more a case that learning simply hasn't kept pace with the population increase. This is related to a shortage of learning opportunities and a lack of funding to support learning. For further information, please see page 19 of the *2014 Status of B.C. First Nations Languages* report.

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

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

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

Arts

As part of its mandate, FPCC serves Indigenous artists, arts organizations and arts administrators in B.C. In 2016, staff in our arts department, in partnership with the BC Arts Council, conducted a review of Indigenous arts organizations and emerging artists in order to identify gaps and opportunities. The review will be released to the public in the 2016/17 fiscal year and will inform the future direction of FPCC's arts programming.

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

Operations

FPCC's annual operating budget for 2016/17 is \$4,637,000, up from \$3,999,000 in 2015/16. The majority of FPCC's funding is allocated to grants and initiatives that support successful First Nations community projects in language, arts and culture in B.C. FPCC operates with a small team of 10 core staff.

In 2015/16, FPCC received just over 25% of its budget from the Ministry of Aboriginal Relations and Reconciliation (MARR) and the remainder from other sources². We are also required to fundraise in order to meet our mandate. However, the funding climate continues to be highly competitive, with limited funding opportunities, and FPCC's funding from all sources is subject to unexpected fluctuations and uncertainties.

² See Financial Plan on page 15 for additional funding sources.

Performance Plan

Goals, Strategies, Measures and Targets

In addition to the following goals, related strategies, performance measures and targets, FPCC is implementing the Taxpayer Accountability Principles (TAP) in partnership with MARR. FPCC has developed a strategic engagement plan, which includes an evaluation plan that will measure FPCC's health and performance against TAP. A progress report on the plan will be included in the next annual report. FPCC has also reviewed the Government of British Columbia's standards of conduct with staff and the Board; FPCC is in compliance with these standards. We will review it annually to ensure continued compliance.

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

Strategies

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

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

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of B.C. First Nations languages and dialects archived on FirstVoices.com	9.1%	19%	20%	21%	22%

Data Source:

¹ FirstVoices website

Discussion

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

However, at the end of fiscal 2014/15, we received \$300,000 from MARR to rebuild FirstVoices.com's software architecture, which includes upgrading to new technologies that will improve the organization and indexing of data. An additional \$300,000 was provided in in-kind development services by the Ministry of

Advanced Education. In 2016/17, \$250,000 was provided from the New Relationship Trust for adding new language content (including words and phrases). An additional \$100,000 was provided from the First Peoples' Cultural Foundation to finish the rebuild and user interface for a 2016/17 launch. As a result of all this recent activity, we have increased the annual targets, and depending on new grants, we hope to significantly increase the amount of content archived at FirstVoices over the next three years.

Performance Measure 1.2: Number of mentor-apprentice teams

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of mentor-apprentice teams	24 (10 returning; 14 new)	24	24	24	24

Data Source:

¹ Language department files

Discussion

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

The initial portion of the program requires teams to complete 300 hours over one year. Teams may re-apply to complete a 2nd and 3rd year of the program, also each 300 hours. As the Mentor-Apprentice Program is a multi-year program, this performance measure tracks new teams as well as returning teams. We had an unprecedented number of teams in fiscal 2015/16 due to extra funding, but expect to maintain our target at 24 in future years due to funding constraints. It's also important to note that in some cases, targets do not change over time, as FPCC's funding has remained static or declined for certain programs. We will revisit these targets if we receive increases in funding for the language program.

Performance Measure 1.3: Number of active language nests

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of active language nests	10	10	11	12	13

Data Source:

¹ Language department files

Discussion

This performance measure tracks the number of active language nests established by FPCC beginning in 2015/16. Within the language nest environment, children up to age five engage with Elders and other fluent speakers, speaking only their Indigenous languages. The early immersion experience provides a strong foundation for future fluency.

We have established a baseline of 10 language nests for 2016/17, with modest increases over the next few years, based on the current number of active language nests. FPCC is actively fundraising and aims to increase the number of language nests across the province over the next three years. We will revisit our targets for this measure if additional funding is acquired for language programs.

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

Strategies

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

Performance Measure 2.1 : Number of arts projects funded

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of arts projects funded	77	80	85	90	90

Data Source:

¹ Arts department files and database

Discussion

This measure was chosen as the most basic way to monitor FPCC’s support of B.C.’s Indigenous artists. In 2015/16, we received 125 applications and funded 77 projects, which was well above target. This outcome was achieved in part by using remaining funds from a three-year grant from Margaret A. Cargill Philanthropies (MACP). We have renewed our partnership with MACP for three more years and anticipate an ongoing partnership with the BC Arts Council and the New Relationship Trust; we therefore forecast steady, but modest, increases in projects funded over the next few years. This demonstrates the TAP principles of service, respect and integrity.

Performance Measure 2.2: Number of language and culture projects funded

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of language and culture projects funded	82	60	62	64	68

Data Source:

¹ Language department files

Discussion

Monitoring the number of language and culture projects we fund each year demonstrates our ability to support language revitalization in B.C. In 2015/16, we exceeded the target of 55 by 27. Although we exceeded our target in that fiscal year, modest increases are projected for the next three years due to limited funding.

