



TRANSITION BINDER

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A. Organization

Ministry Overview

Ministry: Ministry of Aboriginal Relations and Reconciliation

Ministry Mandate:

The Ministry of Aboriginal Relations and Reconciliation (MARR) leads the Province of British Columbia's reconciliation efforts with First Nations and Aboriginal peoples by negotiating and implementing treaty and non-treaty agreements and other initiatives that contribute to economic and social progress for First Nations and Aboriginal peoples. The Ministry's work includes collaborating with partner agencies to facilitate and lead reconciliation efforts across government. Because reconciliation has different meanings in each Aboriginal community, the Ministry uses different tools to build relationships to support First Nations and Aboriginal peoples in meeting their social, economic and cultural goals.

MARR's work is focused in three key strategic areas:

1. Create avenues for reconciliation by pursuing policy and agreements that reconcile provincial interests with the rights of First Nations and Aboriginal people;
2. Build respectful relationships through partnership and collaboration with Aboriginal peoples for the benefit of all British Columbians; and
3. Work with Aboriginal communities to understand social-economic-cultural goals that can be met through partnership and capacity building.

MARR works with Provincial government, Canada, local governments, stakeholders and key partners to pursue opportunities to advance reconciliation with Aboriginal people. These opportunities take the form of agreements and initiatives that support Aboriginal participation through financial benefits, environmental stewardship projects, and skills training.

Ministry Quick Facts: Budget: \$90.64M - 2017/18

Total agreements with First Nations:

- Treaties: 5 treaties, 8 Agreements-in-Principle, 23 Incremental Treaty Agreements
- Clean Energy Revenue-Sharing: 50 agreements with 37 First Nations
- Clean Energy Equity Investment Funding: 12 agreements with 12 First Nations
- Mining: Economic and Community Development and Revenue Sharing Agreements: 24 agreements with 40 First Nations
- Forest Consultation and Revenue Sharing Agreements: 262 agreements achieved with 156 First Nations (120 active agreements with 140 First Nations)
- Reconciliation Agreements: 16 agreements with 34 First Nations
- Strategic Engagement Agreements: 7 agreements with 37 First Nations

A. Organization

- Pipeline Benefits Agreements: 64 agreements with 29 First Nations
- Economic Benefit Agreements and Interim Economic Benefit Agreements: 3 agreements with 4 First Nations.
- Resource Revenue-Sharing Agreement: 1 agreement with 5 First Nations

Full Time Equivalents: 243

Staff is located in Victoria and eight regional offices (this structure reflects the broader Natural Resource Sector model with staff co-located in the regions). The MARR Regional Offices include:

North:

- Smithers
- Prince George
- Fort St. John

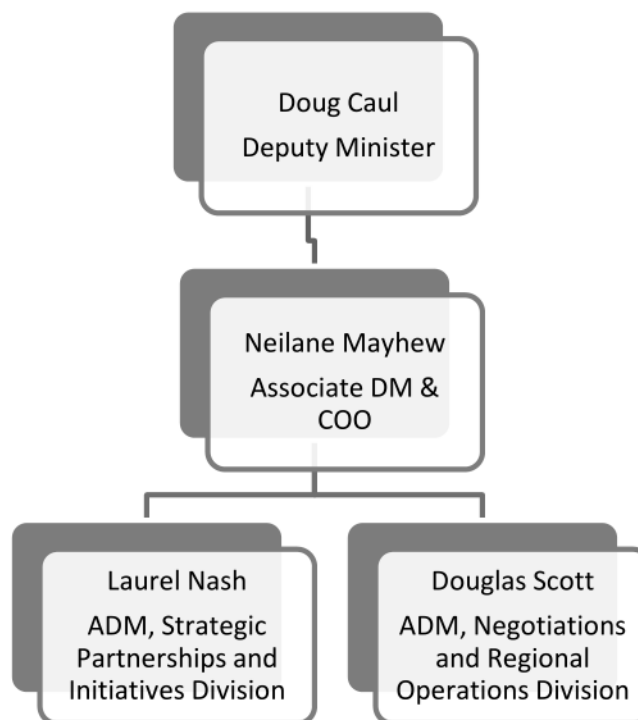
South:

- Kamloops
- Williams Lake
- Cranbrook

Coast:

- Surrey
- Nanaimo

Executive Organizational Chart:



Ministry of Aboriginal Relations and Reconciliation

Introduction

MARR's Role

- Lead reconciliation efforts with First Nations and Aboriginal peoples
- Coordinate government's reconciliation priorities
- Engage with First Nations on economic development
- Collaborate with partner agencies, governments and organizations
- Support prosperous and healthy communities

Treaties

Background

- Treaties offer the most comprehensive current approach to reconciliation
 - Tri-partite, involving BC, Canada, and the First Nation
 - Constitutionally protected agreements under s.35
- 5 modern Final Agreements with 10 First Nations
 - (Tsawwassen, Maa-nulth (5 First Nations), Tla'amin, Yale, and Nisga'a)

Multilateral Engagement Process

- Canada, BC and the First Nation Summit are making efforts to improve the efficiency and effectiveness of the treaty process

Focus Table Strategy

- MARR is objectively allocating resources to those negotiations with the greatest likelihood of achieving milestones

Treaties cont.

BC Treaty Process

- Managed by the BC Treaty Commission (formed in 1992)
- Key Stages:
 1. Statement of Intent, 2. Readiness, 3. Framework Agreement,
 4. Agreement-in-Principle, 5. Final Agreement, 6. Implementation

Treaties cont.

Federal/Provincial Cost-Sharing

- Treaties are cost-shared 50:50 with Canada
- 1993 MOU specifies the sharing of costs between Canada and BC
 - Pre-treaty costs, including BC Treaty Commission, shared 60:40 Canada:BC
 - Third party interests, where necessary, shared 50:50
 - Implementation costs are each party's responsibility
 - Canada will pay \$3 million (1993\$) to BC for each treaty
- Generally, BC provides Crown land and Canada provides capital transfer
 - Canada bears most of the budget impact of treaties

Non-Treaty Agreements

Background

- Create opportunities to build partnerships, achieve certainty, and offer benefits on the path towards reconciliation
- Are bilateral between the Province and the First Nation

Types of Agreements

- Reconciliation Agreements
 - Intended to provide longer-term certainty and stability
 - Reflect a range of approaches and innovation
- Strategic Engagement Agreements (SEA)
 - Establish mutually agreed upon procedures and structures for consultation and accommodation

Non-Treaty Agreements cont.

Types of Agreements

- Economic and Community Development Agreements (ECDA)
 - Share direct mineral tax revenue on new mines, resorts and major expansions
- Forest Consultation and Revenue Sharing Agreements (FCRSA)
 - Provide economic benefits from harvesting activities in the First Nation's traditional territory
- Atmospheric Benefit Sharing Agreements
 - Enable the First Nation to sell carbon credits
- Natural Gas Pipeline Benefit Agreements
 - Provide partnering with First Nations on LNG opportunities
 - Include development skills training and environmental stewardship projects

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Cross Government Involvement

Natural Resource Sector

- MARR participates on the Natural Resource Board
 - Enables integrated resource management decisions on provincial land base

Social Sector

- MARR participates on the Deputy Minister Committee for Secure Tomorrow

Socio-Cultural Working Groups

- MARR supports Aboriginal community well-being initiatives through a variety of reconciliation agreements
 - Well-being initiatives have demonstrated success in strengthening community well-being and protecting and renewing language and culture

Cross Government Involvement cont.

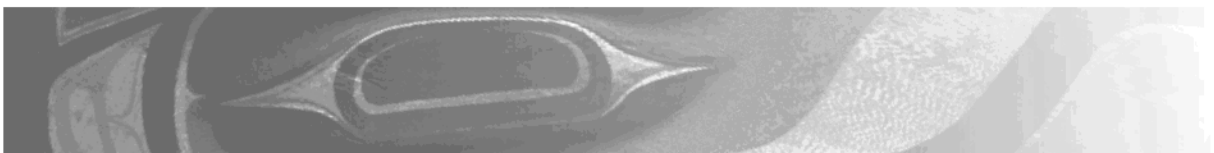
Implementation

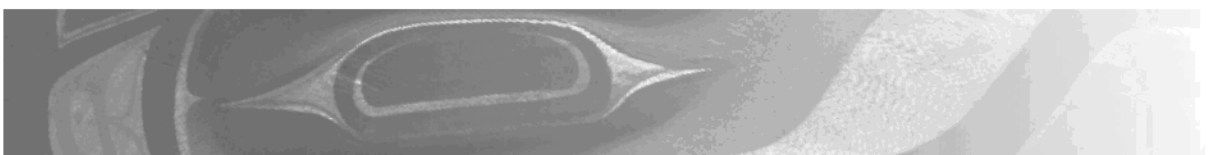
- Implementation of agreements is a long-term commitment requiring multi-agency commitment and coordination



Ministry of Aboriginal Relations
and Reconciliation

Strategic Plan 2016–2018





INTRODUCTION

The 2016-2018 Ministry of Aboriginal Relations and Reconciliation (MARR) Strategic Plan provides a three-year roadmap to ministry priorities. The plan will be reviewed and updated annually.

This is your plan. It reflects the significant work by staff on ministry strategic renewal, and how it contributes to government's priorities.

The plan is a call to action. Staff should be able to see how their roles, responsibilities and accountabilities will make this plan a success.

Government's relationships with First Nations and Aboriginal people in British Columbia continue to evolve. We are committed to reconciliation, understanding that what is meant by reconciliation is influenced by the law, the needs of individual Aboriginal communities, and the expectations of both government and First Nations.

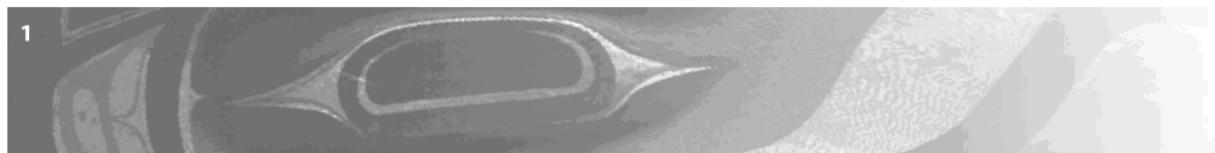
Government's focus

Government's approach to close socio-economic gaps and build reconciliation with First Nations and Aboriginal communities is through partnerships and full engagement in economic development. The Supreme Court of Canada's unanimous 2014 Tsilhqot'in decision shifted the legal landscape and reinforced the need to reconcile how we manage the land base in British Columbia. In the absence of reconciliation, there is uncertainty.

An enriched concept of reconciliation involves integrating social and economic imperatives in Aboriginal communities. Closing social and economic gaps and building such reconciliation means that First Nations are fully engaged in economic development. Full engagement contributes to a stable investment environment and healthy economy.

Shifting thinking

Court rulings such as the Tsilhqot'in decision continue to shape the legal relationship between First Nations and the Crown. First Nations expect deeper consultation and accommodation, an increased role in land and resource decision making, and integration of social and economic priorities for their communities.



Historically, government's approach has been to view treaties as the primary instrument of full reconciliation. Certainly, the treaties that have been reached in British Columbia have brought significant benefits to First Nations and surrounding communities; however, reaching a final treaty takes a long time and not all First Nations choose to participate in the process.

As a result, we embrace different paths to reconciliation. Reconciliation happens at the community level and has a different meaning for every community. For some, reconciliation can be achieved by negotiating a treaty. For others, reconciliation can be achieved through other types of agreements and engagements with the Province that create benefits for their communities. Reconciliation must be flexible and requires strong understanding and shared relationships.

To achieve this enhanced concept of reconciliation, government is transforming its approach. Reconciliation encompasses more than the activities of a single ministry and goes beyond the negotiation of a single agreement. Reconciliation is about relationships and plays a role in all government activities. This means that:

- Accountabilities for reconciliation are distributed throughout government.
- Our ministry's role is changing. MARR's leadership role in negotiating agreements continues with a new emphasis on co-ordinating government's reconciliation activities.
- Reconciliation includes social and community wellness. MARR will take on more leadership as government examines opportunities to achieve better social outcomes for Aboriginal people.
- Staff in every region play an important role. Because reconciliation happens community-by-community, government needs to learn about each community's unique priorities. Regional staff are best positioned to develop relationships and understand the needs of local communities.
- The ministry needs to adapt. MARR's strategic renewal activities will create a flexible work environment that provides staff with the tools and skills needed to meet the challenges of pursuing reconciliation.
- Stakeholder engagement is a shared accountability. Reconciliation is best achieved when there is successful and meaningful engagement of other parties who have interests in our work.

