

# First Peoples' Cultural Council

## 2025/26 – 2027/28 Service Plan

March 2025



For more information on the First Peoples' Cultural Council contact:

1A Boat Ramp Road  
Brentwood Bay, B.C. V8M 1N9

(250) 652-5952

Or visit our website at

[www.fpcc.ca](http://www.fpcc.ca)

Published by First Peoples' Cultural Council

## Board Chair's Accountability Statement

The 2025/26 – 2027/28 First People's Cultural Council Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.



All significant assumptions, policy decisions, events and identified risks, as of February 2025 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, First People's Cultural Council's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of First People's Cultural Council's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in cursive script that reads "Carla George".

Carla George  
Board Chair, First People's Cultural Council  
March 4, 2025

## Table of Contents

Board Chair's Accountability Statement.....	3
Strategic Direction.....	5
Purpose of the Organization and Alignment with Government Priorities.....	5
Operating Environment.....	6
Performance Planning.....	9
Financial Plan.....	12
Appendix A: Mandate Letter from the Minister Responsible.....	14

## Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how First Peoples' Cultural Council will support the government's priorities and selected action items identified in the most recent First Peoples' Cultural Council [Mandate Letter](#).

## Purpose of the Organization and Alignment with Government Priorities

The First Peoples' Cultural Council (FPCC) supports First Nations people Indigenous to B.C. in their efforts to revitalize languages, arts, cultures, and heritage. FPCC serves 204 First Nations in B.C., 36 languages, over 90 language dialects, and many First Nations arts, culture, and heritage organizations.

As stated in the [First Peoples' Heritage, Language and Culture Act](#), FPCC's legislated mandate is to:

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

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

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

To serve the interests of First Nations and the public, and fulfil its legislated mandate, the FPCC service plan is aligned with the priorities outlined in the B.C. Government's mandate letter for the Ministry of Indigenous Relations and Reconciliation. While the focus of FPCC is the revitalization of languages, arts, cultures, and heritage, FPCC also supports the government's

priority to grow the economy by creating good jobs across British Columbia. FPCC contributes to the province's economic output, GDP, job creation, and tax revenue. Every dollar of FPCC revenue [contributes \\$1.52 to Canada's GDP](#), directly addressing poverty rates in First Nation communities.

FPCC supports the ministry's 2025 mandate letter priorities to: build partnerships that advance reconciliation in measurable ways and create tangible benefits for First Nations and all British Columbians; to ensure people living in Indigenous communities in the province have seen an improvement in their quality of life after four years, and to continue the work with First Nations partners, local governments, and agencies to implement treaties and other agreements.

While there is currently economic uncertainty, FPCC's work supports legislation and policy commitments, including the federal government's [Indigenous Languages Act](#) and the [United Nations Declaration on the Rights of Indigenous Peoples Act](#) as well as British Columbia's commitment to meaningful reconciliation, including the [Truth and Reconciliation Commission Calls to Action](#) and the [Declaration on the Rights of Indigenous Peoples Act](#).

FPCC applies a community development approach which has been proven to produce results in cultural revitalization that have not been seen elsewhere in Canada. It supports self-determination by providing funding, training, resources, data, expertise, and technology to assist First Nations people Indigenous to B.C. to reach their revitalization goals and access First Nations knowledge.

## Operating Environment

FPCC is working in a complex environment, in a time of economic uncertainty and a time of urgency for First Nations communities seeking to protect, revitalize and enhance First Nations languages, heritage, arts, and cultures. Changes to the operating environment will impact performance during the planning period.

Beginning in 2025/26, the Province confirmed \$15 million annually toward FPCC programs through the Ministry of Indigenous Relations and Reconciliation (MIRR) in permanent, on-going funding. This funding builds on the permanent, on-going lift to FPCC's operational funding from MIRR starting in 2022/23. This stable funding will have a significant impact on community revitalization work, enabling communities to take a long-term, strategic approach towards addressing their goals. It marks the first time in 35 years of operation that FPCC has received on-going provincial funding to support its programs and reflects the commitment in the Province's Declaration Act Action Plan to support Indigenous language revitalization through sustainable funding.

FPCC has diverse funders, typically receiving funding from more than 10 partners annually, including international philanthropic organizations. It also receives funding for arts through a funding agreement with Creative BC for 2025/26 and 2026/27. A funding agreement with the BC Arts Council is under discussion. The federal government provides funding under the

[Indigenous Languages Act](#). Federal Budget 2024 provided ongoing funding for language revitalization in Canada, but at half of previous levels.

