



FIRST PEOPLES'
CULTURAL COUNCIL
SERVICE PLAN
2014/15 - 2016/17

For more information about this document, contact:

Tracey Herbert
First Peoples' Cultural Council
1A Boat Ramp Road
Brentwood Bay, B.C. V8M 1N9
Telephone: (250) 652-5952
Fax: (250) 652-5953
Email: info@fpcc.ca
Website: www.fpcc.ca

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' Cultural Council programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.



TABLE OF CONTENTS

MESSAGE FROM THE BOARD CHAIR.....	2
ORGANIZATIONAL OVERVIEW	4
PROGRAMS AND SPECIAL PROJECTS	6
CORPORATE GOVERNANCE	8
STRATEGIC CONTEXT	12
Operating Environment.....	12
Risks and Opportunities	13
Operational Capacity	15
GOALS, OBJECTIVES & PERFORMANCE MEASURES ...	16
PERFORMANCE MANAGEMENT SYSTEMS	22
CULTURAL INSTITUTE.....	23
SUMMARY FINANCIAL OUTLOOK.....	24
GOVERNMENT'S LETTER OF EXPECTATIONS	26
APPENDICES	
I: First Peoples' Language Map of B.C.....	27
II Aboriginal Languages in B.C.....	28





MESSAGE FROM THE BOARD CHAIR

To the Honourable John Rustad, Minister of Aboriginal Relations and Reconciliation

On behalf of the Board of Directors of the First Peoples' Cultural Council (FPCC), I am pleased to submit our 2014/15–2016/17 *Service Plan*.

Since 1990, FPCC has worked in partnership with First Nations communities in B.C. to support their efforts to preserve and revitalize their unique languages, arts and cultures. FPCC achieves its mandate by delivering funding and resources to communities, monitoring the status of First Nations languages, and developing policy recommendations for First Nations leadership and government. This service plan is based on current budget assumptions, which allow FPCC to work on some of the most urgent aspects of its mandate.

Over the next three years, FPCC will maintain its program focus in order to build on existing work. In particular, we will continue to support First Nations communities in their language documentation and transmission efforts by adding to the FirstVoices language archive, as well as supporting community-based immersion programs such as Mentor-Apprentice¹ and pre-school Language Nests. We will also continue to develop and distribute tools and resources to support this important work, including FirstVoices language apps and best practice documents.

Our arts programming will remain consistent for the next three years. Here, we will continue to support B.C. Aboriginal artists and arts organizations in their endeavours, as well as to build the First Peoples' Arts Map as a living interactive network where Aboriginal artists and arts professionals can connect and promote themselves.

Closely tied to our mandate to support our community partners is FPCC's ongoing effort to raise the profile of First Nations language and culture—and the challenges facing them—both locally and globally. In the coming year, we intend to update the 2010 *Report on the Status of B.C. First Nations Languages*, and we will continue to expand our network of language advocates and spread the word about language loss to raise awareness and concern for these pressing issues. In an exciting new development, we are also partnering with the Royal BC Museum to create an exhibition of First Nations “living” languages. This high-profile project will educate new audiences about the value and diversity of B.C. First Nations languages.

As is the case every year, our greatest challenge comes from the limited resources to which we have access and the magnitude of the work that needs to be done. FPCC supports some 203 First Nations communities, 34 distinct languages and 61 dialects in B.C. Even as we enjoy programming successes and increased recognition, we face more and more demand from communities to support their revitalization efforts. We simply do not have the resources to fund every applicant and must make difficult choices as to where to provide support.

This challenge is compounded by recent reductions to some of our basic funding and the resulting decision to put the Language and Culture Camp Program on hold until funds can be found to reinstate it. Furthermore, with the passing of the older generation, we are losing the last original speakers in our communities. Without fluent speakers, language revitalization work is exponentially more costly. This means that time is of the essence for us to complete this important work in the short term.

In order to maintain our program and service delivery, we must be exceedingly creative and efficient with our funding allocations. To this end, we employ a number of strategies that stretch our financial resources as far as possible. For example, we are developing internal knowledge capacity on topics relevant to language and cultural protection and expect to publish a document about Indigenous knowledge protection in the coming year.

In addition, we have been responding to community requests for additional training for this complex and rewarding work. Beginning in October 2013, we began to offer training to the public in the master-apprentice training method so that languages not funded through the initiative would be able to pursue their own language work.

¹ This program, previously called Master-Apprentice, was renamed in 2013.

MESSAGE FROM THE BOARD CHAIR

We are also striving to improve the reciprocal relationship between our organization and the communities we serve. At our most recent Annual General Meeting (AGM), we held a facilitated discussion where Advisory Committee members were encouraged to raise topics of importance to their constituents. As a result of the discussion, we received valuable suggestions that will allow us to make policy and operational improvements and help us to improve our fundraising and outreach processes. The Advisory also undertook a review of the *FPCC Business Plan* and the feasibility study for a First Peoples' Cultural Institute (see page 23) and endorsed updates to both.

Despite attempts to improve efficiency and better serve community needs, it remains critical that we secure additional revenues, to support core programming and basic infrastructure needs. To this end, we are working to diversify our revenue base by seeking out previously untapped private funders—in particular appropriate sources of investment to support community-based projects.

FPCC's work continues to break ground—we have changed the landscape with programs such as FirstVoices and our approach to working in partnership with communities. We have unilateral support of our Board and of the First Nations community in B.C., and we have been recognized internationally as leaders in the field of language revitalization. With this knowledge in hand, we will continue in 2014 and beyond to support communities in B.C. and elsewhere with their efforts to keep their languages and cultures alive.

Sincerely,



Dr. Lorna Williams
Chair, the First Peoples' Cultural Council

ACCOUNTABILITY STATEMENT

The 2014/15–2016/17 *First Peoples' Cultural Council Service Plan* was prepared by staff at FPCC under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and *B.C. 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.

All significant assumptions, policy decisions, events and identified risks, as of November 2013 have been considered in preparing the plan. The performance measures presented are consistent with the 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 operating environment, forecast conditions, risk assessment and past performance.

ORGANIZATIONAL OVERVIEW

The First Peoples' Cultural Council has been offering services and programs to support First Nations language, arts and cultural revitalization in British Columbia since 1990.

Our role is to monitor the status of First Nations languages, cultures and arts, and to partner with communities in strategies that will serve to recover and sustain their heritage.

We serve 203 B.C. First Nations, 34 languages, 61 language dialects and a number of First Nations arts, culture and educational organizations. A complete list of languages is provided on page 28.

VISION AND MISSION

OUR VISION is one where “B.C. First Nations languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia, and the cultural knowledge expressed through First Nations languages, cultures and arts is recognized, 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 VALUES

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

Transparency – Program procedures and decisions are open and transparent.

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

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

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

LEGISLATION AND MANDATE

The First Peoples' Cultural Council was created by the provincial 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 (FPHLC Act)*. See: www.fpcc.ca/downloads/fphlcc-act.pdf.

According to the *FPHLC Act*, our legislated mandate is to:

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

The *FPHLC Act* was amended in 2011 to allow representation from all B.C. First Nation language groups on our Advisory Committee and to meet modern best practices for Crown corporations. For details on amendments to our legislation, please see the Governance section on page 8.

FPCC operates according to an annual letter of expectations that outlines government's direction. Please see page 26 for information on the 2014/15 *Government's Letter of Expectations* and our planned actions to address it.

ORGANIZATIONAL OVERVIEW

OUR STAKEHOLDERS

- First Nations communities
- First Nations artists
- First Nations arts and culture organizations
- First Nations language champions
- First Nations language learners
- First Nations schools
- First Nations Elders

OUR KEY PARTNERS – B.C.