This document outlines a number of activities and strategies to be implemented over the next three years that will assist the ministry to implement its renewed mandate. The plan is built around three key goals:

- 1.** Creating immediate opportunities for improved Aboriginal participation in the economy and increased certainty for development;
- 2.** Continuing to reconcile with Aboriginal peoples in British Columbia; and,
- 3.** Ensuring a strong, resilient organization.

MINISTRY ROLE

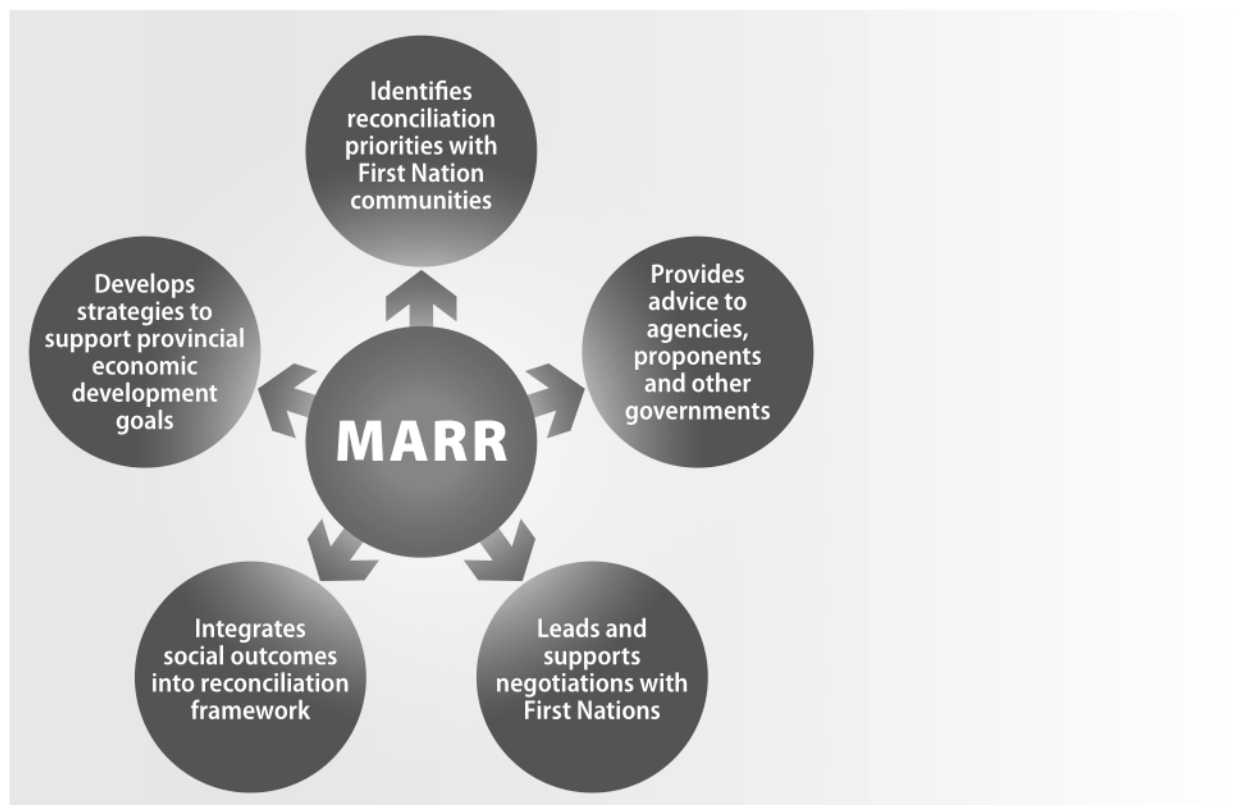
MARR plays a fundamental role in implementing government's reconciliation mandate. As the scope of government's reconciliation mandate grows, no single agency can be solely accountable for all reconciliation activities.

This means that all agencies have a role in implementing reconciliation. MARR is looked upon to provide leadership and advice in government's growing relationships with First Nations and Aboriginal peoples. To continue to meet that expectation, we want MARR to be recognized as BC's lead agency to deliver government's reconciliation objectives, and the prime collaborator with other agencies and partners to coordinate reconciliation activities across government.

Vision: *British Columbia is a place where communities are healthy, prosperous, sustainable, and self-determining founded on positive, lasting relationships between Aboriginal people and all British Columbians*

Mission: *To lead reconciliation with Aboriginal people across British Columbia*

Figure 1: MARR's role in leading and coordinating reconciliation



SHIFTING OUR APPROACH

The ministry is in transition. Over the next three years we will change how we do business and how we operate as an organization. The following table outlines some of the key changes that will be addressed through the activities outlined in the strategic plan.

As an organization we are shifting:

From	To	Intended results
Reconciliation primarily achieved through one process/agreement	Broad spectrum of reconciliation that: ▸ Incorporates a range of tools and initiatives ▸ Integrates socio-economic and cultural elements ▸ Is informed through new forums (e.g. Leaders' Gathering)	<i>Flexible approach to reconciliation integrated into all government activities</i>
MARR accountability	Government-wide accountability	<i>Shared accountability across government for reconciliation</i>
Internal and external silos	Empowered staff and collaborative culture that delivers strategic approach to reconciliation	<i>Staff work together to deliver on goals and outcomes</i>
Defining success by outputs (i.e. signed agreements)	Defining success by outcomes (i.e. enduring relationships; investment certainty; sustainable communities; socio-economic outcomes)	<i>Enhance the impact and positive outcomes of all provincial investments for First Nations and Aboriginal peoples</i>
Disjointed approach to planning and process	Clear business processes and planning that make it easier to do our jobs	<i>Ministry that operates with clear focus and service excellence</i>

OUR VALUES

Organizational values are the guiding principles for how an organization functions and the way in which people work individually and collectively. They are important for setting organizational culture and help identify how management and staff make choices about how they interact, both internally and externally.

The B.C. government has six corporate values—**teamwork, courage, accountability, passion, curiosity** and **service**—that are all underpinned by the overarching value of **integrity**. This strategic planning process provided a good opportunity for the ministry to evaluate and reaffirm these corporate values and how they apply to the ministry's work.

Below are examples of ways that MARR currently expresses these values, as well as some aspirational ways that we could better demonstrate our values moving forward. These statements are meant as starting points for work that will continue during the implementation of this strategic plan.



Teamwork

- Build a culture of collaboration and teamwork between and within the divisions as well as among the regions and Victoria offices;
- Foster productive and healthy team relationships; and,
- Provide the opportunity for staff throughout the organization to better use their skills and interests.

Courage

- Take thoughtful risks in generating and implementing ideas;
- Set direction and follow through; and,
- Promote the delegation of work to allow learning opportunities for others.

Accountability

- Lead and coach others to grow in their work;
- Take a corporate view to better understand how we contribute to government as a whole;
- Build trust in relationships with our teams and leaders;
- Uphold a safe working environment and respectful workplace within the ministry and with our partners; and,
- Promote understanding of Aboriginal people and cultures.

Passion

- Enthusiastically work towards achieving desired outcomes while building on our relationships and knowledge; and,
- Get to solutions through active problem solving.

Curiosity (Innovation)

- Create venues for innovative ideas and reflection to be encouraged as valued contributions;
- Encourage others to bring forward new ideas and accept some risk; and,
- Be open to new ideas from various sources—our staff, our partners, First Nations and Aboriginal people.

Service

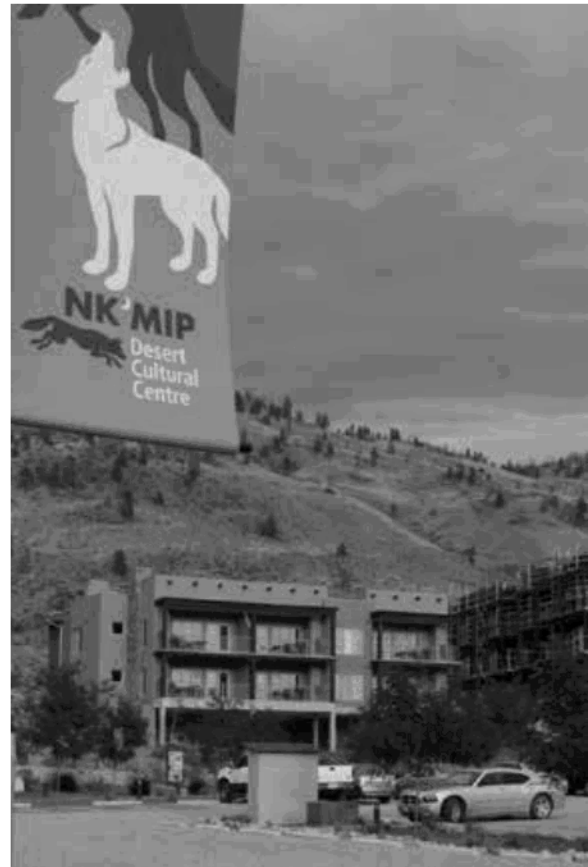
- Work collaboratively across government and with our partners to enable success; and,
- Place organizational objectives ahead of personal goals.

A unique value that has been identified as important to MARR is:

Empowerment

The ministry builds on the corporate values with the addition of empowerment. In the context of the ministry, this value means:

- Recognize opportunities for our staff to develop into new roles and responsibilities;
- Delegate responsibility to help make the organization stronger as a result;
- Build resilience throughout the organization to become more adaptable and flexible to changes;
- Provide focused strategic direction to succeed in meeting our mission, vision and defined goals; and,
- Collaborate and take responsibility for change.



OUR GOALS

Create immediate opportunities for improved Aboriginal participation in the economy and increased certainty for development.

Government's approach to closing socio-economic gaps and building reconciliation with First Nations and Aboriginal people is building the economy and looking at holistic approaches to how we work. Reconciling Aboriginal and provincial Interests helps provide certainty for economic activities that benefit all British Columbians.

Continue to reconcile with Aboriginal peoples in British Columbia.

Reconciliation is an ongoing process, not an end-state. It is about enduring relationships, and requires trust and commitment to overcome differences. Respectful relationships and embracing Aboriginal cultures are at the heart of our reconciliation efforts. So too is the principle of engagement with local governments, the federal government, stakeholders, the public, and all those impacted by our work.

Everything we do contributes to reconciliation and every ministry has a role.

Ensure a strong, resilient organization.

Building a strong, adaptable organization is a continuous process and it is critical to provide staff with the right tools and skills to make this plan a success. Our continued strategic renewal efforts will:

- Enable a supported, valued and highly functioning workforce;
- Enhance the flow of needed information and integrated planning efforts within the organization;
- Improve collaboration, planning, and create a service-oriented relationship with other ministries and agencies; and,
- Result in an organization that is more flexible and focused on continuous improvement.



STRATEGIC ACTIONS

Strategic Renewal activities in the action areas of People, Process Improvements and Organizational Design are now situated in broader planning efforts across the ministry. This aligned approach helps improve the line of sight between strategic and business plans, and our day-to-day activities.

Goals and actions from the previous Strategic Plan (2014) and the Service Plan have been combined to better guide our organization and track results. Both the divisional and work unit business plans will flow from this document. These actions will be reviewed yearly and updated accordingly to reflect our work.

Goal 1: Create immediate opportunities for improved Aboriginal participation in the economy

Objective 1.1: Improve economic and social outcomes for Aboriginal peoples.

- a** In collaboration with natural resource sector ministries, negotiate and sign agreements with First Nations that create economic and social benefits, including resource revenue agreements with First Nations impacted by industries such as mining.
- b** Partner with First Nations, Aboriginal communities and organizations to support community-based skills, training and employment initiatives.
- c** Increase First Nation participation in clean energy projects using the First Nations Clean Energy Business Fund.

Objective 1.2: Engage First Nations and Aboriginal peoples early to ensure they have opportunities to participate and be involved with initiatives that affect their communities.

- a** Negotiate and implement forms of reconciliation agreements with First Nations, which contribute to improved social and economic outcomes for Aboriginal peoples.
- b** Support First Nations' access to land and resource tenures.

Goal 2: Continue to reconcile with Aboriginal peoples in British Columbia

Objective 2.1: Respectfully reconcile provincial interests with First Nations, Aboriginal and treaty rights.

