

First Peoples' Cultural Council

2026/27 – 2028/29 **Service Plan**

February 2026



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

1164-B Stelly's Cross Road, Brentwood Bay BC V8M 1H3

250-652-5952

Or visit our website at

<https://fpcc.ca>

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Board Chair's Accountability Statement



The 2026/27 – 2028/29 First Peoples' 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 December 2025 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, First Peoples' Cultural Council's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of First Peoples' Cultural Council's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink that reads "Carla George".

Carla George (Kwitelut i Kwelaw'ikw)
Board Chair, First Peoples' Cultural Council
February 3, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how the First Peoples' Cultural Council will support the Government's priorities and selected action items identified in the most recent [Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

The First Peoples' Cultural Council (FPCC) is a First Nations-led Crown corporation that supports First Nations people indigenous to B.C. in their efforts to revitalize languages, arts, cultures, and heritage. FPCC serves more than 200 First Nations, 36 languages, more than 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 collective well-being and human rights.

To serve the interests of First Nations and the public, and fulfil its legislated mandate, the FPCC service plan is aligned with the government's direction and priorities outlined in the B.C. Government's 2025 [mandate letter](#) to FPCC.

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.

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](#), the [Declaration on the Rights of Indigenous Peoples Act](#) and the [Declaration Act Action Plan](#).

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

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.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1a. Number of people participating in language immersion opportunities funded by FPCC. ¹	3,800	3,000	3,000	2,250

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

¹Targets are higher than those stated in the 2025/26 service plan due to an increase in funding commitments supporting language revitalization. The amount of committed funding and the timing of receiving funding affects results and targets may be adjusted from year to year.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1b. Number of people involved in FPCC arts and heritage funding opportunities. ¹	1,500	3,000	3,000	2,500

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

¹Targets are higher than those stated in the 2025/26 service plan due to 2024/25 results, where some heritage projects had higher than anticipated levels of participation. The amount of committed funding and the timing of receiving funding affects results and targets may be adjusted from year to year.

Objective 1.1: Support people from First Nations in B.C. who are 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 to the next generation is critical to revitalization.

Key Strategies

- Provide advisory services to assist communities to develop effective programs, resources, services, and documentation, including governance practices, repatriation, and the development of cultural infrastructure.
- Assist First Nation-led organizations and experts to develop tools and strategies that support capacity development, mentorship, relationship building and best practices in arts, language and heritage revitalization.

- Support language learning through one-on-one language learning through the Mentor Apprentice Program.
- Create the next generation of language teachers by supporting youth in the Youth Empowered Speakers Program to pursue language learning, alongside post-secondary education, to become certified teachers or Early Childhood Education workers.

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

- Increase knowledge sharing and strengthen community networks by hosting a gathering on revitalization of cultural practices.
- Provide professional development opportunities for First Nations artists in B.C. by hosting an interdisciplinary arts retreat.
- Facilitate networking and performance opportunities with industry leaders through connecting performance artists to national and provincial events with on-site coaching.
- Maintain engagement and outreach to connect First Nations' individuals and communities with FPCC's services and programs.

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

This goal reflects FPCC's vision that First Nations' people 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.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2a. Total amount of funding delivered to communities. ¹	\$48.8 M	\$48.5 M	\$46.9 M	\$36.6 M

Data source: FPCC Q3 forecast

¹Targets are higher than those stated in the 2025/26 service plan due to an increase in funding commitments supporting language revitalization. The target for the total amount of funding delivered to communities reflects commitments to FPCC from funders as of Q3 2025/26. The amount of committed funding and the timing of receiving funding affects results and targets may be adjusted from year to year.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2b. The total number of jobs supported as a result of FPCC programming. ¹	4,500	3,800	3,800	2,600

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

¹Targets are lower than those stated in the 2025/26 service plan due to a reduction in arts and heritage funding and recent results which demonstrate the impact arts and heritage grants have on this metric. The amount of committed funding and the timing of receiving funding affects results and targets may be adjusted from year to year.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2c. Number of people receiving training through FPCC to support revitalization of language, arts, and heritage. ¹	1,400	1,500	1,500	1,350

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

¹Targets are higher than those stated in the 2025/26 service plan due to an increase in committed language funding and reflect planned strategies and recent results. The amount of grant funding available and the timing of receiving committed funding affects results and targets may be adjusted from year to year.

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

To create systems-level changes and produce sustainable results, FPCC and communities need to take a long-term, strategic approach to cultural revitalization.

Key Strategies

- Complete research on the status of B.C. First Nations languages
- Develop regional coaching services to support arts and heritage projects
- Initiate a pilot project for First Nations strategic planning for heritage revitalization
- Increase support to communities for the development of long-term community revitalization planning

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 federal [United Nations Declaration on the Rights of Indigenous Peoples Act](#) and the [Declaration Act](#).

- Begin to develop a centralized Learning Centre to increase efficiency of services and supports to community, formalize FPCC's adult education expertise and competency-building to train and mentor the next generation of revitalization leaders
- Support development of First Nations cultural heritage infrastructure, including cultural spaces, cultural facilities, archives, collections and culturally important sites.

Financial Plan

Financial Summary

[\$000s]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
MIRR	21,903	21,757	21,539	21,539
BCAC	1,725	1,725	1,725	1,725
Other prov	750	750	0	0
Grants from fed	9,796	13,000	22,900	22,900
Grants from NGOs	111	2,500	0	0
Deferred revenue ¹	24,414	18,700	10,500	0
Interest and other	0	446	400	300
Total Revenue	58,699	58,878	57,064	46,464
Expenses				
Language	45,188	41,759	40,848	30,248
Arts	2,685	4,036	3,250	3,250
Heritage	2,600	3,900	4,000	4,000
Administration and Governance	6,639	7,376	7,276	7,276
Amortization	333	447	447	447
Other operating	1,254	1,360	1,243	1,243
Total Expenses	58,699	58,878	57,064	46,464
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)	384	384	384	384
Capital Expenditures	0	0	0	0

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

¹Deferred revenue is fully committed.