Ministry of Aboriginal Relations and Reconciliation (MARR)

New Relationship Trust (NRT)

BC Arts Council

First Peoples' Cultural Foundation

Chief Atahm School

Royal British Columbia Museum

Ministry of Community, Sport and Cultural Development

First Nations Technology Council (FNTC)

B.C. Caucus of Cultural Centres

University of Victoria

First Nations Education Steering Committee (FNESC)

Network BC

OUR KEY PARTNERS – CANADA

Department of Canadian Heritage (DCH)

Canada Council for the Arts

OUR KEY PARTNERS – INTERNATIONAL

Margaret A. Cargill Foundation (MACF)

Google.org

The Linguist List at Eastern Michigan University

The Endangered Languages Catalogue Team at the University of Hawai'i at Manoa

The Myaamia Project

The Language Archive at the Max Planck Institute for Psycholinguistics

The Endangered Language Alliance

Indigenous Languages Institute

Living Tongues Institute for Endangered Languages

The University of Arizona

The University of Hyderabad

First Languages Australia

World Oral Literature Project

WHAT WE DO

FPCC is a successful delivery agent for Indigenous language revitalization in B.C. With 60% of Canada's first languages and a higher degree of linguistic diversity than anywhere else in Canada, a centralized organization for language administration in B.C. can ensure a high level of efficiency and accountability. Specifically, FPCC provides the resources and knowledge necessary to both support communities with their language work and inform funders about the up-to-date status of languages in B.C.

Specific activities of FPCC include:

- Facilitate opportunities for First Nations communities in B.C. to receive funding for language and arts projects
- Advise government on programs and issues related to First Nations languages, 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-governmental 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 languages, arts and culture
- Advocate for B.C. First Nations languages, arts and culture
- Perform in-person outreach to B.C. First Nations communities to inform them about our grants as well as to monitor and advise communities involved in our programs
- Provide training for participants receiving funding from FPCC language revitalization, archiving and immersion programs
- Work in partnership with First Nations communities to revitalize and archive First Nations cultures and languages and restore literacy and fluency in First Nations languages
- Provide professional consulting services related to arts and language revitalization in B.C., Canada and internationally to create revenue
- Raise awareness and build support networks for language and cultural revitalization on a global scale

PROGRAMS AND SPECIAL PROJECTS

PROGRAMS

The B.C. Language Initiative (BCLI)

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 First Citizens' Fund (through the Ministry of Aboriginal Relations and Reconciliation) provides a key source of operating/ administrative dollars for FPCC.

Aboriginal Languages Initiative (ALI)

Supports community and regional projects that maintain, revitalize and promote Aboriginal languages (funded by the federal Department of Canadian Heritage).

Language Immersion Programs

With funding from the New Relationship Trust (NRT) and the Ministry of Aboriginal Relations and Reconciliation (MARR), FPCC funds three immersion-based community projects² that have been proven to create fluent speakers. These programs are:

- *Language Revitalization Planning Program* – Communities that speak the same language or dialects of the same language come together to create long-term language revitalization plans, share resources and serve as the decision-making bodies for their language and dialects. (This program was formerly called Language Authority and Language Plan Development.)
- *Pre-School Language Nests* – Childcare environments where children, caretakers and volunteer Elders communicate only in their ancestral languages to foster a new generation of fluent speakers. Parents are encouraged to participate and use the language in their homes.
- *The Mentor-Apprentice Program* – A program that unites committed language learners (apprentices) with fluent speakers (the mentors) for 300 hours of complete language immersion. (This program was formerly called the Master-Apprentice Program.)

² Original funding provided in 2007–08 was allocated to four immersion programs. When funds from both NRT and MARR were reduced in 2011–12, the Language and Culture Camps initiative was put on hold until new funds could be identified to reinstate it. To date, these new funds have not been secured.

Note: All language immersion program participants are selected through a juried peer review committee of language experts.

FirstVoices

FPCC's internationally recognized online Indigenous language documentation and teaching resource. FirstVoices provides state-of-the-art technologies, training and technical support to community language champions. For information about the FirstVoices initiative, see www.firstvoices.com.

FirstVoices projects include:

- *FirstVoices Language Tutor*—provides First Nations language students with access to graduated interactive Web-based vocabulary and conversation building exercises. The application keeps track of student progress for both student and teacher. See www.firstvoices.com/tutor
- *FirstVoices Language Lab*—an iPad-based language-teaching app designed to deliver FirstVoices Language Tutor lesson content via a stand-alone portable language laboratory. No internet access is required for the Language Lab to run.
- *FirstVoices Dictionary Apps*—interactive dictionary/phrase apps in B.C.'s First Nations languages for the iPod, iPad and iPhone. (Twelve are now available with five more on the way). The apps contain text, audio, image and video content and are available as free downloads from the iTunes store.
- *FirstVoices Chat*—an Indigenous language texting app for Facebook Chat and Google Talk. This free app for the iPad, iTouch and iPhone is available at the Apple App Store. FirstVoices Chat provides custom keypads capable of texting in over 100 Indigenous languages in Canada, Australia, New Zealand and the USA.

The Aboriginal Arts Development Awards (AADA)

The Aboriginal Arts Development Awards are grants that are distributed to projects in four categories:

- *Individual*—supports the creative or professional development of emerging Aboriginal artists working in any artistic discipline
- *Organization*—supports either the capacity development of an arts organization, a specific project that the organization would not be able to undertake otherwise or a combination of both options

PROGRAMS AND SPECIAL PROJECTS

- Sharing Traditional Arts Across Generations—supports the transmission of traditional artistic practices from one generation to another, often through a mentorship program or other form of training
- Aboriginal Arts Administrator and Cultural Manager Internships—helps place an aspiring arts administrator in an internship position with an established organization or in a mentorship program

Note: All arts grant recipients are chosen by a juried peer review committee of established artists and arts administrators.

SPECIAL PROJECTS

Endangered Languages Project

In 2011, Google.org contacted FPCC to request the organization's participation in a global initiative to create an online collaborative network for language champions around the world. After much consideration, FPCC decided to participate in this opportunity to raise the profile of language revitalization on a worldwide scale and to contribute to language work via information sharing. We became one of four founding partners of the project, and the website at www.endangeredlanguages.com was launched, with our input, in June 2012.

FPCC continues to guide the development of the site, which contains information on more than 3,212 Indigenous and other at-risk languages. Now that the site is live, a governance council, comprised

of language revitalization experts from around the world, guides its development. FPCC retains key roles, chairing the governance council and leading outreach efforts for the project.

Royal B.C. Museum "Our Living Languages" Exhibition

In February of 2013, FPCC signed a Memorandum of Understanding (MOU) with the Royal British Columbia Museum (RBCM) recognizing the two organizations' mutual desire to strengthen and enhance the understanding of First Nations cultures and languages. Under the terms of this agreement, FPCC and RBCM agreed to collaborate on an active program of developing exhibitions and presentations about First Nations languages, arts and culture.

The FPCC and RBCM are now engaged in their first collaboration—the development of a major new exhibition focusing on the story of the First Nations languages of British Columbia. Content for the exhibition will be developed in close collaboration with FPCC and representatives of B.C.'s 34 First Nations languages. The format will include a variety of media, such as videos, audio, interactive media and traditional display panels. Planning and development is underway and the exhibition is slated to open in June 2014.

CORPORATE GOVERNANCE

OVERVIEW

The First Peoples' Cultural Council is governed by a 13-member Board of Directors comprised of up to 13 members. The work of the Board is further supported by three sub-committees: governance, finance and audit, and HR and compensation. In addition, the Board is supported by a 34-member Advisory Committee, with one representative for each of the First Nations language groups in B.C. Both Board and Advisory Committee members serve a term of two years. Board members can serve a maximum of three terms (6-years total); there are no limits to the number of terms an Advisory Committee member can serve.