- a** Advance agreements among First Nations and the Province by taking a focused approach to negotiations.
- b** Improve treaty making through tripartite processes, including treaty revitalization.
- c** Link economic development to treaty through land transfers for current and future use.
- d** Work with partner ministries and agencies, First Nations and First Nations' leaders to understand, clarify and develop solutions to issues involving Aboriginal rights and title.



Objective 2.2: Establish respectful relationships with Aboriginal peoples as a model for all British Columbians.

- a** Facilitate and support collaboration among Aboriginal organizations, all levels of government and the private sector on initiatives aimed at improving social and economic outcomes for Aboriginal peoples.
- b** Provide advice, guidance and direction to industry in engaging with Aboriginal peoples.
- c** Engage with the First Nations Leadership Council to reach shared goals regarding improving outcomes in First Nations' communities and increasing certainty on the land base.
- d** Work with other provinces, territories, the federal government and national Aboriginal organizations to initiate and co-ordinate efforts to address issues of mutual interest.
- e** Engage business and industry to support First Nations' participation in liquefied natural gas development.
- f** Promote Aboriginal peoples' access to liquefied-natural-gas-related skills development and training programs and services.

Objective 2.3: Work with Aboriginal peoples to enhance and build capacity in Aboriginal communities, governments and organizations.

- a** Engage the federal government and Métis organizations to develop governance and capacity on a tripartite basis.
- b** Build from the outcomes and commitments established through existing accords and agreements to develop a strategic way forward (e.g. Transformative Change Accord, The New Relationship and the Métis Nation Relationship Accord).
- c** Engage Aboriginal youth organizations to develop initiatives that meet business and entrepreneurship, education and other youth-driven priorities.

Objective 2.4: Work across government with Aboriginal partners, federal and local governments to improve socio-economic outcomes for Aboriginal people in British Columbia.

- a** Engage provincial ministries, Aboriginal partners, and the federal and local governments to increase/improve employment, education and job skills training opportunities for the urban/off-reserve Aboriginal population.
- b** Support the goals outlined in the BC's Skills for Jobs Blueprint.
- c** Co-ordinate engagement and develop strategies to achieve better education and job training, healthier family life and strengthened cultural linkages for Métis peoples.
- d** Proactively and meaningfully engage stakeholders, key partners, and the public to build support for government's reconciliation efforts.
- e** Incorporate social and economic benefits into negotiations with First Nations.
- f** Develop a comprehensive, integrated and practical socio-economic policy framework in partnership with line ministries and key Aboriginal partners.

Objective 2.5: Improve British Columbians' awareness of Aboriginal peoples and cultures.

- a** Increase engagement with the public and stakeholders to improve British Columbians' understanding of the need and benefits of reconciliation.
- b** Increase British Columbians' understanding of the history and current issues that drive the need for reconciliation.
- c** Enhance cultural awareness practices, and the use of Aboriginal Relations Behavioral Competencies in the BC Public Service.

Goal 3: Ensure a strong, resilient organization

Objective 3.1: Enable a supported, valued and highly functioning workforce.

Foster a culture of respect through a workplace environment that reflects the values of our organization and the BC Public Service, in order to:

- a** Increase awareness and practical tools for employees regarding respectful workplace practices throughout the ministry.
- b** Ensure all staff understand related laws and regulations, protocols, corporate obligations and best practices.

Support workplace learning and development by:

- c** Providing and promoting temporary or trial assignments in the ministry and sector.
- d** Consistently applying a framework for learning and training throughout the ministry.
- e** Developing a comprehensive ministry-wide orientation program for new staff.
- f** Supporting actions that increase peer learning and mentoring.



Strengthen employee accountability in the ministry by connecting individual's work to ministry priorities by:

- g** Linking corporate goals to individual MyPerformance profiles.
- h** Aligning division, branch and team business plans to the ministry's strategic plan.
- i** Building learning and development into work plans and accountabilities.

Cultivate appreciation and recognition in our workplace by:

- j** Establishing a ministry-wide recognition program (e.g. staff appreciation awards).
- k** Developing and supporting ways to increase informal, day-to-day recognition within teams and between peers.

Build and develop leadership capacity in the organization by:

- l** Clearly articulating leadership accountabilities.
- m** Supporting activities that build leadership skills and facilitate leadership competencies at all levels of the organization.
- n** Ensuring tools and functional supports are in place to strengthen supervisory excellence (e.g. renew supervisors' forum).
- o** Building next generation leaders and ensuring development streams are identified and available.

Address succession planning and management by:

- p** Formulating a strategy for succession planning that retains and shares talent and knowledge across the ministry and BC Public Service.
- q** Developing a formal exiting process for employees.



Objective 3.2: Enhance flow of needed information and increase integration within the organization.

Improve business planning processes by:

- a** Developing focused negotiations strategies that take into account a province-wide view.
- b** Creating a way of capturing the status of negotiations.
- c** Conducting regular divisional and Ministry-wide strategy sessions.

Ensure that roles, responsibilities and lines of authority are clearly understood by:

- d** Better defining and communicating employee roles, functions and expertise through an internal directory.
- e** Developing ways to provide more up-to-date information on file responsibilities (e.g. potential new database).
- f** Reviewing and streamlining decision-making and committee roles in the ministry.

Improve ministry communications practices and enhance internal engagement by:

- g** Developing options to improve inter-ministry/ regional communications on key issues.
- h** Streamlining the ministry's briefing note and internal submissions processes.

Objective 3.3: Improve collaboration and create a service-oriented relationship with other ministries and agencies.

Work across business areas and ministries to integrate natural resource sector and socio-cultural approaches, and foster innovation through:

- a** Better policy coordination across ministry/sector.
- b** More integration of implementation functions into ministry / sector work.
- c** Working with ministry partners to develop standardized operational policy and procedures.
- d** A review of the ministry funding models to streamline and/or reduce the reliance on submissions.
- e** Developing a culture of innovation.
- f** Sector-wide approaches and objectives to stakeholder and partner engagement.

Better align our business functions to more effectively support our clients and partners by:

- g** Conducting a ministry-wide travel budget review to better support objectives such as staff development and increased support for negotiation tables.
- h** Creating an inventory of existing programs and all negotiations tools.
- i** Better integrating socio-economic and socio-cultural functions / file responsibilities in government.
- j** Developing options for an area-based business model that responds to regional needs.
- k** Centralizing program level financial management functions across the ministry.





Family Quilt – A legacy project to honour missing and murdered Indigenous women and girls in BC and to symbolize a commitment to prevent future violence. Each patch represents a treasured loved one. Central motif designed by BC Aboriginal Youth Interns Amber Morgan and Nicole Neidhardt.

A. Organization

Ministry Overview Executive Member Biography

Deputy Minister, Doug Caul



Doug Caul was appointed Deputy Minister of the Ministry of Aboriginal Relations and Reconciliation in April 2015. Prior to that, he served as the Associate Deputy Minister at the Environmental Assessment Office (EAO) for two years. He has also held Assistant Deputy Minister roles with the Ministry of Transportation and Infrastructure, BC Public Service Agency, Ministry of Energy and Mines, and the Ministry of Economic Development. Previous to his executive appointments, Doug Caul served as a provincial Chief Negotiator representing the Province in several negotiations with First Nations. Since joining the BC public service in 1992, he has also worked in the Ministries of Agriculture, Fisheries and Food; and Forests.^{s.22}

A. Organization

Ministry Overview

Executive Member Biography

Associate Deputy Minister, Neilane Mayhew



Neilane was appointed Associate Deputy Minister and Chief Operating Officer (COO) of the Ministry of Aboriginal Relations and Reconciliation (MARR) in October 2014, and served as Acting Deputy Minister from February 2015 to April 2015.

Prior to her Associate Deputy Minister and COO appointment, Neilane was the Assistant Deputy Minister, Strategic Initiatives Division, MARR. She also served as the Executive Financial Officer (EFO) for MARR where she was one of three ADM/EFOs responsible for Corporate Services for the Natural Resource Sector.

Neilane has 16 years of public sector leadership experience in various ministries, including Ministry of Provincial Revenue, Ministry of Small Business and Revenue and Ministry of Finance. She holds a Bachelor of Arts from the University of Calgary and a Bachelor of Laws from the University of Victoria. Prior to joining the BC public service in 2001, she practiced law with a small firm in Victoria.

A. Organization

Ministry Overview

Executive Member Biography

Assistant Deputy Minister – Strategic Partnerships and Initiatives Division,

Laurel Nash



Laurel became Acting Assistant Deputy Minister for the Strategic Initiatives Division on October 20, 2014. Then in December 2014, the Partnerships and Community Renewal Division was added to her portfolio. She was permanently appointed to the position on September 23, 2015. Prior to taking on the ADM role, Laurel was the Chief Negotiator of the Lands and Resources Branch. She was tasked with developing and implementing B.C.'s First Nation's Engagement Strategy for Liquefied Natural Gas.

Laurel has worked in government for over 20 years in the Natural Resources Sector, holding such roles as the Director of Petroleum Lands and the Chief Gold Commissioner at the Ministry of Energy and Mines.

Laurel grew up in in the Northwest Territories, before coming to B.C., where she earned a Bachelor of Science in Geography from the University of Victoria. s.22

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A. Organization

Ministry Overview

Executive Member Biography

Assistant Deputy Minister, Negotiations and Regional Operations Division

Douglas Scott



Douglas Scott was appointed Assistant Deputy Minister of the Negotiations and Regional Operations Division in January 2017. Prior to that, he was Assistant Deputy Minister and General Manager of the Liquor Control and Licensing Branch where he led implementation of the Liquor Policy Review including the establishment of the new Liquor Control and Licensing Act. Doug entered the provincial public service in 2011 as Assistant Deputy Minister and General Manager of the Gaming Policy and Enforcement Branch following a 20 year career with the Royal Canadian Mounted Police during which time he led several significant change initiatives and a number of major investigations in British Columbia and Alberta.

Doug holds a Master of Business Administration degree from Queen's University and a Master in Public Administration degree from Harvard.