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

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
New tools and resources to support language and arts projects	11	12	13	14	15

Data Source:

¹ Arts and Language department files

Discussion

The number of resources we create in a year links directly to our goal of supporting B.C. First Nations communities in realizing their visions for the revitalization of their arts, cultures and languages. While funding support is critical for the success of these community initiatives, communities also need the guidance of experts and access to information and technology to support their efforts. Accordingly, each year, staff at FPCC create and distribute a number of resources that support communities in their revitalization efforts. In 2015/16, we provided 11 new resources, just above our target. Building on our success to date, we are forecasting modest increases in our targets for this measure.

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

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Grantees and non-grantees being trained by FPCC	n/a	160	160	160	160

Data Source:

¹ Arts, FirstVoices and Arts department files

Discussion

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

Workshops allow us to support communities not currently participating in FPCC language programs, which is why this measure tracks both grantees and non-grantees. As of November 2016, language staff trained 160 people and held 10 workshops. As a result, the baseline forecast for 2016/17 and future years has been set at 160. We will re-evaluate our targets for this measure at the end of the 2016/17 fiscal year.

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

Strategies

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

Performance Measure 3.1: Social media reach

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Social media reach	12,584 ²	14,000	14,500	15,000	15,500

Data Source:

¹ Twitter, Facebook, YouTube and Flickr subscriber counters.

² Data is available for Facebook and Twitter only for 2015/16.

Discussion

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

As of November 2016, we have 13,537 followers on our social media channels. We had tremendous increases in the early days of our social media accounts, but predict that we will maintain a modest rate of increase over the next few years. This demonstrates the TAP principles of efficiency, accountability and service.

Performance Measure 3.2: Website traffic and app downloads

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Website traffic and app downloads	921,492 visits; 4,051 downloads	925,000 visits; 9,000 downloads	950,000 visits 4,000 downloads	975,000 visits; 4,000 downloads	1,000,000 visits; 4,000 downloads

Data Source:

¹ Google Analytics and Funnel Web Analyzer

Discussion

This performance measure monitors website traffic and downloads of online resources. In 2015/16, we dramatically exceeded our target for website visits. The increased website traffic was a result of a couple of factors: the Our Living Languages exhibition launched at the Royal BC Museum in 2014 and continues to drive traffic to FirstVoices.com, which is featured in the exhibition, and; media coverage of the launch of the FirstVoices keyboards app in May 2016 also drove traffic to our websites and the app itself. Given the unusual nature of this spike in traffic in the last two years, we have set our target at 925,000 visits per year in 2016/17 with a modest increase in subsequent years.

We expect to see a spike in app downloads in 2016/17 with the launch of the FirstVoices Keyboards App, but we have reduced our targets for future years as no additional apps are planned.

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

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Outreach via events, conferences, presentations and monitoring visits to communities	53	30	35	40	45

Data Source:

¹ Information collected by project managers

Discussion

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

There was a real push in 2015/16 by FPCC to raise awareness about its work; other organizations were also interested in bringing FPCC staff to special events. As a result, we exceeded our target significantly in fiscal 15/16. However, many of these were special one-time only events that will not occur next year, and as such, we have only modestly increased our future targets from our 2016/17 forecast.

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

Strategies

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

Performance Measure 4.1: Number of active and ongoing partnerships

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of active and ongoing partnerships	10	9	10	11	11

Data Source:

¹ List of active and ongoing partnerships

Discussion

We are required to fundraise in order to meet our mandate. This performance target measures new and ongoing funding opportunities that are provided to FPCC by our partners, many of which are cost-shared. We were able to exceed our target in fiscal 2015/16, thanks to participation in several special projects. As a result, we increased our target to 9 as a forecast for 2016/17, with modest increases in future years. This demonstrates the TAP principles of service and efficiency.

Performance Measure 4.2: Grants delivered to communities

Performance Measure ¹	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Grants delivered to communities	\$2.47 M	\$2.4 M	\$2.4 M	\$2.4 M	\$2.4 M

Data Source:

¹ Audited financial statements

Discussion

This performance measure, new in the 2016/17 - 2018/19 service plan, tracks the amount of funding that goes directly to First Nations communities in B.C. through FPCC's arts, language and cultural grants. The funding that FPCC delivers to communities is an important measure of the support the organization provides for community language, arts and cultural revitalization.

In 2015/16, we delivered \$2,468,035 in grants to language and arts projects. This was only slightly above our target for the year and will be maintained at this level for future target years. We will revisit these targets if additional funding is secured.