GOVERNING LEGISLATION AND SELECTION PROCESS

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

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

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

ROLE OF THE BOARD OF DIRECTORS

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

2013/14 BOARD OF DIRECTORS

Dr. Lorna Williams (Chair)
Gary Johnston (Vice-Chair)
Laura Webb (Secretary/Treasurer)
Clifford Atleo
Linda Bristol
Dr. Bill Cohen
Emma Donnelly
Marlene Erickson
David Stevenson (Non-voting Government Representative)
Mike Willie

BOARD OPERATIONS

- FPCC 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.
- At the AGM each October, the Board reports to the Advisory Committee and hosts workshops with Advisory Committee members in order to receive feedback and suggestions for improvements on specific policies and programs. This information guides the Board and FPCC in setting organizational goals and strategies.

BOARD ACTIVITIES AND RESPONSIBILITIES

- Conducts strategic planning, including the annual service plan
- Undertakes budgetary planning and accepts these budgets by formal resolution
- Modifies and/or adopts plans to meet the routine demands of FPCC
- Assesses and evaluates performance of FPCC through the annual report
- Retains and manages the relationship with the Executive Director
- Records faithfully for the corporate record any minutes of their meetings
- Reports to the Advisory Committee at the AGM

CORPORATE GOVERNANCE

BOARD COMMITTEES

The **Governance Committee** conducts all high-level business related to policy development and review of Board policies and administrative policies, but does not have authority for financial policy, which is the responsibility of the Finance and Audit Committee.

It 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, issues communications to members and notifies those members whose terms will be expiring.

The Governance Committee also recommends membership to the Advisory Committee. Members: Dr. Bill Cohen, Chair; Linda Bristol; David Stevenson; Mike Willie

The **Finance and Audit Committee** conducts all high-level business related to finance for the Board, such as budget review, audit review and financial policy development. Members: Laura Webb, Chair; Marlene Erickson; Gary Johnston

The **HR and Compensation Committee** is responsible for hiring and evaluating the performance of the Executive Director, and making recommendations

for her remuneration levels. Members: Cliff Atleo, Chair; Emma Donnelly; Dr. Lorna Williams

Detailed descriptions of duties and terms of reference can be found on the FPCC's website at: www.fpcc.ca/about-us/governance.

KEY ACCOUNTABILITIES

FPCC's Board of Directors is accountable to the Minister of Aboriginal Relations and Reconciliation through the organization's annual service plan, annual report and through reporting on its transfer under agreement.

The organization is also accountable to B.C. First Nations and its other funders, including the New Relationship Trust, the Department of Canadian Heritage, the BC Arts Council, the Canada Council for the Arts, the Margaret A. Cargill Foundation and the First Nations Technology Council.

ROLE OF THE ADVISORY COMMITTEE

The Advisory Committee acts as a bridge to First Nations communities and brings community-based ideas and issues to the attention of FPCC. Each member represents one of the 34 active First Nations language groups in B.C. Members meet once a year at FPCC's AGM and may attend additional meetings, subject to available resources.



Staff, Board and Advisory Committee at the 2013 Annual General Meeting

CORPORATE GOVERNANCE

Advisory Committee members are listed below with the language group they represent (list current as of November 2013).

2013/14 Advisory Committee

Terry Badine, ᑕᑦᑲᑦᑲᑦᑲᑦ (Nēhiyawēwin) (Cree)
Marlene Erickson, Dakelh (CB¹)
Laura Webb, Dane-Zaa (Cᑕ ᑲ)
Emma Donnessy, Danezāgé'
WILAT Sue Alfred, Nedut'en / Wet'suwet'en
Geraldine Solonas, Tse'khene
Odelia Dennis, Tāltān
Angelina Stump, Tsilhqot'in
LāSanMā Sharon Shadow, Tutchone (Southern)
Kheiyaakw Louise Parker, Łingít
Marilyn Harry, Éy7á7juuthem
Pearl Harris, Hul'q'umi'num' / Halq'eméylem /
həñq'emíñəm
STOLŹEŁ John Elliott, SENĆOFEN / Malchosen /
Lekwungen / Semiahmoo / T'Sou-ke
Gary Johnston, Skwxwú7mesh sníchim
C'u?sinək Martha Aspinall, Ntē?kepmxcín
Mahuya Dr. Bill Cohen, Nsyilxcən
Intyana Smukwaca Deanna Leon-Cook, Secwepemctsin
Wanosts'a7 Dr. Lorna Williams, Státimcets
SNXAKILA Clyde M. Talio, Nuxalk
Beverly Azak, Nisga'a
Theresa Lowther, S'malgyax
Deborah Mack, Diitiid?aatx
Frances Brown, Hailhzaqvla
T'łalis Mike Willie, Kwa'kwala
Bernice Touchie, Nuučaanuł
Lena Collins, Oowekyala
YAAHLDAAJll Gary P. Russ, Xaad Kil / Xaaydaa Kil
(Haida)

Open Advisory Committee Positions (by language group)

Anishnaubemowin
Dene K'e
Ktunaxa
She shashishalhem
Gitsenimx
Skixs
Xenaksialakala / Xa'isalakala



CORPORATE GOVERNANCE

GOVERNANCE PRINCIPLES

FPCC follows the B.C. government's guiding principles on corporate governance for Crown agencies. The Government's Letter of Expectations describes mandate, expectations, roles, responsibilities and accountabilities.

Governance policies for the FPCC are reviewed annually to ensure that they continue to meet the needs of the organization and are consistent with the government's guiding principles on Crown agency governance.

Principle	How Achieved
Incorporate First Nations cultural values into governance practices	Regularly consult with community stakeholders through Advisory Committee and Board of Directors
Include broad representation of B.C. First Nations language and cultural groups	Invite applicants through an open application process
Provide high-level strategic direction to staff	Board and Advisory Committee work with management on a macro-level
Continue to learn and to integrate latest governance principles	Board is committed to and participates in ongoing training; annual review of the policy manual
Make decisions based on what is best for FPCC	Ongoing assessment of practice as compared to mandate to ensure the organization is on track

GOVERNANCE DISCLOSURE

FPCC complies with the 12 disclosure requirements of the *Best Practices Guidelines on Governance and Disclosure* published by the Board Resourcing and Development Office.

Complete governance information, including Board terms of reference, policy manual and attendance information is available online at: www.fpcc.ca/about-us/governance.

OUR LOCATION

The First Peoples' Cultural Council office is located in Brentwood Bay, B.C. on the traditional territory of the Tsartlip First Nation.

SENIOR MANAGEMENT

Tracey Herbert, Executive Director

STRATEGIC CONTEXT

OPERATING ENVIRONMENT

British Columbia is the only province in Canada that has created a Crown corporation to be the lead agency for First Nations heritage, language, culture and the arts. FPCC has the recognition and support of B.C. First Nations political leadership and has a close working relationship with its community partners.

With 34 First Nations languages and 61 dialects, British Columbia has the majority of Canada's First Nations languages within its borders—roughly 60%. As is the case across the country, First Nations languages in B.C. are in steep 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, manifested in the residential school system.

The current situation of First Nations languages in British Columbia ³:

- Fluent speakers of a First Nations language are rare. Making up approximately 5% of the B.C. First Nations population, they are mostly Elders and their numbers are declining. Their knowledge and teachings must be recorded and passed on quickly.
- First Nations people who are learning their languages make up only 11% of the B.C. First Nations population. Classroom resources (including the time committed to language) are generally insufficient to create fluent speakers.
- Every First Nations language in B.C. is either nearly extinct (22) or severely endangered (8). Three languages and three dialects have gone extinct within recent memory.
- The loss of language and culture has negative effects on the health, economies and social vitality of First Nations communities, making closing the gap between First Nations and non-First Nations people even more difficult.

For the last several years, the funding climate has been very competitive, a challenge which has been compounded by the fact that language revitalization is a little understood and supported area.

FPCC operates with a small team, and as a result, the loss of talent has a major impact on the organization's ability to deliver programs and services. Key staff are retiring with specialized skills that will be difficult to replace, creating a gap in our capacity.