A. Organization

Ministry Overview Executive Member Biography

Assistant Deputy Minister, Wes Boyd

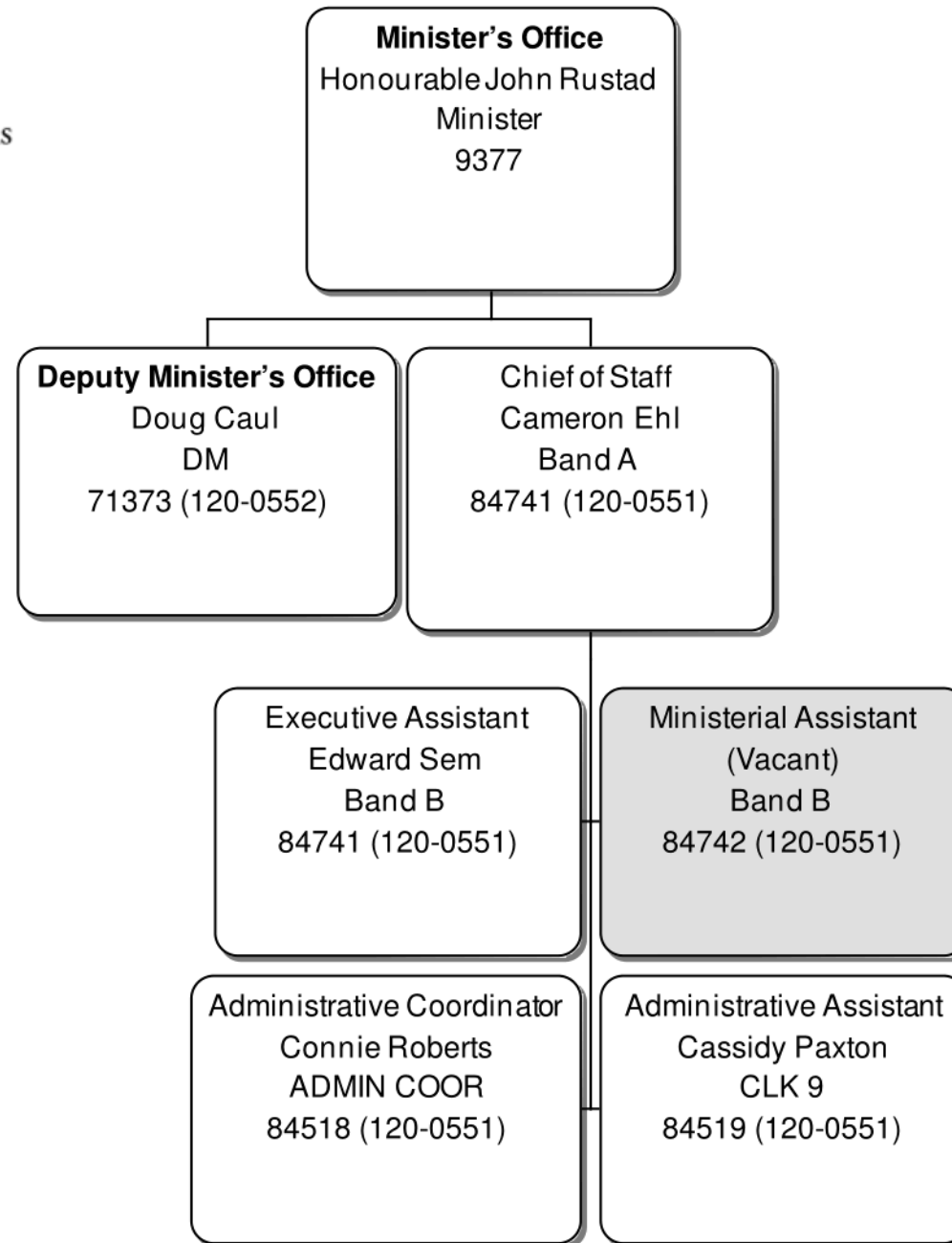


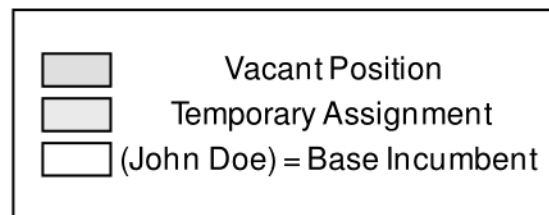
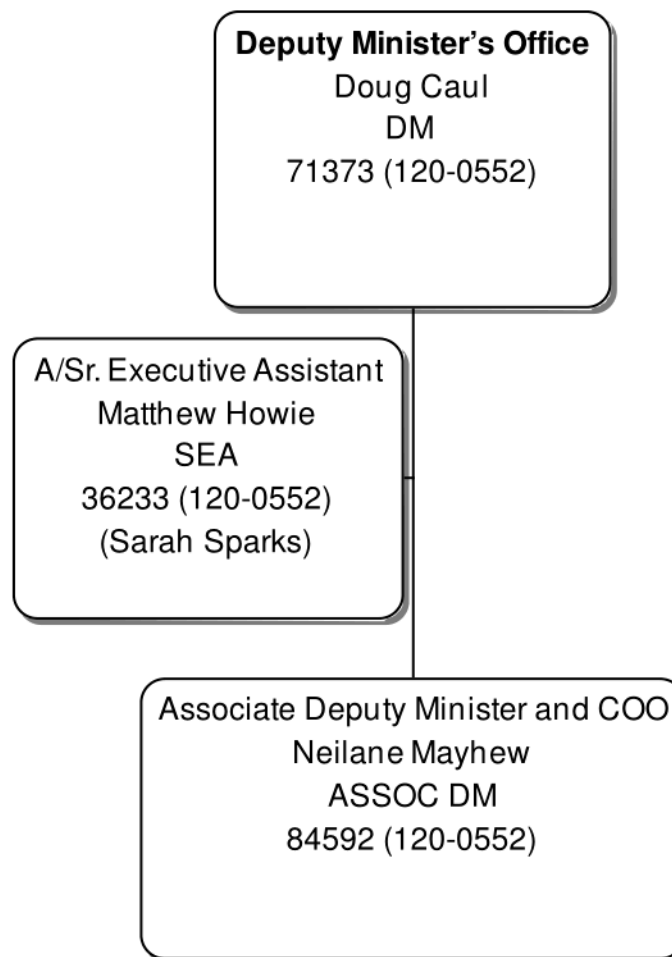
Reporting to Chair of the Natural Resource Board, Wes is one of two ADM/EFOs responsible for Corporate Services for the Natural Resource Sector. Wes is the Executive Financial Officer for the Ministries of Aboriginal Relations and Reconciliation, Agriculture, Energy and Mines, Environment (including Environmental Assessment Office and Climate Leadership) and Natural Gas Development. Wes is the lead for the Financial Services Branch for the sector; and the People and Workplace Strategies Branch supporting the above Ministries.

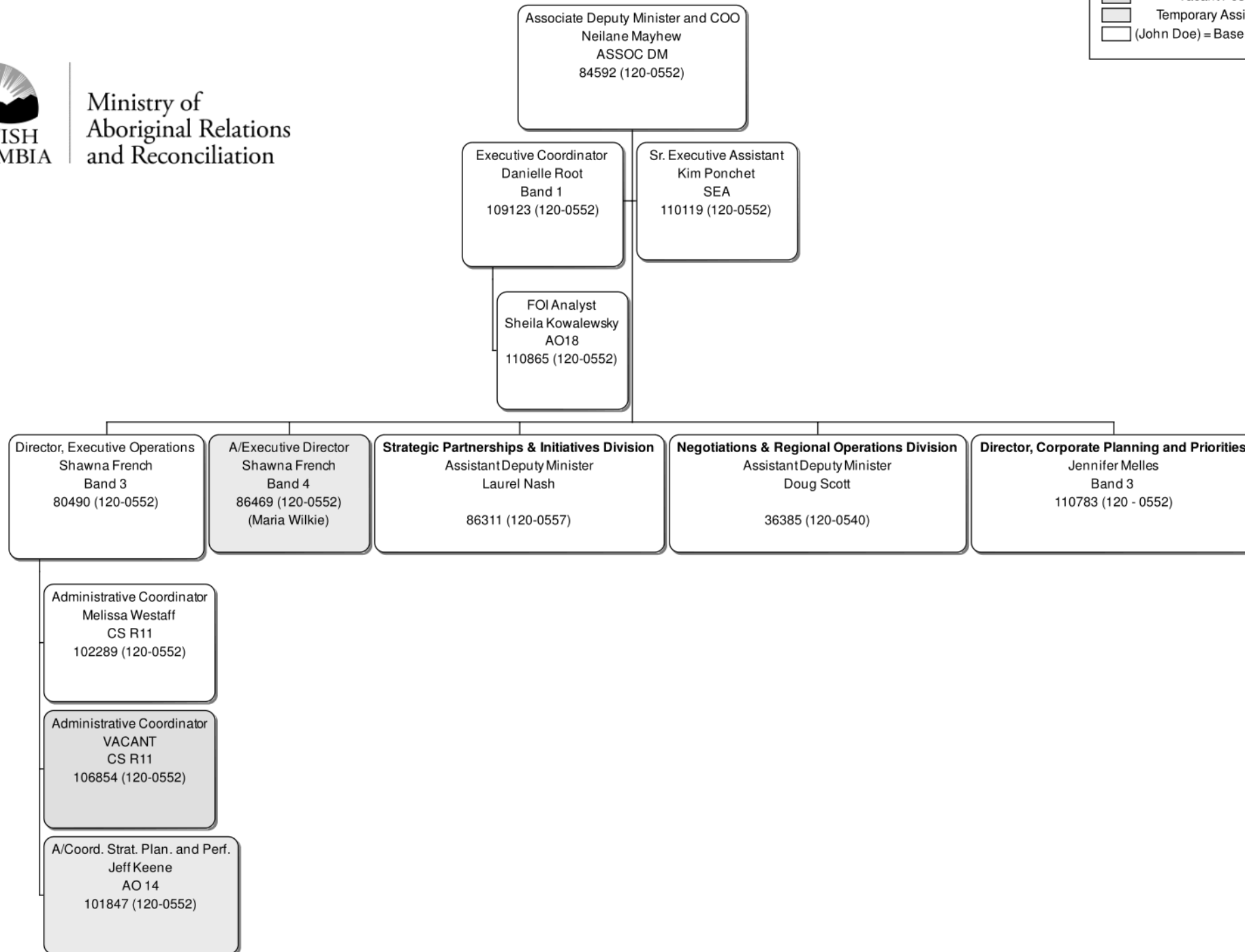
Wes was appointed ADM and EFO for all Natural Resource Sector ministries other than Forests, Lands and Natural Resource Operations effective April 4, 2016. Wes joined CSNR from the Ministry of Technology, Innovation and Citizen Services where he was the ADM of Logistics and Business Services.

Wes started his career in the public service in 1989 in the Ministry of Social Services. He has worked in a variety of roles working in the Ministries of Health, Employment and Investment, Finance, Healthy Living and Sport, Olympic Games Secretariat, and most recently at Technology, Innovation and Citizen's Services. Wes also worked at Partnerships BC and BC Ferry Services Inc.; and as the Provincial representative on the Community Social Services Employers' Association (CSSEA) Board of Directors.

Wes has a Bachelor of Arts degree in Economics and a Master of Public Administration from the University of Victoria.

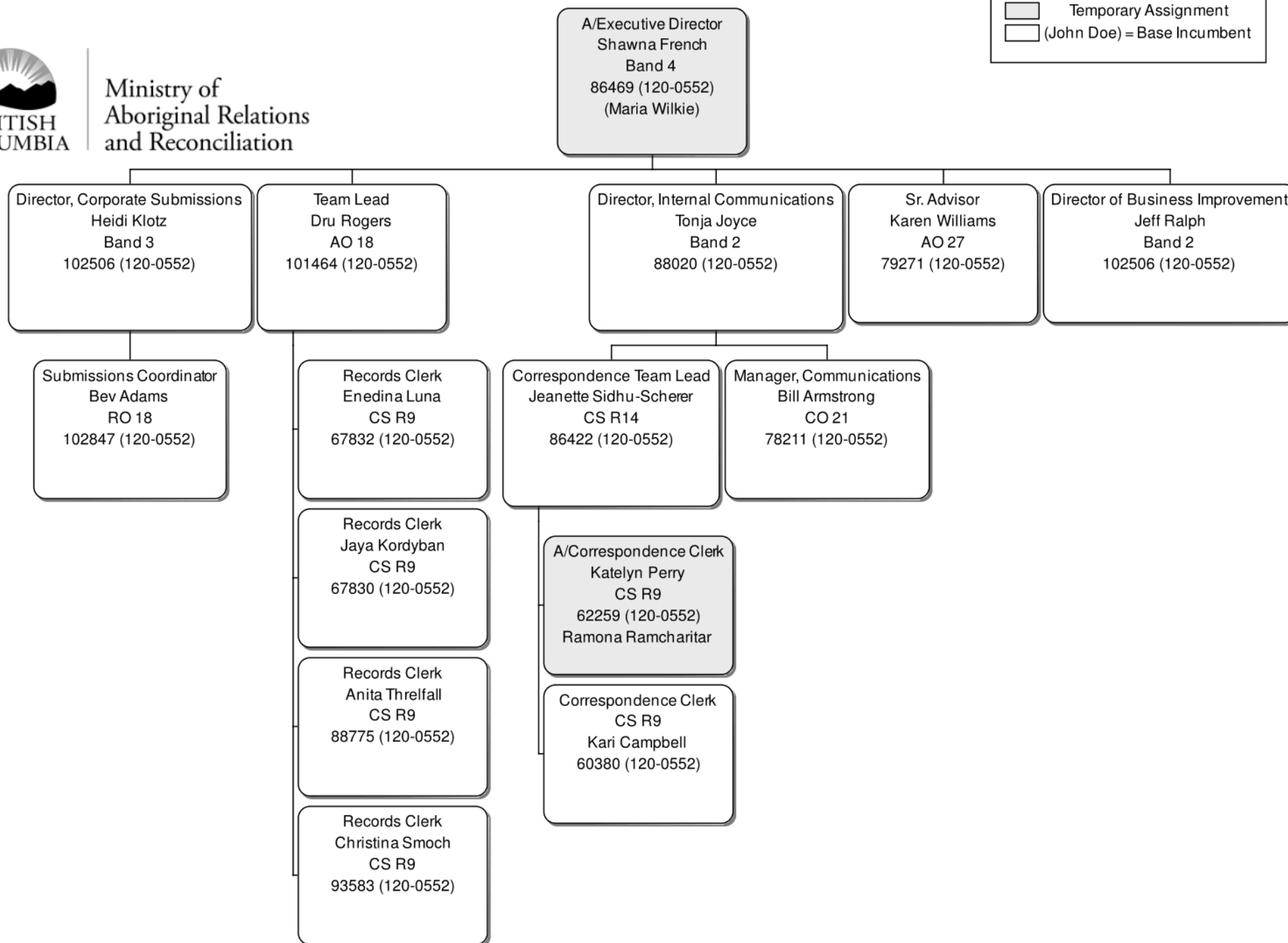
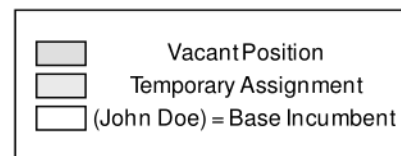