Financial Plan

Summary Financial Outlook

(\$000's)	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	Actual	Forecast	Forecast	Forecast	Forecast
Revenues					
Ministry of Aboriginal Relations & Reconciliation	1,051	1,051	1,051	1,051	1,051
New Relationship Trust	750	1,000	1,000	1,000	1,000
BC Arts Council	737	765	765	765	765
Other Provincial Ministries	15	-	-	-	-
Grants from Federal Ministries	863	1,027	820	820	820
Grants from Non-Governmental Organizations	397	682	440	538	538
Deferred Revenue	63	(29)	97	-	-
Interest and Other	36	61	81	81	81
Office overhead recoveries	87	80	80	80	80
Total revenue	3,999	4,637	4,335	4,335	4,335
Expenditures					
Grants	2,468	2,949	2,902	2,902	2,902
Salaries and Benefits	812	805	805	805	805
Community Resources, R & D and Jury Costs	123	232	139	139	139
Purchased Services	182	189	38	38	38
Professional Fees	41	113	113	113	113
Facilities rent, heating and maintenance	59	57	57	57	57
Office overhead and operating costs	250	232	220	220	220
Amortization of Capital Assets	13	17	17	17	17
Board and Advisory	51	43	43	43	43
Total Expenses	3,999	4,637	4,335	4,335	4,335
Excess (Deficiency) of Revenue over Expenses	-	-	-	-	-
Capital Expenditure	15	15	15	15	15
Staffing (Actual and Budgeted FTE)	11	11	11	11	11
Total Liabilities	-	-	-	-	-
Accumulated Surplus / Retained Earnings	384	384	384	384	384

- “Other” revenue in the Financial Summary includes income from sales of FPCC training workshops and service fees for consulting and training. FPCC brings in the majority of its funding through fundraising activities, which causes fluctuations in this category from year to year. Based on the information that is currently available about consulting work that is forthcoming, projections in this category have been lowered from previous service plans.
- FPCC is a small crown that fundraises a significant portion of its budget every year (approximately 75%). As a result, FPCC's budget is not static and shifts in administration-related costs are evident. In addition to our regular work, we work on special projects, which cause fluctuations in our budget. For example, FPCC's involvement in the Our Living Languages and FirstVoices projects impacts contract services and salaries for special projects staff.
- FPCC received \$250k for FirstVoices in 2016/2017 from New Relationship Trust, but is expected to leverage matching funding. There is no guarantee that this additional funding will continue in future years.

Key Forecast Assumptions

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

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

Management Perspective on Future Financial Outlook

In order to meet our mandate in the areas of language, arts, culture and heritage, FPCC is required to fundraise. In 2015/16, 26% of FPCC's budget came from MARR and the remaining 74% from other sources, and we expect this trend to continue in the coming years. However, as in previous years, the funding climate is highly competitive, the Canadian and global economy remain uncertain, funders are increasingly risk-averse and there is a general lack of understanding about the unique work and services provided by FPCC. In addition, FPCC is eligible to apply for a limited number of funding opportunities, and all of our funding is subject to unexpected fluctuations and uncertainties, which is also a trend we expect will continue.

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

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

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

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

However, with recent mandate letters from the federal government focusing on Aboriginal languages and implementing the recommendations of the Truth and Reconciliation Commission, we are hopeful that there will be increased investment in one of our central language funding programs, the Aboriginal Languages Initiative.

Appendix A

Hyperlinks to Additional Information

Section	Hyperlink
<p>Organizational Overview</p> <ul style="list-style-type: none"> • Mission, vision, values • Legislation and mandate • Overall benefit or service • Principal partners and stakeholders • How services are delivered • Location 	<p>www.fpcc.ca/about-us</p>
<p>Programs and Special Projects</p> <ul style="list-style-type: none"> • Language programs • Arts programs • Culture and heritage programs • FirstVoices • Endangered Languages Project • Our Living Languages exhibition • FPCC mapping projects 	<p>www.fpcc.ca/language/programs</p> <p>www.fpcc.ca/arts/programs</p> <p>www.fpcc.ca/culture/projects</p> <p>www.fpcc.ca/language/FirstVoices</p> <p>www.fpcc.ca/language/ELP</p> <p>www.fpcc.ca/language/exhibition</p> <p>www.fpcc.ca/language/language-map</p>
<p>Corporate Governance</p> <ul style="list-style-type: none"> • Board of Directors • Advisory Committee • Board Committees • Senior Management • Governance Principles • Whether FPCC info adheres to BRDO • Performance Management Systems 	<p>www.fpcc.ca/about-us/governance</p> <p>www.fpcc.ca/about-us/board</p> <p>www.fpcc.ca/about-us/advisory</p> <p>www.fpcc.ca/about-us/performance</p>
<p>First Peoples' Cultural Institute</p>	<p>www.fpcc.ca/culture/institute</p>
<p>First Peoples' Language Map of British Columbia</p>	<p>https://maps.fpcc.ca</p>
<p>List of Indigenous languages in British Columbia</p>	<p>www.fpcc.ca/files/pdf/fpcc_language_dialect_list_2013.pdf</p>
<p>Report on the Status of B.C First Nations Languages in B.C.</p>	<p>www.fpcc.ca/language/status-report</p>