On the positive side, many of the semi-fluent speakers in B.C. and the majority of language learners are under the age of 25. This is a fast-growing population with many committed learners and cultural champions who are uniting with fluent Elders and becoming a driving force behind language and culture revitalization.

Furthermore, there is considerable work being done in the First Nations communities of B.C. to tackle the legacy of language loss left behind by residential schools. Communities are collaborating to share resources and to overcome challenges; they are running immersion programs to create new speakers; and they are recording their languages for future generations to study. Many are also collaborating through the Language Revitalization Planning Program, which bring communities together for language-wide planning and strategy development.

For more information on the status of First Nations languages in British Columbia, please see our comprehensive 2010 *Report on the Status of B.C. First Nations Languages* at: www.fpcc.ca/language/language-report.

³ SOURCE: 2010 *Report on the Status of B.C. First Nations Languages*, First Peoples' Cultural Council.

STRATEGIC CONTEXT

RISKS AND OPPORTUNITIES

Issues, Risks and Potential Impacts	Opportunities and Mitigating Strategies
Scope vs. Resources and Time Available	
<p>The single greatest challenge faced by FPCC is that the scope and complexity of work that needs to be done in order for the organization to achieve its mandate is very challenging given the limited time and resources available.</p> <p>Home to 60% of Canada’s First Nations languages, B.C. has been recognized as an official language “hotspot” by National Geographic’s Enduring Voices project. There are 34 First Nations languages and 61 dialects in the province as well as thousands of distinct cultural practices and traditional art forms. The sheer diversity of languages and cultures means that resources are spread thinly.</p> <p>Further, there is an extremely limited window of opportunity for effective action. FPCC’s 2010 <i>Report on the Status of B.C. First Nations Languages</i> shows that if significant action is not taken, many of the First Nations languages of British Columbia may become extinct.</p>	<p>FPCC is taking a multi-pronged approach to these challenges. For example, we are:</p> <ul style="list-style-type: none"> • working with government and existing funding partners to locate additional resources • creating partnerships and diversifying our revenue base for access to more revenue • improving efficiencies by building knowledge capacity and eliminating overlap • working to make resources go further in the field, for example, by encouraging languages and dialects to work together in their revitalization efforts • providing training and developing stand-alone resources so that communities that are not funded directly in our language and arts programs can still participate • using interactive and online technologies that increase efficiencies and allow access to anyone with the proper tools
Funding Availability	
<p>FPCC is dependent on public and private (foundation) funds for its program and service delivery. There is limited funding available for the work we do, and funding is subject to unexpected fluctuations and uncertainties.</p> <p>In recent years, reductions in funds from some of our main sources have resulted in reduced program delivery. Further, revenue from these sources is unpredictable and as a result, we have limited budgeting certainty.</p> <p>New funding sources are extremely limited for the type of work we do—in fact FPCC is breaking new ground in language revitalization work. The downside is that funders often don’t understand the work we do or have a category that applies. Also, there’s a perception by some funders that language and cultural work is the fiscal responsibility of government.</p> <p>Compounding the issue of funding—not all language and arts funding is targeted by all funders in a coordinated manner to ensure maximum effectiveness.</p>	<p>In order to appeal to our current funders and diversify our revenue sources so that fluctuations in funding will have a lesser impact, we are taking the following actions:</p> <ul style="list-style-type: none"> • We are researching untapped private sources of revenue. In addition, we are seeking partnerships that will help us gain access to new sources of support. • We will be producing an updated language report within the next year. • Data from the 2010 <i>Report on the Status of B.C. First Nations Languages</i> has provided us with the necessary rationale to approach potential funders for language support, but the information needs to be updated to continue to make a strong case for language funding. • We will continue to raise the profile and overall awareness of the importance of language and cultural work, which may open doors to additional support in future. • We are working with our partners and stakeholders to identify ways in which language funding, in particular, could be targeted more effectively.

STRATEGIC CONTEXT

Value of Investing in Language	
<p>British Columbia’s Aboriginal students are not being given the opportunity to achieve the language-learning outcomes we believe are possible. Our educators need additional support, funding and training to deliver language programming that will result in Indigenous language proficiency.</p>	<p>Our experiences in B.C., and knowledge of language immersion activities in other provinces, have shown us that investment in language and culture can have a significant positive impact on First Nations youth in these areas:</p> <ul style="list-style-type: none"> • educational outcomes • health • employability <p>There is a huge opportunity to bring these positive results to all First Nations in British Columbia.</p> <p>In the coming year, we have plans to produce a report about the value of investing in language and culture to further draw attention to this issue.</p>
Lack of Access to Technology in Communities	
<p>The increased usability and availability of technology has made recording and archiving cultural knowledge a viable option for even the smallest communities. However, not all communities and individuals have access. This may be due to limits to their own funding, remoteness and/or low priority on behalf of service providers.</p>	<ul style="list-style-type: none"> • We are encouraging communities to work collaboratively with each other to develop a single FirstVoices archive for each language. As a result, we expect greater efficiencies to be created, which will allow funding to go further. • For communities where reliable internet access is an issue, we make a number of print resources available and they are eligible to apply for the Mentor-Apprentice and other language programs that don’t require online work. Also, the stand-alone FirstVoices Language Lab allows access to Language Tutor even where the internet is not accessible.
FPCC Technology Requirements	
<p>FPCC is in need of technological upgrades to its internal data management system and FirstVoices.com, for which the organization has no budget.</p>	<p>FPCC is utilizing the following strategies to mitigate this issue:</p> <ul style="list-style-type: none"> • We are currently seeking assistance from the Ministry of Aboriginal Relations and Reconciliation to develop a data management system to allow easier and more efficient tracking of programs and projects. • We are creating a technology roadmap complete with budget estimates that can be included in a fundraising strategy for FirstVoices.
Capacity within Communities	
<p>There are limited employment opportunities for First Nations individuals in the cultural sector.</p>	<p>FPCC provides funding to communities and trains individuals to work in a volunteer-capacity in the areas of language and culture. There is a real opportunity for these cultural leaders to transition into full-time employment in support of culture and language in their communities, thereby combining economic and cultural benefits.</p> <p>We will continue to offer quality training through the Mentor-Apprentice and Language Nest programs and FirstVoices. We are currently in discussions with the Indigenous Adult and Higher Learning Association to see if this training can be accredited by a college or university.</p>



STRATEGIC CONTEXT

OPERATIONAL CAPACITY

Given the rates of First Nations language loss described above, FPCC faces an ongoing challenge in addressing its mandate to revitalize First Nations heritage, language and culture in B.C. Furthermore, as our programs create success creating new fluent and semi-fluent speakers in some communities, we face additional pressures to provide opportunities and resources in every community. Our operational capacity is challenged in two key areas—we lack the financial resources and human resource capacity to meet the challenge of revitalizing all languages and cultures before the last speakers of those languages are lost.

At the time of writing of this plan, our annual operating budget for 2014/15 is \$3.8 million. The bulk of that goes to grants and to supporting communities to have successful projects. With several distinct initiatives serving 203 First Nations communities and 34 languages, our operating resources are consistently stretched thin. This year, as in previous ones, we must once again make difficult choices about which communities and language groups we will be able to support.

Compounding this challenge, in 2012/13, we faced funding reductions from two key funders. Due to low returns on their investments, the Ministry of Aboriginal Relations and Reconciliation (MARR) and the New Relationship Trust (NRT) reduced funds to FPCC by a combined total of \$650,000, an amount that represents 17% of our total budget. As a result of these funding reductions, we discontinued the Language and Culture Camp Program in 2013/14, leaving a significant gap in our services to the community.

Our technology requires a significant investment to upgrade it so that it can continue to meet community needs. To this end, we are creating a technology roadmap to outline what would be required, including a data management system and an upgrade to the FirstVoices platform. This will allow us to actively seek the investment required to support these technological upgrades.