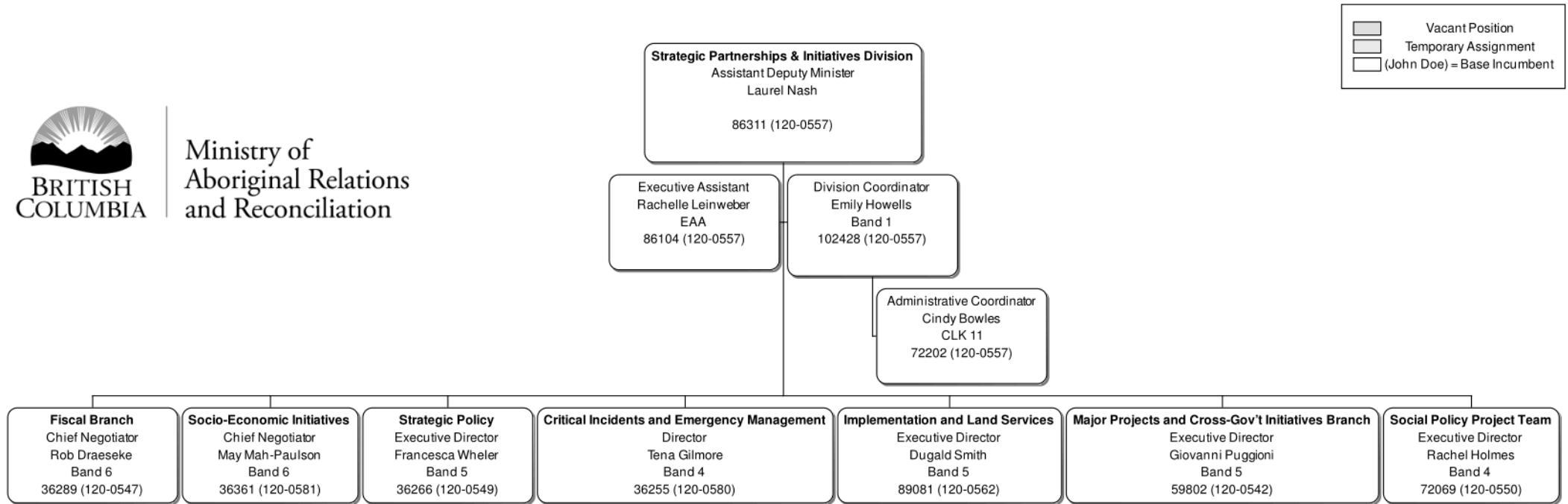


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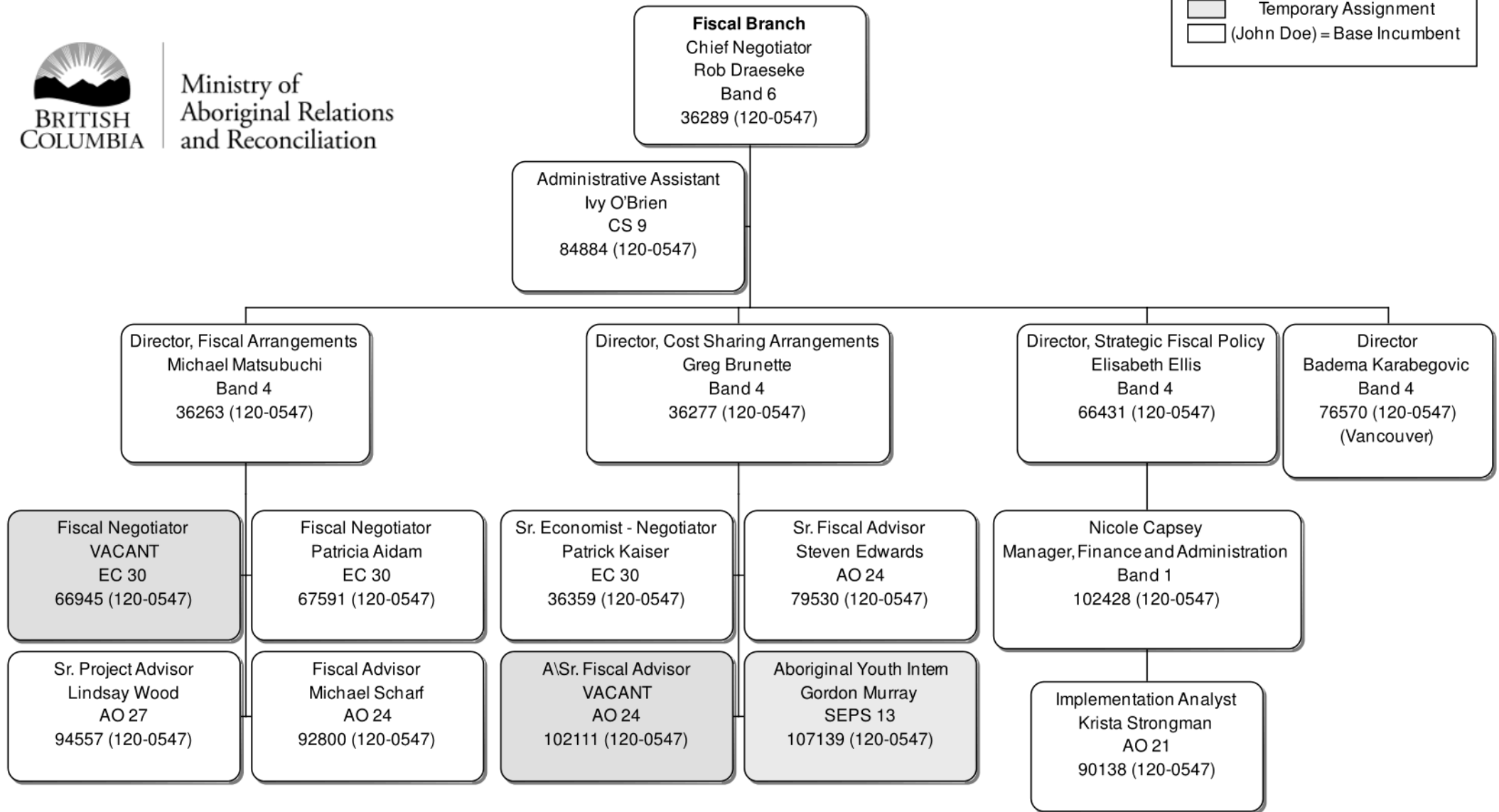
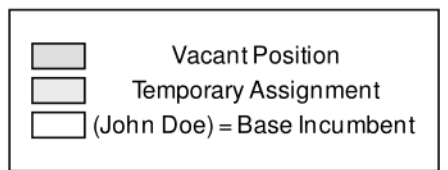


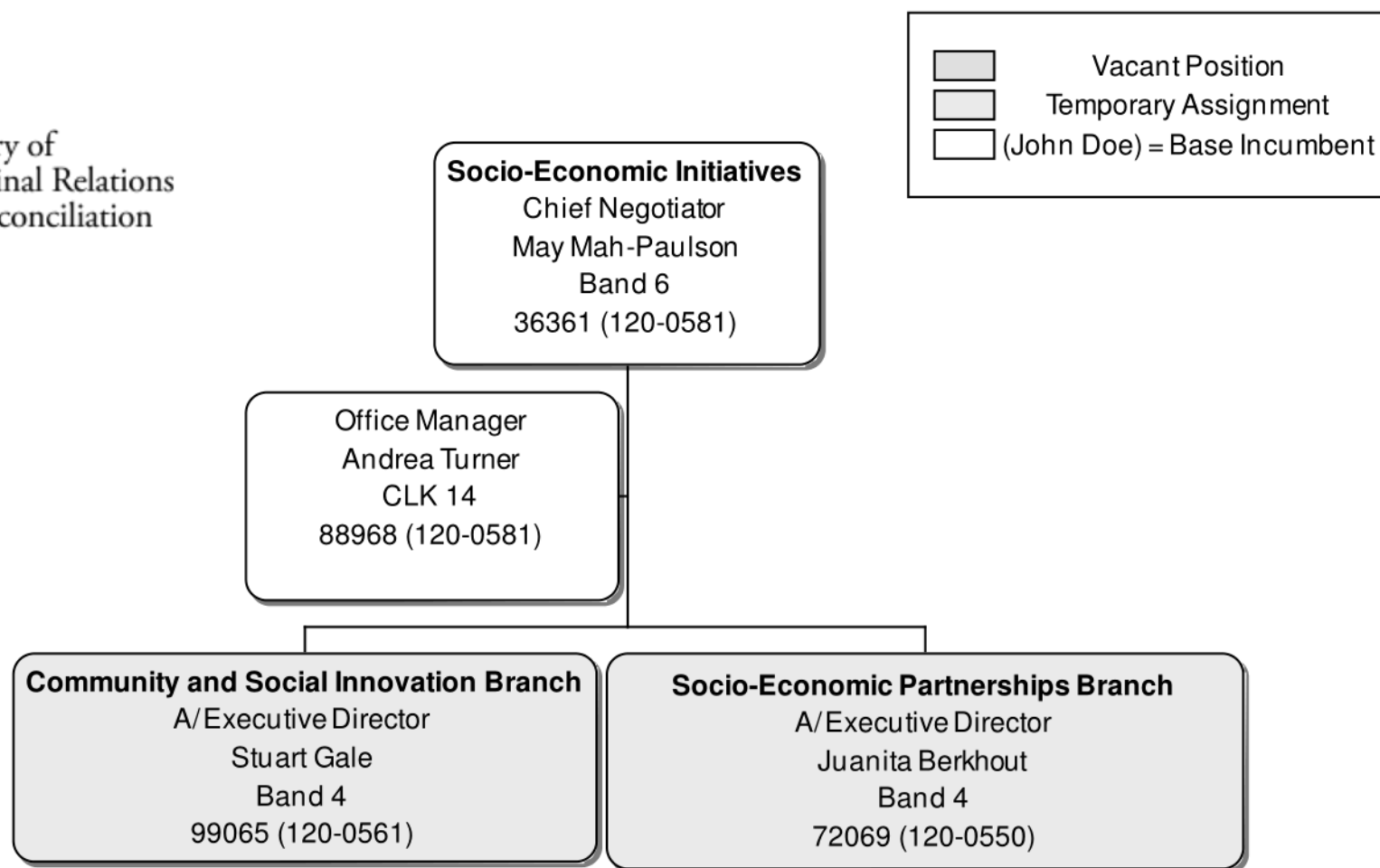
Ministry of
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and Reconciliation





Ministry of
Aboriginal Relations
and Reconciliation







Ministry of
Aboriginal Relations
and Reconciliation

Community and Social Innovation Branch

A/ Executive Director
Stuart Gale
Band 4
99065 (120-0561)

Administrative Assistant
Ki-Som Dempster
CS 9
36257 (120-0561)

Director, Community Devel.
Allan Weselowski
Band 3
100376 (120-0561)

Director, Metis & ORAAP
Rob Parenteau
Band 3
95585 (120-0561)

Director, FN & Economic Devel.
Susan Kelly
Band 3
36319 (120-0561)

Sr. Community Developer
Camellia Bhatti
AO 27
100607 (120-0561)

Annette Loe
AO 27
(Secondment from OGC)

Sr. Advisor Business
Karen White
PA SHI 27
73400 (120-0561)

Asst. Negotiator
Pam Millar
AO 30
36333 (120-0561)

Sr. Community Developer
Liane Lubarski
PA SIH 27
89144 (120-0561)