Key Forecast Assumptions, Risks and Sensitivities

Targets reflect the assumption that FPCC will receive 2026/27 funding in the first fiscal quarter. With multiple funders, a key risk to FPCC in the planning period is related to the timing of receiving funding, impacting both FPCC operations and revitalization work in community. Delays in receiving funding can impact communities, cause programming delays and layoffs, and affect FPCC's ability to meet the targets outlined in this plan.

Additional risks stem from inflationary pressures, which may have a sustained and adverse impact on operations and First Nations communities. FPCC anticipates there may be higher costs associated with training, travel and accommodations which could impact FPCC's ability to deliver in-person programming, training and community support as planned. Further, with the rising cost of living, there is an increased risk of staff turnover due to opportunities providing higher compensation. FPCC anticipates that talent retention and competitive compensation will continue to be priorities in the planning period.

Trends that are anticipated to increase demands on FPCC for the planning period include declining numbers of fluent speakers and knowledge holders. FPCC anticipates increased demand related to repatriation and rematriation, identification and protection of cultural sites and practices, with increased resource development and climate change impacts. These trends may impact FPCC operations over the planning period as it adjusts plans to respond to community needs and interests.

Growing cybersecurity threats and the exponential development of artificial intelligence increase demands on FPCC as First Nations navigate challenges associated with data sovereignty specific to language, arts, and cultural heritage. Communities are also experiencing an increase in misinformation and racist rhetoric that has the potential to impact cultural revitalization. FPCC is exploring opportunities to support people in community who are leading revitalization work to effectively address these challenges.

FPCC works to mitigate financial risks through proactive communication, clear contribution agreements, advocacy and through prudent financial management practices.

To address funding and inflationary pressures, FPCC will continue to focus on cost rationalization to maintain services to First Nations communities.

These and other risks and uncertainties may cause results to differ from those contemplated in this plan.

Management's Perspective on Financial Outlook

With ongoing funding for language grants, FPCC is working to increase the number of multiyear agreements with communities to support a strategic approach to this work. Multiyear agreements result in fluctuations with deferred contributions, as FPCC commits funding to projects over multiple years and requires final reports before releasing final payments.

In any given year, it is not uncommon for FPCC to have 10 funders or more. In 2026/27 FPCC will continue work to diversify revenue sources to ensure stability.

Structural changes will centralize program management and strengthen supports to community over time. Examples include a Learning Centre that will bring FPCC's adult education and competency-building expertise together, centralizing training and resource development. As well, program management is also being centralized to strengthen consistency and streamline administrative work so expert staff can focus on program delivery. These changes will impact operations in the coming year as staff move into new roles.

FPCC continues work to attract funding to meet community needs. New funding may result in the reallocation of committed funds and may have a positive impact on the targets.

Appendix A: Mandate Letter from the Minister Responsible



May 23, 2025

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

Dear Carla George:

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

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for the First Peoples' Cultural Council, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of the Government's term.

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The Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care, and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management, including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote, and First Nation communities.

In the current economic and fiscal context, including the threat of US tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. 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 including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous Peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

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](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

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 as you develop plans to address the following priorities:

- Support First Nations communities to reach goals through delivering successful language, arts, and cultural heritage programs by providing funding grants, coaching, resources, professional development and training.
- Design and implement First Nations language, arts, and cultural heritage programming that will most effectively transmit cultural knowledge to new generations and achieve mandate.
- Continue to raise the profile of the importance of protecting, revitalizing, and enhancing First Nations languages, arts, and cultural heritage in BC by promoting the work of the FPCC, community partners, and other interest holders around the province and across Canada.
- Advise and collaborate with BC government ministries whose mandates intersect with FPCC's on the policy and actions required to meet government's commitments to implement the *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action that relate to languages, culture, arts, and heritage.
- Advance discussions to 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 June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,

A handwritten signature in black ink, appearing to read "Christine Boyle".

Christine Boyle
Minister of Indigenous Relations and Reconciliation

CC: Honourable David Eby, KC
Premier

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

Mary Sue Maloughney, Deputy Minister
Ministry of Indigenous Relations and Reconciliation

Doug Scott, Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend, Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Carla George, Director
First Peoples' Cultural Council

Tracey Herbert, Chief Executive Officer/President
First Peoples' Cultural Council

Carla George

Carla George
Board Chair
First Peoples' Cultural Council

Date: May 27, 2025

Connie Watts

Connie Linda Watts
Board Member
First Peoples' Cultural Council

Date: May 28, 2025

Lynn Kenoras-Duck Chief

Lynn Kenoras-Duck Chief
Board Member
First Peoples' Cultural Council
Date: May 23, 2025

William James Sterritt

William James Sterritt
Board Member
First Peoples' Cultural Council

Date: May 24, 2025

Michael Bonshor

Michael Bonshor
Board Member
First Peoples' Cultural Council

Date: May 26, 2025

Addie Pryce

Addie Pryce
Board Member
First Peoples' Cultural Council

Date: May 27, 2025

Jennifer Melles

Jennifer Melles
Board Member
First Peoples' Cultural Council

Date: June 9, 2025

Tracey Herbert

Tracey Herbert
Chief Executive Officer
First Peoples' Cultural Council

Date: June 6, 2025