Communities have strengthened capacity for revitalization work over the last few years, however overall FPCC revenues dropped from \$60.3 million in 2023/24 to a forecast of \$49 million in 2024/25. Revenue projections for 2025/26 are \$59 million and \$40 million in 2026/27. The overall funding decline is context for changes to strategies and targets outlined in this service plan. While FPCC and communities have made progress, there is still work to do to secure the level of investment required to revitalize First Nations cultures in B.C.

The organization is responding to growing demand in the face of economic uncertainty. FPCC is working with the First Peoples Cultural Foundation to identify opportunities to address funding gaps. It is continuing collaborative work with the Province and the federal government to demonstrate the need for enhanced investment to support revitalization of First Nations heritage, language, culture, and arts. At the same time, FPCC is also providing technical assistance and supporting communities to access funds from other sources to develop and implement long term revitalization plans.

The economic impact of reduced funding for revitalization is exacerbated as other economic factors, including inflation, high interest rates, and high poverty rates, combine to place significant pressures on First Nations and First Nations governance systems. Of special note are the impacts to First Nations women who have lower incomes and experience higher poverty rates than non-Indigenous women, Inuit, and Métis women. The bulk of the people who work in community language revitalization are women and FPCC programs create good jobs with training that develops skills and enables people to pass on cultural knowledge and participate in the economy.

FPCC funding and expertise supports documentation of historic and cultural sites and cultural practices, including governance practices. The organization anticipates demand will continue to grow as First Nations are called upon to support priorities including planning for the stewardship of forests, work to advance economic and cultural goals, and large-scale agreements on land use. FPCC is also responding to growing interest in repatriation on the part of First Nations, governments, and museums around the world by undertaking research to build the case for investment. While some First Nations in B.C. have built capacity and human resources to support this work, many have not.

With increased demand and reduced funding, human resource capacity continues to be a significant challenge. FPCC and community revitalization experts provide very specialized professional and technical expertise, a sector which has seen salary growth across Canada. With reduced access to revitalization funding, FPCC anticipates that communities will be challenged to retain skilled staff and maintain programs and essential services. This creates dire circumstances, as fluent speakers and knowledge keepers are ageing.

While revitalization work has benefited from technology advancements, the implications of using artificial intelligence to support translation, land use, and other decisions are not well understood. As a result, there are risks of unintended consequences for First Nations people, industry, and the public, including misrepresentation, data misuse, and appropriation.

Climate change continues to have devastating impacts on First Nations communities with loss of cultural infrastructure, historic materials, community resources, access to traditional lands, and heritage sites as well as ways of being and knowing. Communities are unable to protect archeological sites that are becoming exposed as a result of climate impacts.

These complex issues shape the context within which FPCC must operate. In response, FPCC will strive to work with communities to assist them to move forward with their revitalization goals in a financially constrained environment. It will continue to engage with its advisory team, its board, and people in community leading revitalization work to identify emerging opportunities. In partnership with B.C., it will also continue to work with Canada towards long term sustainable federal funding to serve the interests of First Nations and the public at large.

FPCC anticipates that these commitments will continue with the sustained investments that are required to ensure that the distinct languages and cultures Indigenous to B.C. are revitalized, creating good jobs and delivering economic and social benefits in the process. The knowledge and worldviews expressed through First Nations languages, arts, cultures, and heritage will be valued and viewed as essential to our collective well-being and human rights. For fluent speakers and Knowledge Keepers, time is of the essence.



## Performance Planning

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

This goal reflects the FPCC vision and the desired outcome that First Nations throughout B.C. will be fully supported in reaching their revitalization goals.

#### **Objective 1.1: Support people from First Nations in B.C. who are speaking and transferring knowledge of their languages, arts, and heritage**

The number of Knowledge Keepers and fluent speakers of First Nations languages continues to decline. Supporting learners, speakers, and people who are transferring knowledge is critical to revitalization.

##### **Key Strategies**

- Fund a variety of community-led language immersion and arts projects, and support these projects to develop effective programs, resources, services, and documentation.
- Support language learning through continued funding of one-on-one language learning through the Mentor Apprentice Program.
- Support youth in the Youth Empowered Speakers Program to continue pursuing language learning, alongside post-secondary education to become certified teachers or Early Childhood Education workers so they can pass their language on.
- Provide advisory services to communities engaged in heritage revitalization, documentation of cultural practices, including governance practices, repatriation, and the development of cultural infrastructure.