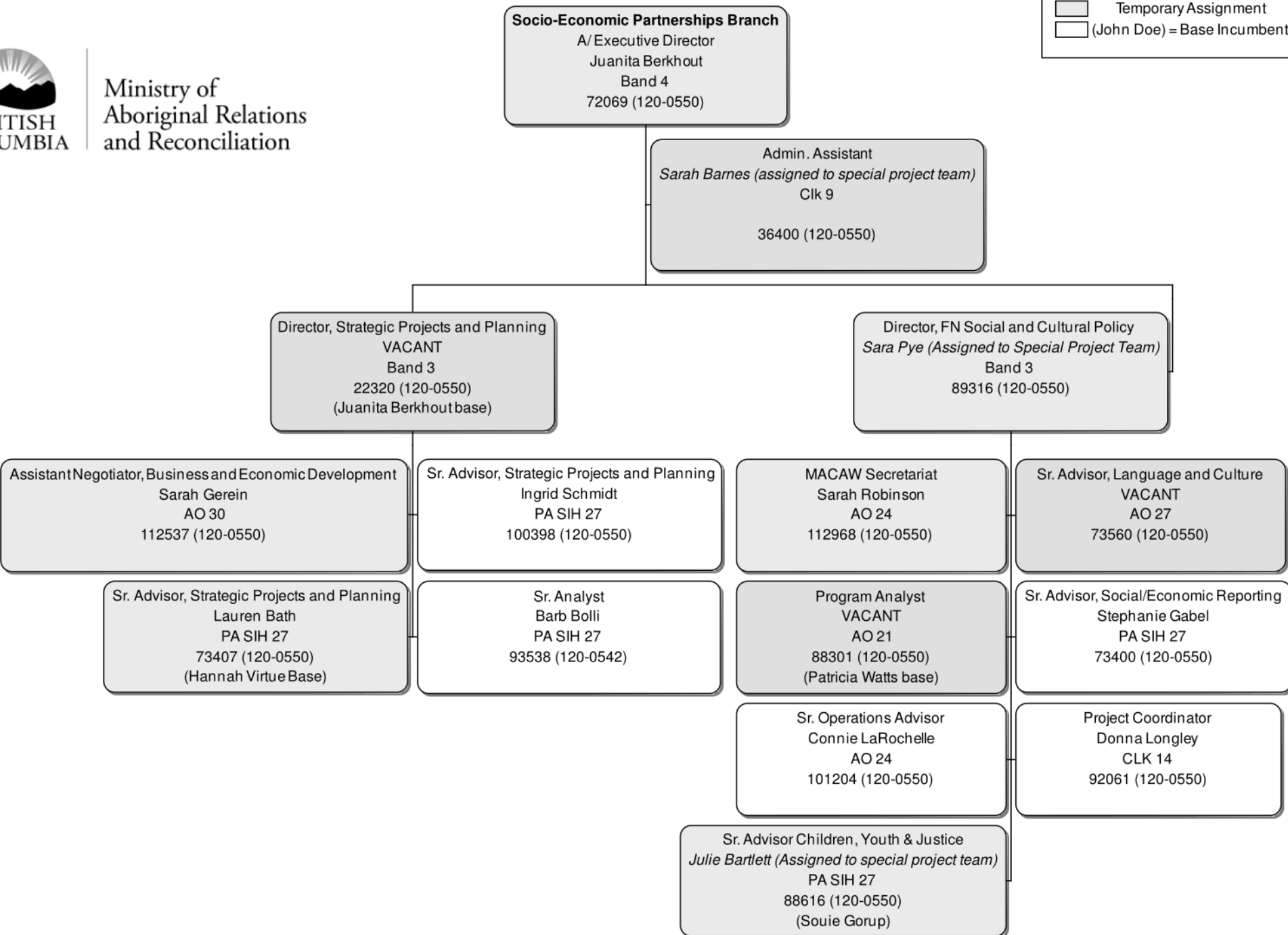
A/ Policy and Relationship Dev. Officer
Shane Gauthier
AO 24
109470(120-0561)

A/ Community Developer
Anna Carter
AO 27
90768 (120-0561)
(Dawn Lindsay-Burns)

Vacant Position
 Temporary Assignment
 (John Doe) = Base Incumbent

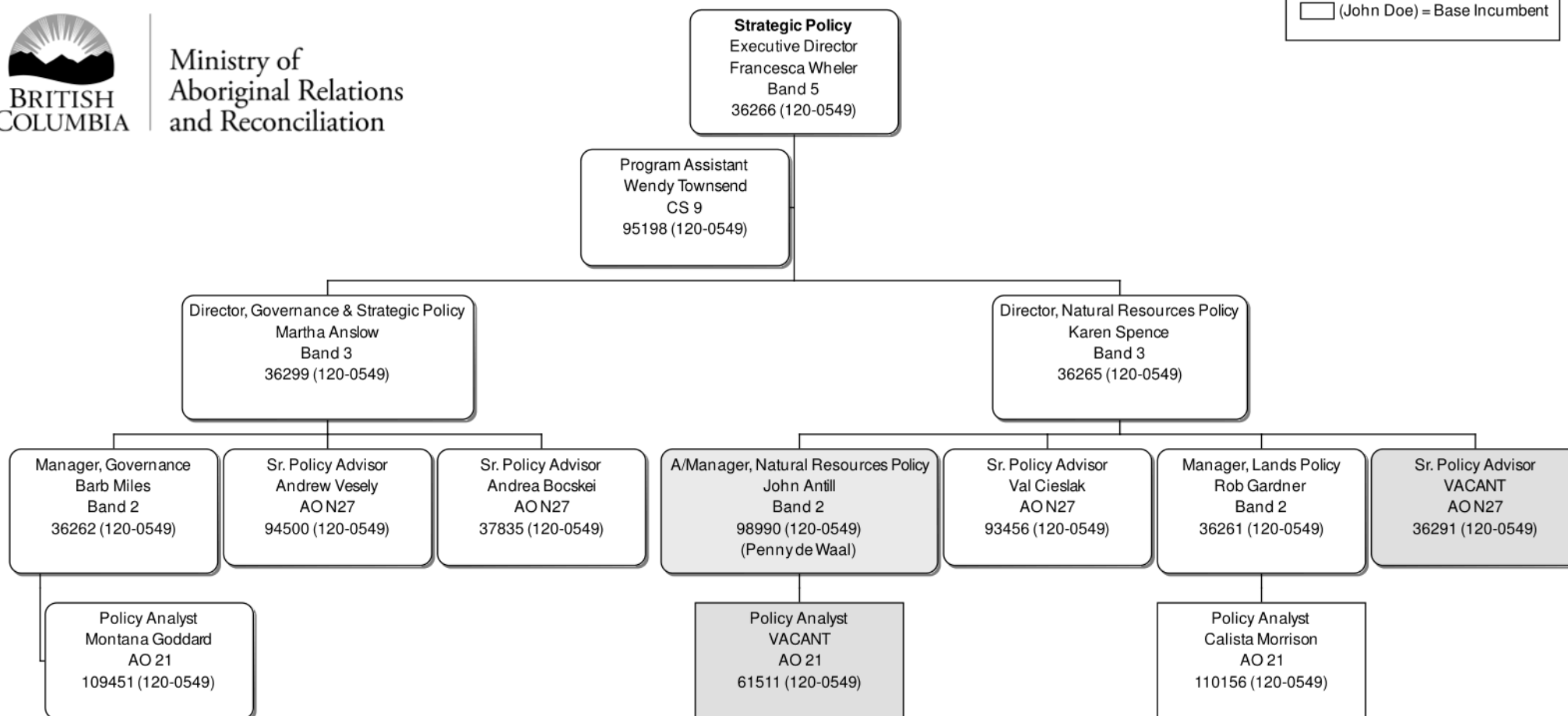
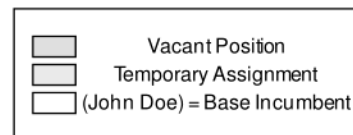


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Ministry of
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and Reconciliation





Ministry of
Aboriginal Relations
and Reconciliation

Critical Incidents and Emergency Management
Director
Tena Gilmore
Band 4
36255 (120-0580)

Sr. Analyst
Ashlyn Schwaiger
AO 27
00111773(120-0580)

Analyst
Stasia Ferbey
AO 24
112993 (120-0580)

AssistantNegotiator
Janice Franklin
AO 30
109452 (120-0580)

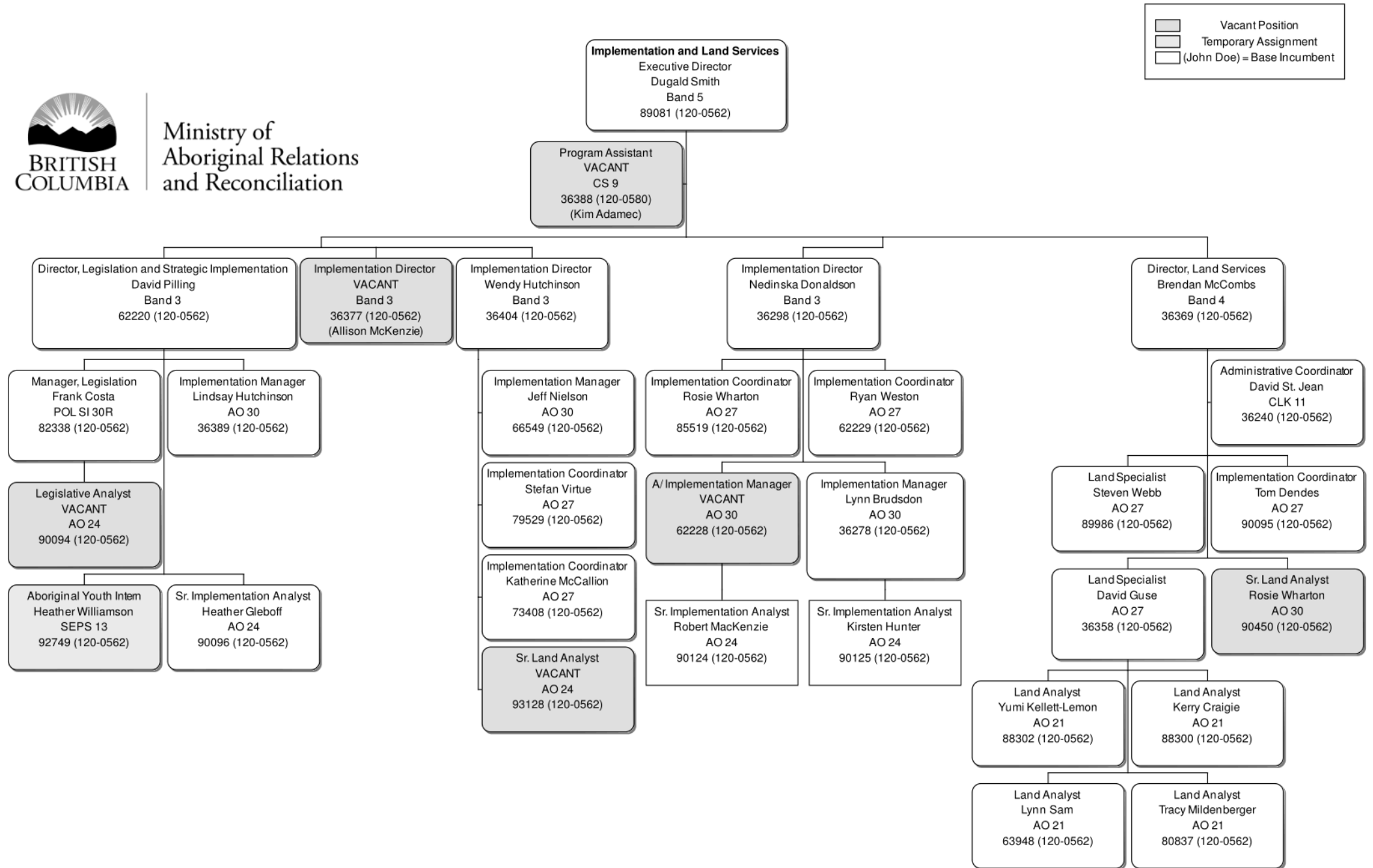
A/ Coordination Analyst
Kim Adamec
AO 18
93056 (120-0580)
(Stasia Ferbey base)