In terms of our human resources capacity, we continue to operate with a small staff of 10 key employees. Keeping our team small ensures that the majority of our revenue gets out to communities. On the downside, this model puts a high level of expectation on team members, who juggle multiple tasks, including research, resource development, community support and outreach, amongst others.

To partially address our capacity challenges, we are making a shift to training for communities in order that they may do their own language revitalization work. We are also building our knowledge capacity—currently in the area of intellectual property—and creating resources that can be used by communities to support this effort. And we're moving to a more collaborative approach, both internally—by having staff work across departments, and externally—by encouraging communities to work together on their language archives where appropriate.

Of course, revenue generation remains a critical element of meeting our program and service delivery needs. Here, the key approach we are taking to increase our capacity is to diversify funding sources and seek out additional partners and funding sources. In particular, we are looking into private partnerships for funding for our programs and will be considering sources that align with the core values and requirements of First Nations communities and individuals in B.C.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Notes for all goals: Management strives to ensure information is accurate and unbiased by using internal tracking systems and consulting with outside experts. Where possible, using available resources, program evaluations are undertaken.

BENCHMARKS

As a unique organization with few organizations with which to compare ourselves, we are not able to provide benchmarks for our performance measures.

GOAL 1

To provide programs and resources to support B.C. First Nations communities to revitalize their arts, culture and languages— so that the wealth of B.C. First Nations arts, culture and languages are preserved, accessible, recognized and valued.

STRATEGIES

- Support B.C. First Nations communities to mobilize around the revitalization of the arts, cultures and languages
- 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 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 and programming for arts, culture and language revitalization

DISCUSSION OF GOAL AND STRATEGIES

Providing programs and resources to B.C. First Nations to assist them to revitalize their language and culture is an essential part of our mandate. Therefore, this goal, and its accompanying strategies and performance measures, are the most basic means of assessing our performance.

Performance Measure	Actual 12/13	Target 13/14	Target 14/15	Target 15/16	Target 16/17
1.1 Number of arts projects funded	Target 60 Actual 52	60	60	60	60
1.2 Number of language/culture projects funded	Target 55 Actual 65	55	55	55	55
1.3 Percentage of B.C. First Nations languages and dialects archived on FirstVoices	Target 7.4% Actual 8.12%	10%	12%	15%	17%
1.4 New Resources to support language and arts projects	Target 10 Actual 32	10	10	10	10

DESCRIPTION AND RATIONALE FOR PERFORMANCE MEASURE AND TARGETS

We have kept performance targets consistent and conservative in three of four performance areas. The exception is the targeted increases for the FirstVoices archive, which we have adjusted up this year to reflect an increased baseline in the archive and a somewhat aggressive plan to raise support for this initiative while there is still time.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Performance Measure 1.1: Number of arts projects funded

This measure was chosen because it is the most basic way to monitor our support of Aboriginal artists in B.C. We increased this target from 50 to 60 projects in 2012/13 because of new funding from the Margaret A. Cargill Foundation (MACF). In 2012/13, we received 103 arts applications, which demonstrates an active Aboriginal arts community that is aware of our organization. We were able to support 52 applicants. This fell short of our target because more funding was given to fewer projects.

The data for this measure is provided by the arts department database.

Performance Measure 1.2: Number of language and culture projects funded

As with performance measure 1.1, monitoring the numbers of language/culture projects we fund demonstrates our ability to support language immersion programs in B.C. Due to decreased financial support from MARR and NRT, we will keep our targets modest for the next three years at 55 projects funded per year. This conservative target reflects uncertainties and fluctuations in language funding.

Data for this measure is provided by the language databases.

Performance Measure 1.3: Percentage of B.C. First Nations languages and dialects archived on FirstVoices

This measure is an important indicator of how much is left to do before we can consider the First Nations languages of B.C. completely archived.

We calculate the “percentage of B.C. First Nations languages and dialects archived” by multiplying the average words in a language’s lexicon (our calculations are based on 20,000 words and phrases) by the 61 First Nations languages and dialects in B.C. and then comparing the number of entries archived at FirstVoices.com to that total ⁴.

The full cost to complete all of the B.C. First Nations language archives is \$3,196,317 ⁵ per year for three years. We have sufficient funds in our annual budget to complete only a small fraction of this work. In previous years, target increases were set accordingly, at 0.1% per year, accounting for a nominal increase of 1,220 unique entries. With archiving a priority, this year we hope to raise additional funds to significantly increase our language archiving efforts. We have set somewhat ambitious targets for the next three years to reflect this goal.

The data for this measure is provided by the FirstVoices.com website database.

Performance Measure 1.4: New resources to support language and arts projects

The number of resources we create in a year links directly with our goal to “provide resources to support B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages.”

By being creative, in 2012/13 we were able to produce many resources, including handbooks, online maps, language archives, language tutor lessons and upgrades, dictionary apps, audio lessons and training workshops with relatively small amounts of funding. In the coming years we don’t expect to maintain this exceptional level of resource creation within our limited budget, and have therefore maintained our targets for the next three years at a more modest and achievable level of 10 per year.

This data is provided by the arts and language departments.

⁴ Previous calculations used 59 languages and dialects, but we now count the cross-border languages, Cree and Saulteau, which have established communities in the province. We added these languages to our count in 2010.

⁵ This number is from the *FPCC Business Plan*, developed in 2009 based on our calculation that a language’s lexicon includes 20,000 words and phrases. We are currently in the process of revisiting this number with linguists and communities to confirm if it is still accurate for B.C. First Nations languages.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

GOAL 2

To communicate effectively about the work of the First Peoples' Cultural Council to ensure it is seen 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.

STRATEGIES

- Promote and celebrate First Nations languages, arts and culture in B.C.
- Raise awareness about the current state of B.C. First Nations arts, culture and languages
- Inform B.C. First Nations communities, government and other key stakeholders about FPCC's programs, services, resources and partnership opportunities
- Expand our network of language champions, both within B.C. and globally

DISCUSSION OF GOAL AND STRATEGIES

Our organization can only succeed if First Nations communities apply for language and arts program funding, if First Nations leadership trusts us, if the government believes in our results and if the general public knows us to be the definitive source of information about First Nations languages and culture.

This goal speaks to building awareness about our cause and the organization itself via outreach and social media activities.

Performance Measure	Actual 12/13	Target 13/14	Target 14/15	Target 15/16	Target 16/17
2.1 Number of communications contacts	Target 4,000 Actual 5,463	5,670	5,870	6,070	6,270
2.2 Website traffic and resource downloads	Target 375,000 visits 1,500 downloads Actual 576,337 visits n/a downloads (new—not officially tracked)	580,000 visits 3,500 downloads	590,000 visits 3,500 downloads	600,000 visits 3,500 downloads	610,000 visits 3,500 downloads
2.3 Number of events, conferences and community visits	Target n/a Actual new— not tracked	25	25	25	25

DESCRIPTION AND RATIONALE FOR PERFORMANCE MEASURE AND TARGETS

Now that we have completed our rebranding process, which included changing our name and re-designing our website and marketing materials, we have shifted our activity to measuring our progress using tracking tools. Accordingly, we have added a target related to outreach via attendance at conferences, events and community visits.

Performance Measure 2.1: Number of communications contacts

Our list of communications contacts includes individuals from government, First Nations leadership and members of the public who follow us through social media channels.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

In each of the past two years, we have exceeded this target significantly. However, much of this performance measure is based on social media followers, which are difficult to predict. As a result, we have adjusted our base target for 2013/14 and will maintain a modest rate of increase over the coming target years.

The data for this measure is provided by our communications contacts database and our social media reports.

Performance Measure 2.2: Website traffic and resource downloads

Monitoring our website traffic and downloads of our online resources is a valuable way to measure our ability to communicate our message.