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

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

##### **Key Strategies**

- Continue engagement and partnership with First Nations individuals and communities in B.C., both in person and online, to connect them with FPCC's services and programs.
- Increase engagement with Indigenous and settler-led music and arts festivals and events to build profile for FPCC art program participants.

- Host an interdisciplinary arts retreat to provide professional development and networking exchanges for First Nations artists in B.C.

### Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1a Number of people participating in language immersion opportunities funded by FPCC.	2,400	3,800	2,800	2,800

Data source: Estimates are based on calculations that consider previous results.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1b Number of people involved in FPCC arts and heritage funding opportunities.	2,400	1,500	1,500	1,500

Data source: Estimates are based on calculations that consider previous results.

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

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

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

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

#### Key Strategies

- Develop research and policy papers to support First Nations rights related to cultural heritage.
- Increase support to communities for the development of long-term community planning for language and heritage revitalization.
- Develop regional coaching services to support arts and heritage projects.

## Objective 2.2: Support the economic value of cultural revitalization

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

### Key Strategies

- Continue collaboration with provincial and federal governments to secure long-term, predictable, and sustainable funding that meets community needs and addresses long-term revitalization goals to support the UN Declaration and the Declaration Act.
- Seek funding to enable FPCC to support the development of First Nations heritage infrastructure, which includes as examples, cultural spaces, cultural facilities, archives, collections, and culturally important sites.
- Provide training to develop skills required to support the revitalization of languages, arts, and heritage.

### Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2a Total amount of funding delivered to communities.	\$38.7M	\$49.75	\$31.25M	\$31.25M

Data source: FPCC 2025/26 Q3 forecast.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2b The total number of jobs supported as a result of FPCC programming.	3,800	4,500	4,100	4,100

Data source: Estimates are based on calculations that consider previous results

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2c Number of people receiving training through FPCC to support revitalization of language, arts, and heritage.	700	1,400	1,000	1,000

Data source: Estimates are based on calculations that consider previous results.

# Financial Plan

## Financial Summary

[\$000s]	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
<b>Revenues</b>				
MIRR	6,951	22,371	22,170	22,170
BCAC <sup>1</sup>	1,725	1,725	1,725	1,725
Other provincial ministries <sup>1</sup>	750	750	505	505
Grants from federal government	14,280	21,122	15,900	15,900
Grants from NGOs	10,399			
Deferred Revenue <sup>2</sup>	14,772	13,200		
Interest and other				
<b>Total Revenue</b>	<b>48,877</b>	<b>59,168</b>	<b>40,300</b>	<b>40,300</b>
<b>Expenses</b>				
Language	26,190	44,688	26,410	26,510
Arts	4,539	2,685	2,730	2,730
Heritage	9,699	2,350	2,250	2,250
Administration and governance	6,823	7,567	7,224	7,124
Amortization	329	333	341	341
Other operating	1,297	1,545	1,345	1,345
<b>Total Expenses</b>	<b>48,877</b>	<b>59,168</b>	<b>40,300</b>	<b>40,300</b>
<b>Annual Surplus (Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Accumulated Surplus</b>	<b>384</b>	<b>384</b>	<b>384</b>	<b>384</b>
<b>Capital Expenditures</b>	<b>172</b>	<b>150</b>	<b>150</b>	<b>150</b>

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

<sup>1</sup> To support arts grants and programs, FPCC has a contribution agreement with Creative BC for \$750,000 annually to 2026/27. An agreement with the BC Arts Council is in discussion. FPCC has assumed that the agreements with these long-standing funders will continue.

<sup>2</sup> Note that deferred revenue is currently committed to projects through prior year grant contributions.

## Key Forecast Assumptions, Risks and Sensitivities

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

## Management's Perspective on Financial Outlook

While the impacts of operating in a constrained economic environment are not yet clear, FPCC remains steadfast in its commitment to efficiently support communities in their work to reach their revitalization goals.

The organization continues to work collaboratively with the Province and the federal government to secure long-term sustainable funding to address its mandate and protect, revitalize and enhance First Nations heritage, language, culture, and arts.