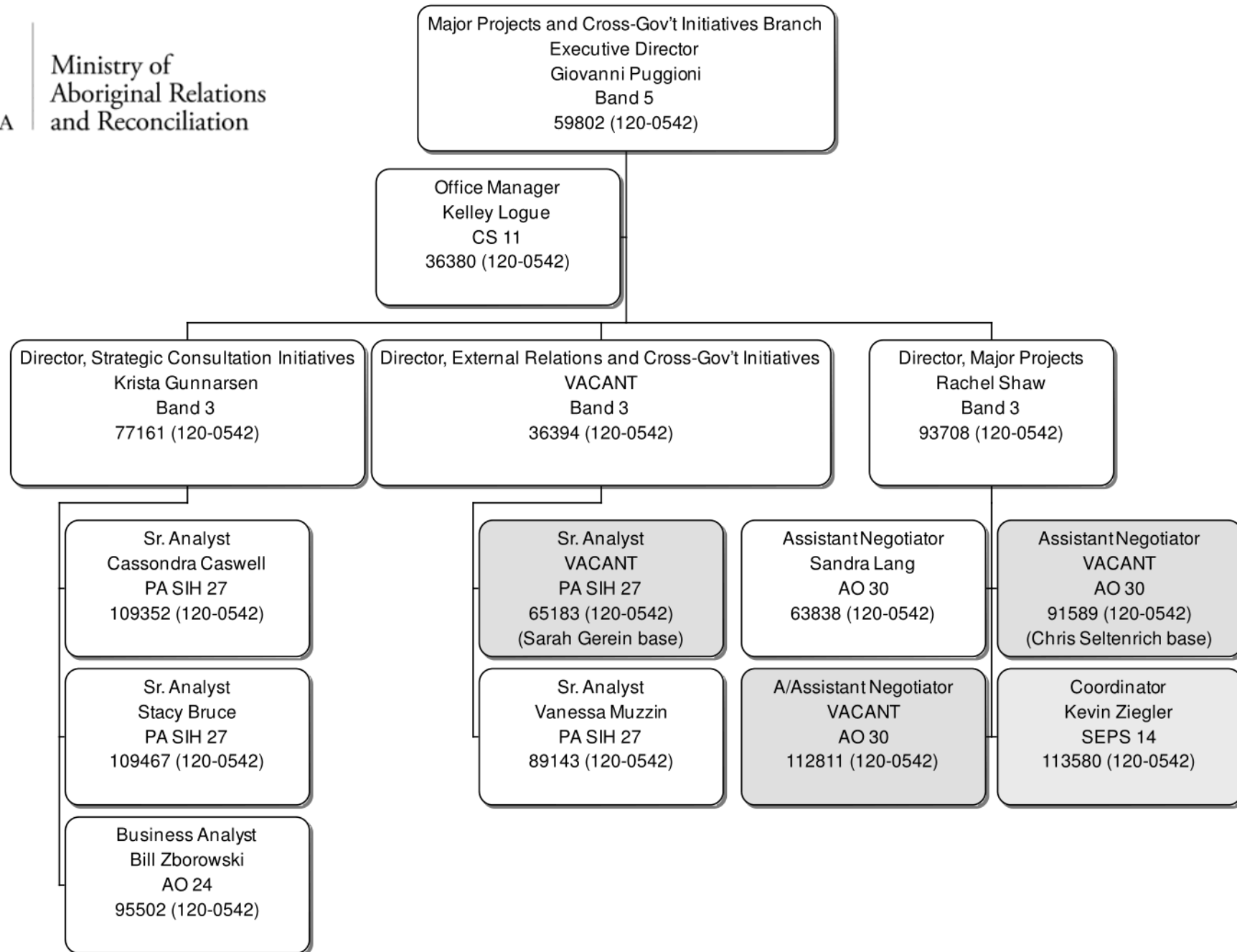
Sr. Analyst
Melissa Grimes
AO 27
109453 (120-0580)

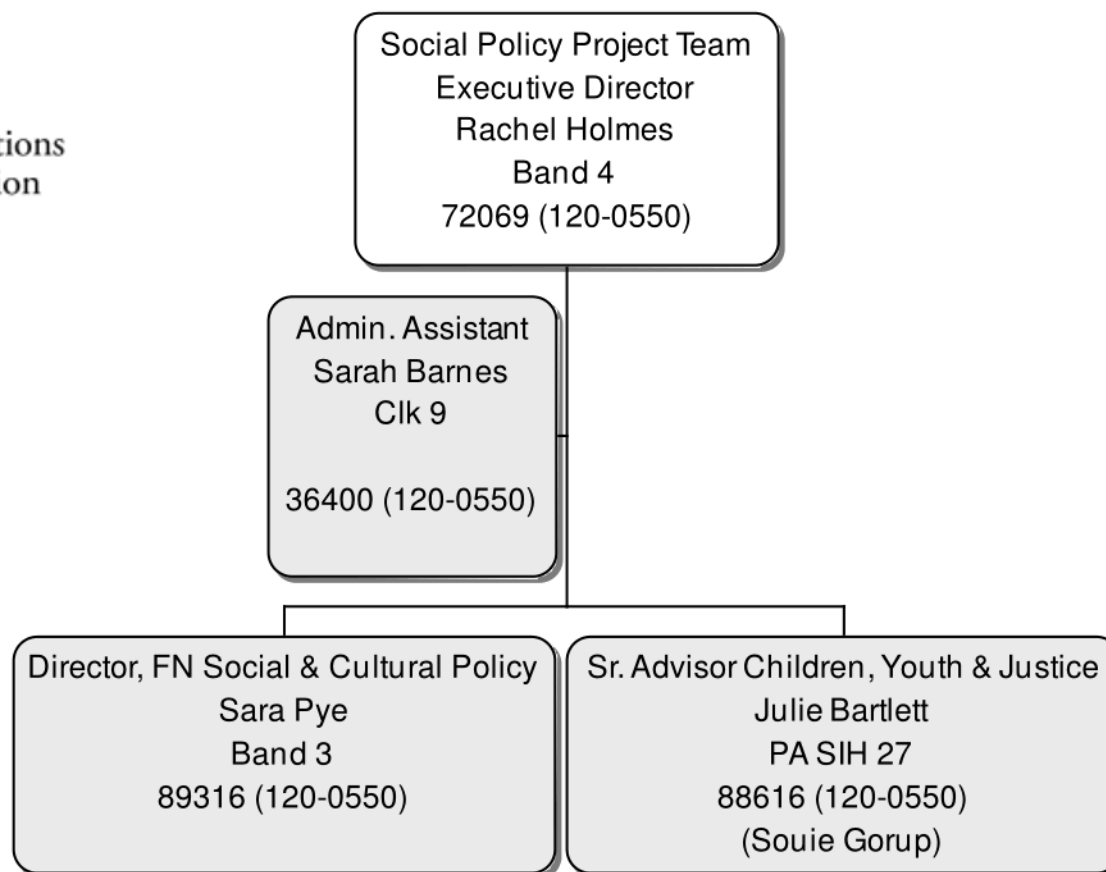
AssistantNegotiator
Ryan Jordan
AO 30
88142 (120-0580)



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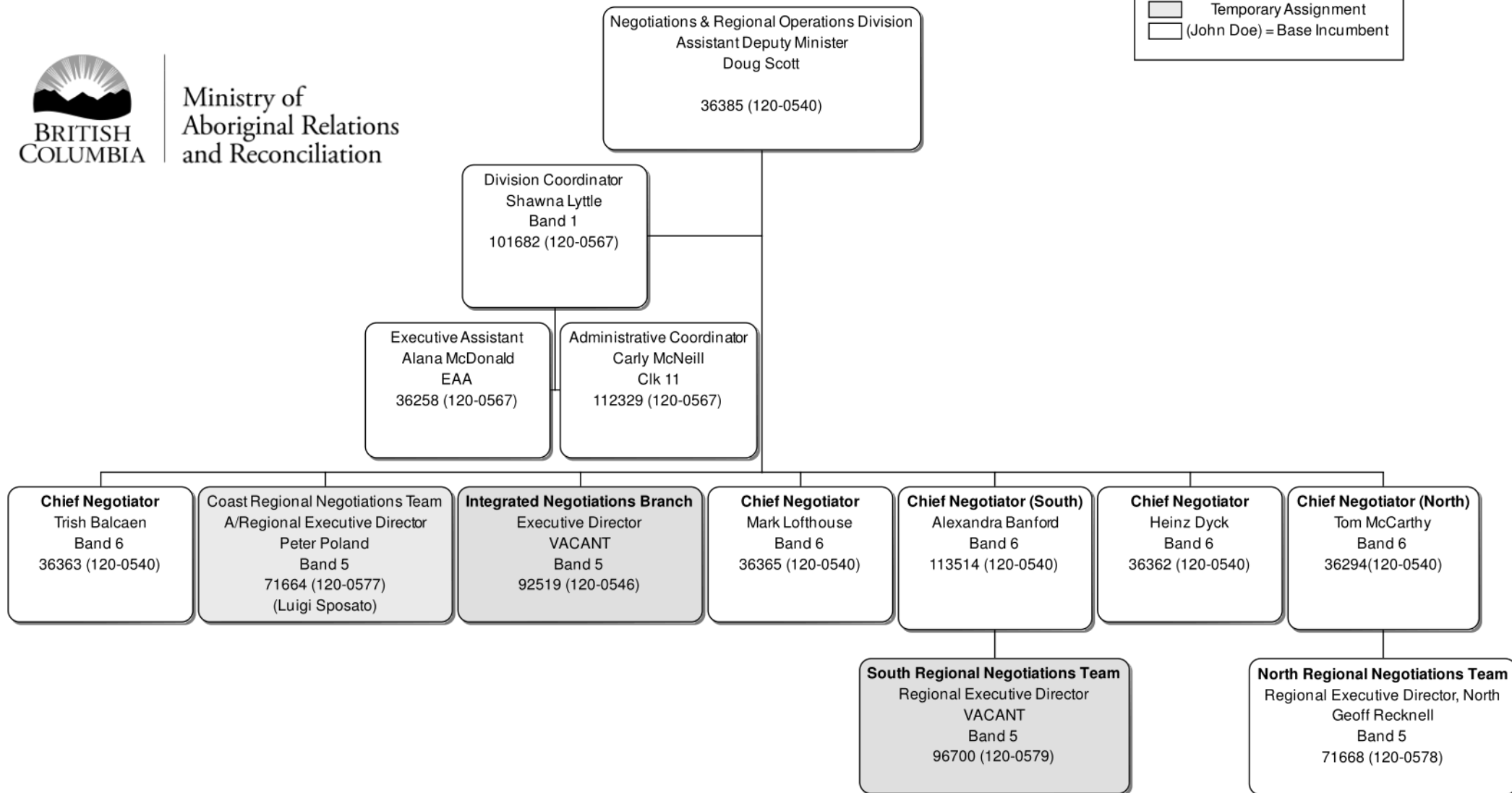