In 2012/13, we launched the First Peoples Arts Map, which is now included in our tracking. The first part of this performance target reflects combined visits to four websites: the FPCC main site, FirstVoices, FirstVoices Kids, and the two mapping websites (language and arts).

In 12/13, our target for traffic to our four websites was a combined total of 375,000 visits. In 12/13, we actually received a total of 576,337, a jump of 110,780 visits to all websites. We have adjusted our targets accordingly in 2013/14 and beyond.

In addition to the number of site visits, in 2012/13, we started to officially track the number of downloads of FirstVoices apps and other online resources (“unofficially” tracked since the 2011/12 Annual Report). Based on past numbers of downloads and a lack of funding for new app development, this performance target is set at an increased, though modest target of 3,500 downloads per year, which accounts for downloads of our current apps.

Performance Measure 2.3: Number of Events, Conferences and Community Visits

Attendance at language and culture-themed events and conferences, as well as visits to communities, is an effective way of reaching our key stakeholder groups. In-person contact results in raised awareness of our programs and organization, and increases our vital support network. Added to our 2013/14 Service Plan, we will provide results for this measure in our next annual report.

GOAL 3

To attract and retain a dedicated team of employees who contribute to the success of our organization and further our mandate.

STRATEGIES

- Provide a supportive working environment that fosters engagement, innovation and results
- Maximize use of limited resources

DISCUSSION OF GOAL AND STRATEGIES

Meeting our mandate depends heavily on the efforts of an engaged and dedicated team of professionals who deliver programs and services, develop tools and resources and are there to support First Nations communities in their language revitalization efforts. The role of our staff is all the more critical given the challenges we face as a result of a tight operating budget and limited resources.

Performance Measure	Actual 12/13	Target 13/14	Target 14/15	Target 15/16	Target 16/17
3.1 Percentage of employees who said they are engaged or highly engaged	Target 79% Actual 78%	77%	77%	77%	77%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Performance Measure 3.1 Percentage of employees who said they are engaged or highly engaged

A satisfied and motivated staff is vital to a well-run and respected organization. To evaluate this performance measure, we developed an online survey to measure overall level of engagement by staff with the work they are doing. The survey also gives employees the chance to anonymously indicate improvements they would like to see. This feedback allows us to respond with changes in the workplace that we hope will lead to greater employee satisfaction.

In 2011/12, the first year of this performance measure, we set a target of 75% of employees responding they were engaged or highly engaged. Staff participation in the survey was 100%, and results showed that we exceeded our target slightly, at 77%. Last year we increased our target to 79%, and while performance increased somewhat from the previous year, it fell just short of the target at 78%. Based on these numbers, we have set a target of 77% in coming years.

With a small staff, this measure can be difficult to evaluate as even one employee's response can skew the average considerably. As a result, we will also continue to monitor qualitative data related to employee satisfaction, such as reasons for leaving the organization.

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 Institute⁶

DISCUSSION OF GOAL AND STRATEGIES

Without sales-generated revenue, FPCC depends on the support of its partners, be they government agencies, private donors or foundations. This goal, new to our previous Service Plan, speaks directly to our strategic focus of diversifying our funding base.

We recognize that fundraising goes hand-in-hand with relationship-building, and therefore some of our related strategies address the need to create and maintain strong relationships, while also building on our reputation as a leading-edge organization, both locally and globally.

⁶ See page 23 for more information about our vision for a First Peoples' Cultural Institute.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Performance Measure	12/13	Target 13/14	Target 14/15	Target 15/16	Target 16/17
4.1 Number of partnerships on programs and special events	Target 7 Actual new – not tracked	5	5	5	5
4.2 Contacts and meetings with potential funders	Target 25 Actual new – not tracked	25	25	25	25
4.3 Revenue - from ongoing sources - from new sources	Target Ongoing: \$1.5 M New: \$650K Actual Ongoing: new—not tracked New: new—not tracked	Ongoing: \$3.1 M ⁷ New: \$650K	Ongoing: \$3.1 M New: \$650K	Ongoing: \$3.1 M New: \$650K	Ongoing: \$3.1 M New: \$650K

Performance Measure 4.1 Number of active partnerships on programs and special events

This performance target measures new and ongoing funding opportunities that are provided to FPCC by our partners, many of which are cost shared. Our capacity to work with our partners to make projects happen is a good measure of the effectiveness of our operations.

This performance target was created in 2013/14 and the initial measure was set at seven. On reflection, this target was determined to be too ambitious in the current fiscal climate, and we have adjusted it to five in this and subsequent years. We will know in time if we need to adjust this target again.

Performance measure 4.2 Contacts and meetings with potential funders

New in 2012/13, this performance target measures our relationship-building efforts with potential funders made via meetings and contacts throughout the year. We have set a target of 25 connections per year for the next few years⁸. FPCC's Executive Director will focus much of her efforts on relationship building and networking with the dual aims of spreading the word about our work and exploring funding opportunities.

Performance measure 4.3 Revenue from both new and ongoing sources

The realization of our mandate depends heavily on a stable source of funding for our programs. With government sources in decline in recent years, we are seeking to diversify our funding sources. This performance target measures both new and ongoing revenue from governments, foundations and private partners. The target for “ongoing” funding includes funders who have provided relatively stable funding for the past few years—the Ministry of Aboriginal Relations and Reconciliation (MARR), the New Relationship Trust, BC Arts Council and the federal Department of Canadian Heritage. The targets for “new” funding are based on aggressive fundraising goals. The numbers in both categories are estimates—we base them on funding we have received in the past and what we hope to achieve in the future.

⁷ An error was made in last year's document, which is why this number has increased in this year's Service Plan.

⁸ This is a change from last year's range of 25-50, the aim of which is to make a more solid target, which will be easier to report on in future years.

PERFORMANCE MANAGEMENT SYSTEMS

Formal Program Reviews

Conducted by independent experts, using data collected from program applicants, needs assessments, focus groups, individual applicant interviews and peer review committee recommendations and interviews.

Feedback from Peer Review Committees

Peer review 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.

Advisory Committee Feedback

The Advisory Committee members provide feedback on the administration and delivery of FPCC programs in their territories. They also advise the Board on policy development.

Collection and Analysis of Statistics on Client Use of Services

FPCC collects statistics and analyzes feedback to evaluate usage and effectiveness of its programming and communications tools. These include statistics on funding applications, website and media hits, document downloads and feedback from arts outreach workshops. Also available is an online “language needs assessment” that tracks speakers and identifies community resources that can assist with language revitalization.

Annual Performance Reviews

The Board reports to the advisory committee at the AGM and gathers feedback. Management and staff undergo an annual formal review process and there is also an annual Board evaluation process.

Benchmarking

FPCC has no identical organizations with which to compare itself. In the past we have benchmarked ourselves against the Woodlands Cultural Centre in Brantford, Ontario. In 2009/10, our research determined the history, mandate and programs run by the Woodlands Cultural Centre, though no similar organization has subsequently been identified.

In the 2013/14 Service Plan, it was stated that FPCC would be comparing itself to B.C. Crowns of a similar size. At this time, FPCC does not have the funding to undertake such an exercise.



CULTURAL INSTITUTE

FUTURE VISION FOR THE ORGANIZATION

Establishment of a First Peoples' Cultural Institute

Even with the economic uncertainty we are now facing, we are determined to realize our vision for a centre that will continue to raise the profile of First Nations arts, languages and cultures in British Columbia.

FPCC's 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. This vision for the future clearly ties together all of the goals that have been outlined in this service plan.

The Institute would house the First Peoples' Cultural 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 of B.C. First Nations cultures. It would also expand and enhance the arts, culture

and language programming of FPCC to fulfill its complete mandate.

While the Institute would serve First Nations communities, cultural centres, Elders and artists, it would also importantly provide opportunities for First Nations youth to forge deeper connections with their heritage, arts, language and culture. This is key to the survival of First Nation's cultural and linguistic practices in B.C.