FPCC expects its efforts to be successful over the long term. FPCC has undertaken research in partnership with First Nations community experts to ensure investments are responding to the unique needs of communities that are revitalizing languages, heritage, and arts. As well, the wisdom and expertise of FPCC's First Nation-led Board, leadership, and expert allies will guide the organization towards further success.

FPCC has a nationally recognized language revitalization model and has demonstrated how investments in cultural revitalization contribute to economic growth by creating good jobs in First Nations communities that directly address poverty by providing valuable skilled employment. These employment opportunities are especially important given the high rate of poverty<sup>1</sup> in First Nations communities, which disproportionately impacts women. Most workers involved in language revitalization are women. Over the past three years (2022/23 to 2024/25) FPCC received more than \$83 million from the federal government and about \$59 million from the Province. This funding contributes to the economy. Analyzing FPCC's 2023/24 fiscal year, a Conference Board of Canada Economic Impact Assessment determined that for each dollar of revenue, \$1.52 is contributed to Canada's Gross Domestic Product (GDP) and \$1.15 to B.C.'s GDP.

---

<sup>1</sup> According to the 2021 census, the proportion of First Nations people living in a low-income situation on reserve in British Columbia was 25%, compared to 10.5% of the non-Indigenous population.

## Appendix A: Mandate Letter from the Minister Responsible



June 20, 2023

Carla Lewis, Board Chair  
First Peoples' Cultural Council  
1A Boat Ramp Road  
Brentwood Bay BC V8M 1N9

Dear Carla Lewis:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members, and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for the First Peoples' Cultural Council, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

.../2

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance is available for consultation.



The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- Collaborate with B.C. and Canada to advance discussions that support long term sustainable and predictable funding related to revitalization of languages, arts and heritage.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Honourable Murray Rankin  
Minister of Indigenous Relations and Reconciliation

Enclosure

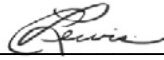
cc: Honourable David Eby, KC  
Premier

Shannon Salter, Deputy Minister to the Premier,  
Cabinet Secretary and Head of the BC Public Service


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

Mary Sue Maloughney, Associate Deputy Minister,  
Crown Agencies Secretariat Ministry of Finance

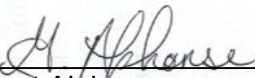
Tom McCarthy, Deputy Minister  
Ministry of Indigenous Relations and Reconciliation

  
\_\_\_\_\_  
Carla Lewis  
Board Chair  
First Peoples' Cultural Council


Date: \_\_ June 28, 2023 \_\_\_\_\_

  
\_\_\_\_\_  
Málágus Gerald Lawson  
Board Member  
First Peoples' Cultural Council


Date: \_\_ June 28, 2023 \_\_\_\_\_

  
\_\_\_\_\_  
Grant Alphonse  
Board Member  
First Peoples' Cultural Council


Date: \_\_ June 28, 2023 \_\_\_\_\_

  
\_\_\_\_\_  
Connie Linda Watts  
Board Member  
First Peoples' Cultural Council


Date: \_\_ June 28, 2023 \_\_\_\_\_

  
\_\_\_\_\_  
Etimot Sharlene Frank  
Board Member  
First Peoples' Cultural Council

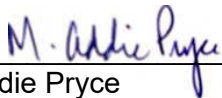
Date: \_\_ June 28, 2023 \_\_\_\_\_

  
\_\_\_\_\_  
Tamara J. Goddard  
Board Member  
First Peoples' Cultural Council

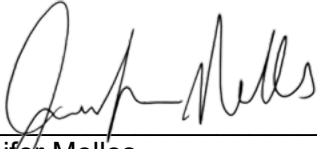
Date: \_\_ June 28, 2023 \_\_\_\_\_

  
\_\_\_\_\_  
William James Sterritt  
Board Member  
First Peoples' Cultural Council

Date: \_\_ June 28, 2023 \_\_\_\_\_

  
\_\_\_\_\_  
Addie Pryce  
Board Member  
First Peoples' Cultural Council

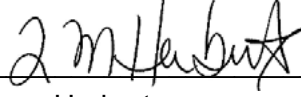
Date: \_\_ June 28, 2023 \_\_\_\_\_



---

Jennifer Melles  
Board Member  
First Peoples' Cultural Council

Date: \_\_ June 28, 2023 \_\_\_\_\_



---

Tracey Herbert  
Chief Executive Officer  
First Peoples' Cultural Council

Date: \_\_ June 28,  
2023 \_\_\_\_\_