In order to achieve this important vision, FPCC 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. In fiscal 2012/13, we announced that we will be partnering with the Royal BC Museum on a First Nations Languages Exhibition called "Our Living Languages," which will launch at the museum on June 5, 2014. This project will demonstrate FPCC expertise to funders and partners and will strengthen our ability to fulfill our full mandate and deliver even more successful programming as legislated by the government of B.C. for all First Nations in the province.



SUMMARY FINANCIAL OUTLOOK

KEY ASSUMPTIONS AND FINANCIAL RISKS

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. Our Summary Financial Outlook is based on the following assumptions:

1. Financial information for the FPCC was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP)
2. FPCC continues to receive annual operating grants from the Ministry of Aboriginal Relations and Reconciliation, the New Relationship Trust and the BC Arts Council.
3. We will be receiving the Aboriginal Languages Initiative funding from the Department of Canadian Heritage for another year.
4. FPCC is successful in maintaining new partnerships and international investments from Google and the Margaret A. Cargill Foundation.
5. FPCC continues to act as a non-profit by leveraging and fundraising new resources to address the urgent funding required for community-based programs and program services.
6. The Service Plan goals will be achieved within available resources and capacity.

FUTURE FINANCIAL OUTLOOK

FPCC operations are subject to a range of risks and uncertainties. Much of our revenue comes from trusts that are invested. As a result, actual financial results may differ materially from the future looking information in this plan. Revenue generation remains an imperative priority in order for FPCC to achieve its mandate. The forecast budget in this plan is conservative and does not reflect the resources required to prevent the impending extinction of B.C. First Nations languages and some traditional art forms. There is a significant risk that the diversity and traditional knowledge of B.C. First Nations will be lost.

It remains critical that we secure additional revenues to support core programming and basic infrastructure needs. To this end, in October 2013, our Advisory Committee and Board reviewed our fundraising policy and established guidelines to ensure we make decisions that support our mandate and adhere to our organizational values.

They also endorsed updates to the *FPCC Business Plan* and feasibility study for the First Peoples' Cultural Institute (see page 23). The Board and staff will use the plans as future fundraising tools. Other revenue in the summary includes income from sales of FirstVoices outside British Columbia and service fees for consulting and training.

A strategic plan will be developed and include the FPCC Institute and a rebuild of FirstVoices.com. The FirstVoices technology requires an investment and upgrade as the technology it was built on is now 10 years old.

FPCC can only continue to deliver successful programming if income increases to address core budget and staffing. Grants in the arts are increasing and demands on the program will increase due to outreach activities that will result in new applicants from previously untapped geographic areas. The language grants have been diminished by reductions in revenue and we are currently only serving a small percentage of languages and communities. It is critical that funds increase in language grants immediately in order for FPCC to achieve its government directed mandate.

SUMMARY FINANCIAL OUTLOOK 2013/14 TO 2016/17

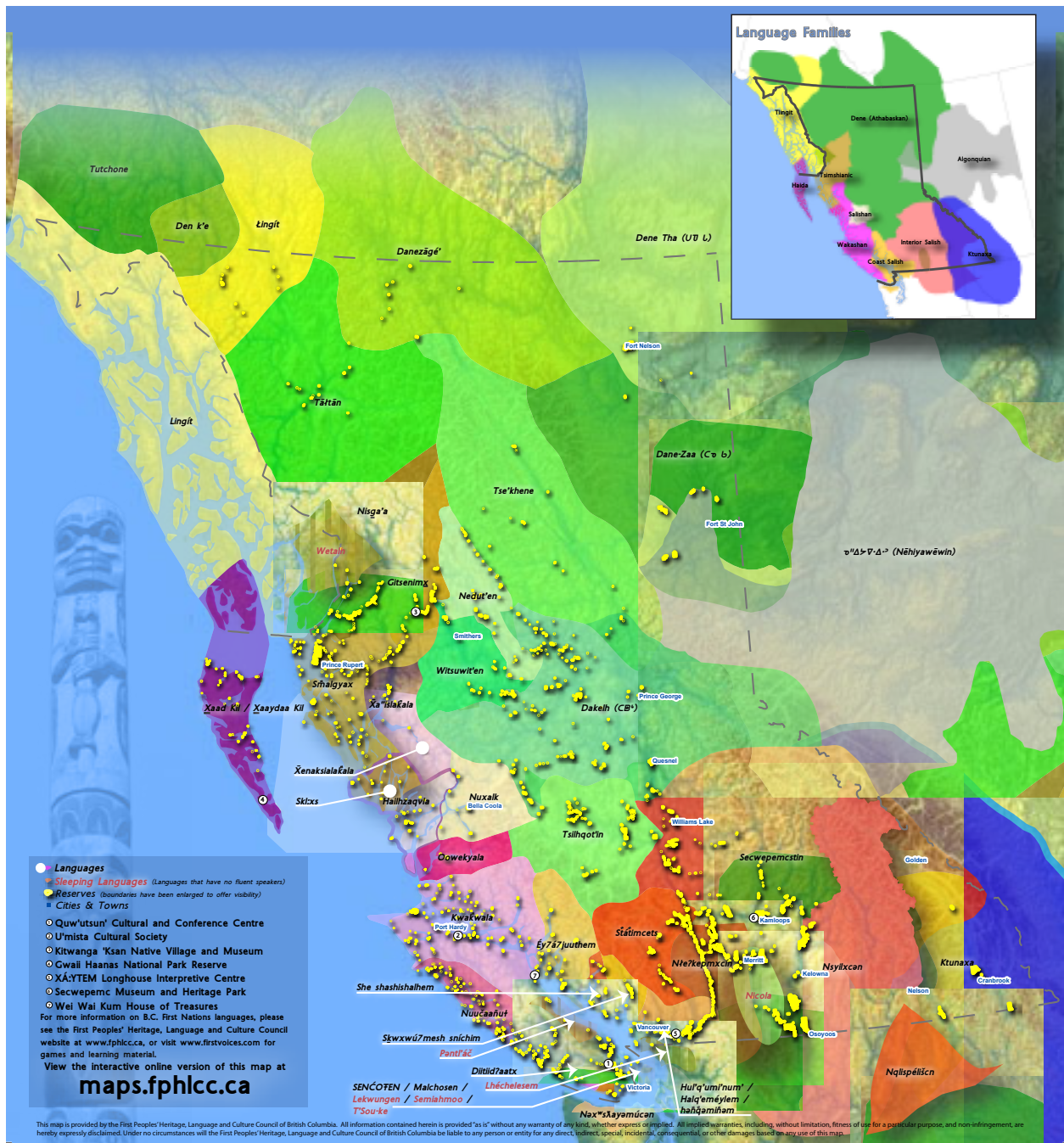
First Peoples' Cultural Council Summary Financial Outlook 2013/14 - 2016/17					
	2012/2013 Actuals	2013/2014 Forecast	2014/2015 Forecast	2015/2016 Forecast	2016/2017 Forecast
Revenues					
Ministry of Aboriginal Relations & Reconciliation	1,051,252	1,051,000	1,051,000	1,051,000	1,051,000
New Relationship Trust	797,263	750,000	750,000	750,000	750,000
BC Arts Council	505,000	535,000	535,000	535,000	535,000
Grants from Federal Ministries	810,569	849,900	833,950	833,950	833,950
Grants from Non-Governmental Organizations	391,443	600,660	450,000	447,684	450,000
Interest and Other	99,076	113,932	138,974	161,567	159,250
Office Overhead Recoveries	53,700	61,388	58,800	57,100	58,800
Total Revenue	3,708,303	3,961,880	3,817,724	3,836,301	3,838,000
Expenditures					
Grants	2,275,545	2,414,436	2,413,660	2,426,780	2,426,779
Salaries and Benefits	794,840	861,349	833,579	840,736	840,736
Community Resources, R & D and Jury Costs	112,115	128,741	96,922	96,922	96,922
Purchased Services	71,502	106,262	37,000	37,000	37,000
Professional Fees	61,836	113,000	113,000	113,000	113,000
Facilities Rent, Heating and Maintenance	56,989	57,000	57,000	57,000	57,000
Office Overhead and Operating Costs	257,863	190,463	183,434	181,734	183,434
Amortization of Capital Assets	38,596	39,859	39,859	39,859	39,859
Board and Advisory	39,017	50,770	43,270	43,270	43,270
Total Expenses	3,708,303	3,961,880	3,817,724	3,836,301	3,838,000
Excess (Deficiency) of Revenue over Expenses	0	0	0	0	0
Capital Expenditure	15,000	15,000	15,000	15,000	15,000
Total Liabilities	0.00	0.00	0.00	0.00	0.00
Accumulated Surplus/Retained Earnings	383,838	383,838	383,838	383,838	383,838

GOVERNMENT'S LETTER OF EXPECTATIONS

Table: Excerpts from the 2014/15 Government's Letter of Expectations and FPCC's Relevant Actions

Strategic Theme	Government's Letter of Expectations— Specific Government Directions	First Peoples'—Key Actions
<i>Obligations to Government</i>	Fulfill obligations set out under the 2014–15 Service Level Agreement between the Government and FPCC.	We will continue to meet our obligations through reporting mechanisms such as the service plan and annual report.
<i>Good Governance</i>	<p>Monitor and review the implementation of regulations developed under the First Peoples' Heritage, Language and Culture Act (RSBC 2010) and the revised policy manual guidelines to assess level of compliance with the Board Resourcing and Development Office Best Practices Guidelines, as well as monitor and review the guidelines to ensure they meet the specified objectives of:</p> <ol style="list-style-type: none"> 1. Representation from all B.C. First Nations language groups on its Advisory Committee 2. Ability to adapt to governance changes as they occur in First Nations communities 3. Enhancing the credibility of FPCC among First Nations, with governments, funders and other partners <p>Complete by March 31, 2015.</p>	<p>The FPCC Board and Advisory Committee have taken an increasingly active role in strategic planning for the organization in the past year. We held a discussion at our 2013 AGM to solicit feedback and will be integrating suggested improvements to our policies, procedures and programs accordingly.</p> <p>In addition, we continue to research and implement performance indicators and reporting mechanisms relevant to FPCC and First Nations communities.</p> <p>Representation of B.C. First Nations has been steadily increasing on the Advisory Committee and we are actively recruiting members where gaps exist.</p>
<i>Creating Awareness</i>	Continue to organize and implement successful events and media releases that celebrate and raise public awareness about B.C. First Nations arts, culture and languages.	Over the next year, we have plans to send out news releases announcing new products developed by FPCC and recipients of funding. We have also partnered with the Royal BC Museum to launch a high profile exhibition about First Nations languages in June 2014.

APPENDIX I: FIRST PEOPLES' LANGUAGE MAP OF B.C.



View the interactive online version of this map at maps.fphlcc.ca

This map is provided by the First Peoples' Cultural Council of British Columbia. All information contained herein is provided "as is" without any warranty of any kind, whether express or implied. All implied warranties, including, without limitation, fitness of use for a particular purpose, and non-infringement, are hereby expressly disclaimed. Under no circumstances will the First Peoples' Cultural Council of British Columbia be liable to any person or entity for any direct, indirect, special, incidental, consequential, or other damages based on any use of this map.

APPENDIX II: ABORIGINAL LANGUAGES IN B.C.

Family Subfamily	Language Group Name ¹	Other Language Names ²
ALGIC ALGONQUIAN	Anishnaubemowin	Saulteau, Plains Ojibway, Ojibway
ALGIC ALGONQUIAN	ᑭᑭᑭᑭᑭᑭᑭᑭ (Nēhiyawēwin)	Cree
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Dakelh (Cᑭᑭ)	Carrier, les Porteurs, Takulie, Takelne, Dakelhne
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Dane-Zaa (Cᑭ ᑭ)	Beaver Dunne-za dAnneza Dane-zaa Záágé?
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Danezāgé'	Kaska Kaska Dena
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Dene K'e	Dene Dene Tha' Acha'otinne
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Nedut'en / Wet'suwet'en	Babine Lake Babine, Nadot'en Nedut'en Nat'oot'en Wet'suwet'en Babine-Witsuwit'en Bulkley Valley/Lakes District Language
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tāhtān	Tahltan Nahanni
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tse'khene	Sekani Tsek'ehne Tsek'hene tθek'ehne
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tsilhqot'in	Chilcotin Tzilkotin
ATHABASKAN-EYAK-TLINGIT DENE (ATHABASKAN)	Tutchone (Southern)	Tutchone
ATHABASKAN-EYAK-TLINGIT TLINGIT	ᑭᑭᑭᑭᑭᑭᑭᑭ	Inland Tlingit Tlingit
KTUNAXA	Ktunaxa	Kootenay Kootenai
SALISHAN COAST SALISH	Éy7á7juuthem	Mainland Comox Comox Sliammon
SALISHAN COAST SALISH	Hul'q'umi'num' / Halq'eméylem / həñqəmiñəm	Hul'q'umi'num' Halq'eméylem həñqəmiñəm Halkomelem
SALISHAN COAST SALISH	SENĆOŦEN / Malchosen / Lekwungen / Semiahmoo / T'Sou-ke	Northern Straits Salish
SALISHAN COAST SALISH	She shashishalhem	Sechelt sháshishálem
SALISHAN COAST SALISH	Sᑭwᑭwú7mesh sníchim	Squamish

APPENDIX II: ABORIGINAL LANGUAGES IN B.C.

Family Subfamily	Language Group Name ¹	Other Language Names ²
SALISHAN INTERIOR SALISH	Nt̓eʔkepmxc̓ín	Thompson Nlakaʼpamux Nlha7kápmx
SALISHAN INTERIOR SALISH	Nsyilxc̓ən	Okanagan
SALISHAN INTERIOR SALISH	Secwepemctsin	Shuswap Secwepemc
SALISHAN INTERIOR SALISH	St̓átimcets	St̓átimc Lillooet Statimc Stlʼatʼimx Stʼatʼimc S̓ʰaʰʼimxəc Stlatliumh Slatlemuk
SALISHAN NUXALK	Nuxalk	Bella Coola Nass
TSIMSHIANIC	Gitsenim̓x̓	Gitsanim̓x̓ Gitxsan Gitksen Gitksan Hazelton
TSIMSHIANIC	Nisgaʼa	Nisgaʼa Nishga Niskaʼ Niskʼaʼ
TSIMSHIANIC	Ski:xs	Klemtu Southern Tsimshian
TSIMSHIANIC	S̓m̓algyax̓	Coast Tsimshian Tsimshian
WAKASHAN	Diitiidʔaat̓x̓	Ditidaht Nitinat
WAKASHAN	Hailhzaqv̓la	Heiltsuk Bella Bella Heiltsuk-Oweekʼala
WAKASHAN	Kwaʔwala	Kwakwakaʼwakw Kwakiutl
WAKASHAN	Nuuč̓aanaŋt̓	Nuu-chah-nulth Nootka ⁴ Nootkans West Coast Aht
WAKASHAN	Oowekyala	Oowekeno Oweekʼala Heiltsuk-Oweekʼala
WAKASHAN	Xenaksialaʔala / Xaʼʼislaʔala	Kitimat Kitlope Northern Kwakiutl
XAAD KIL	Ḳaad Kil / Ḳaaydaa Kil (Haida)	Haida





FIRST PEOPLES' CULTURAL COUNCIL

1A Boat Ramp Road, Brentwood Bay, B.C. V8M 1N9
tel: (250) 652-5952 | fax: (250) 652-5953 | email: info@fpcc.ca
web: www.fpcc.ca