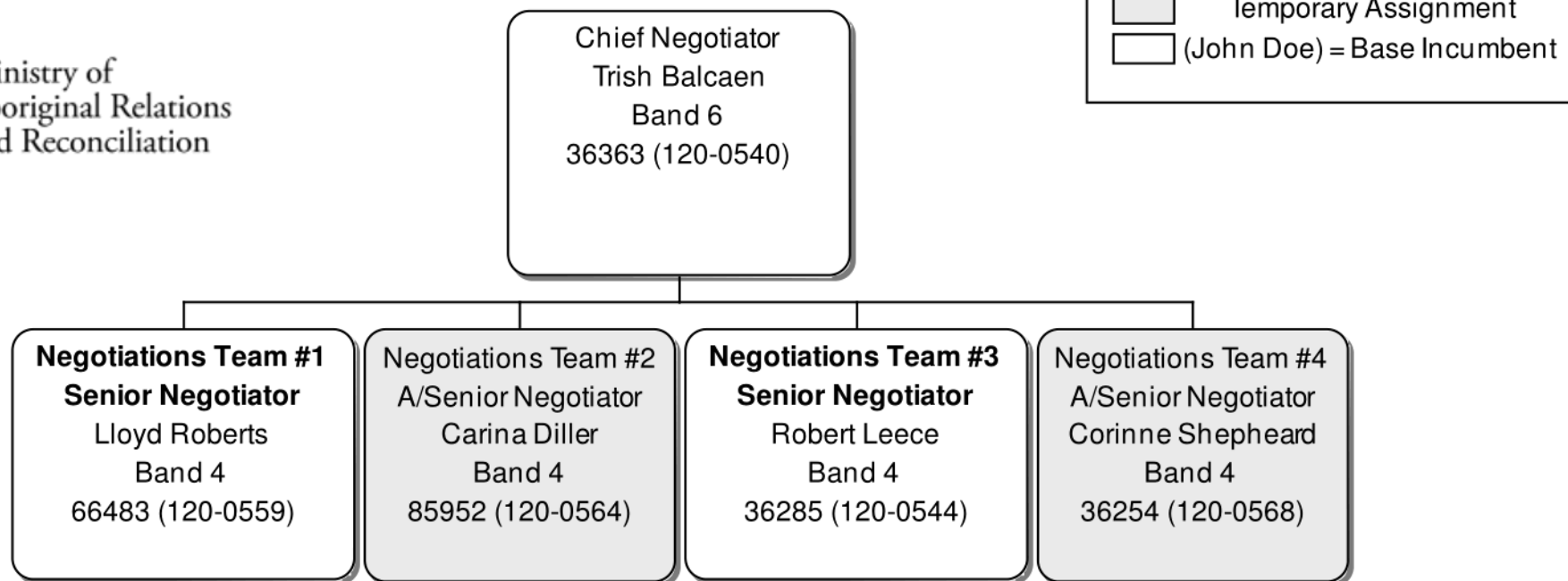




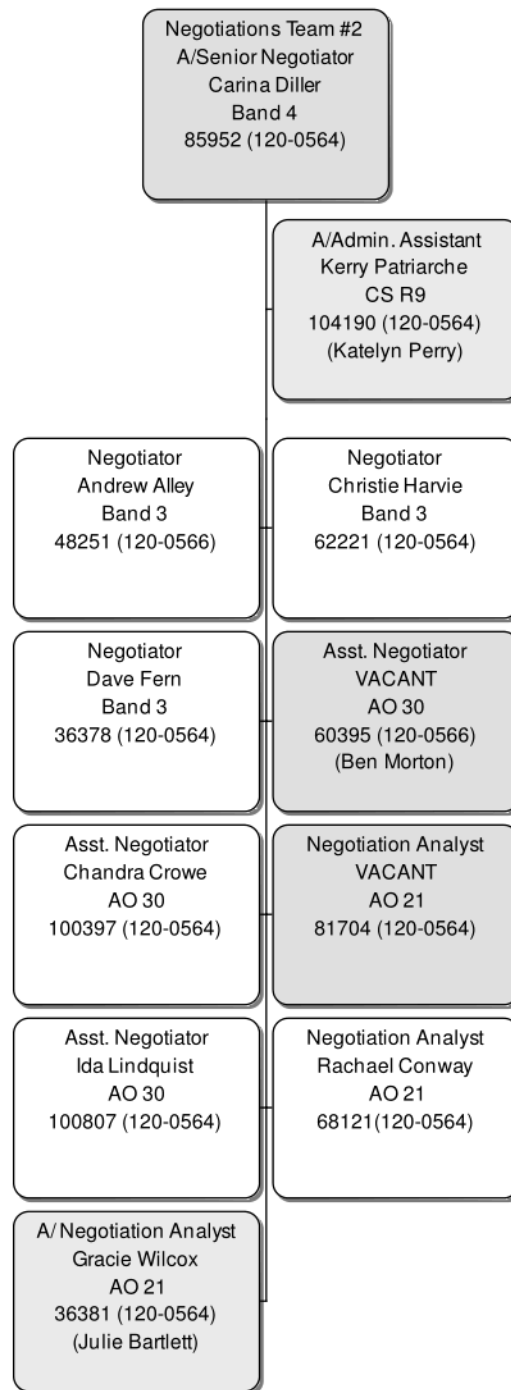


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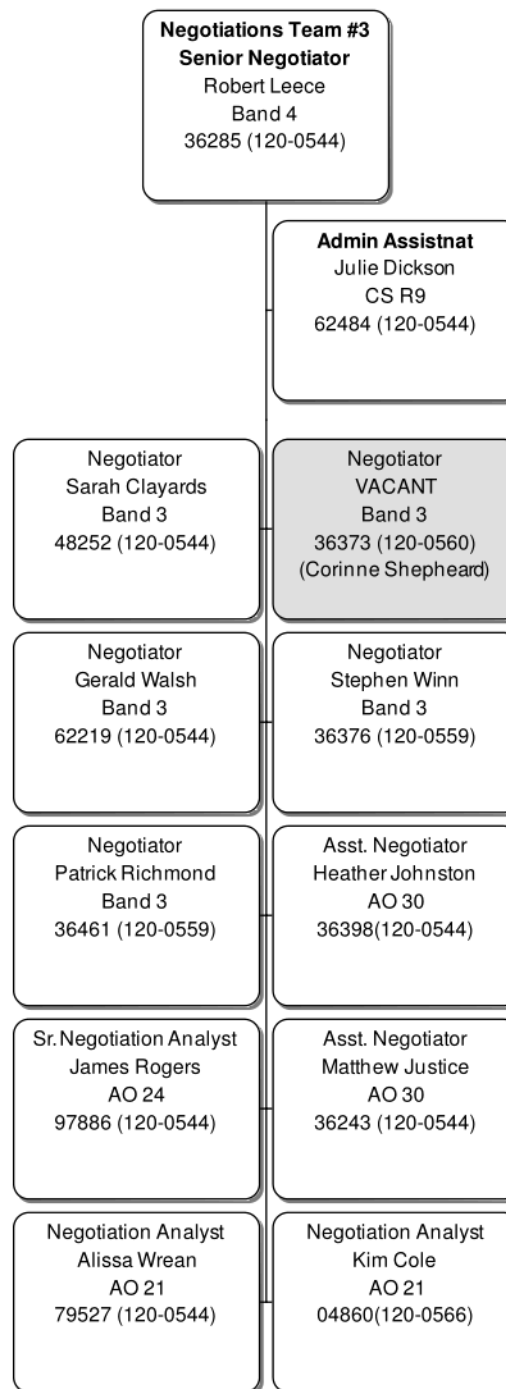
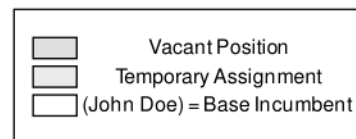




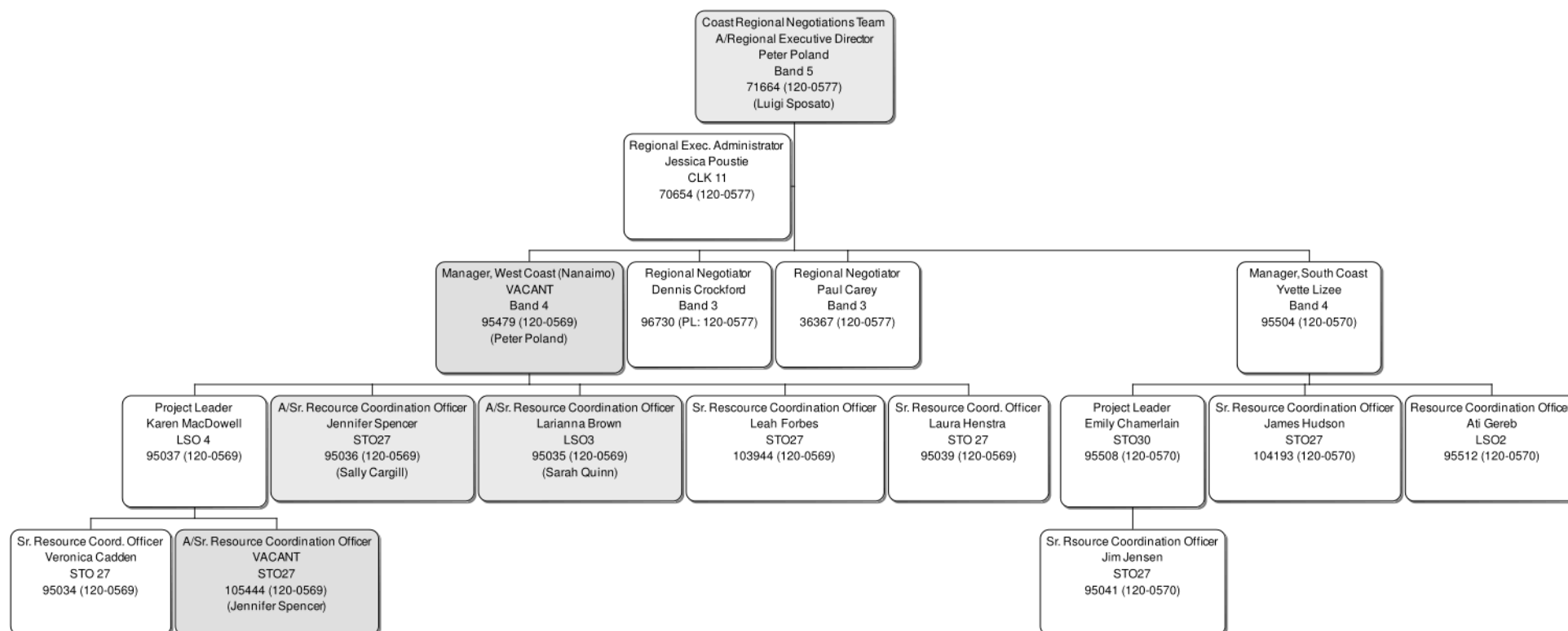




Ministry of
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and Reconciliation

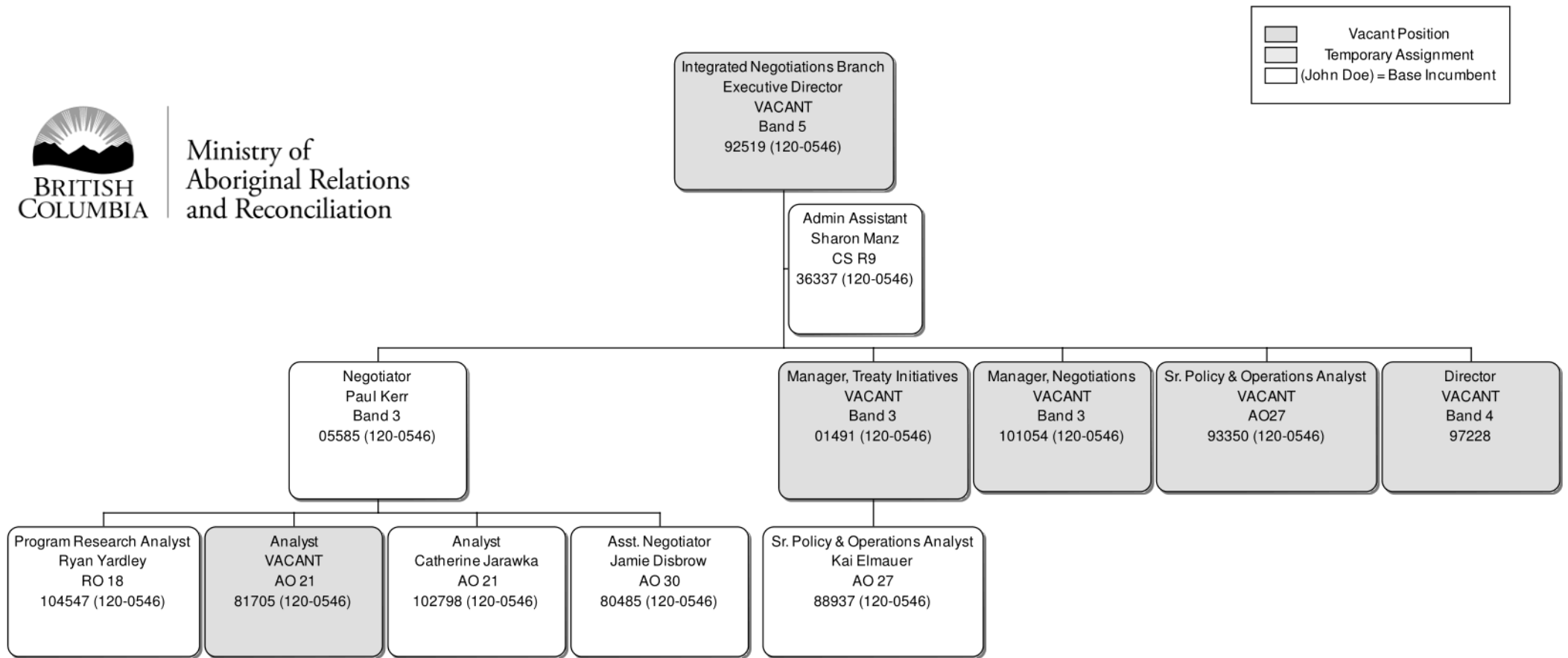






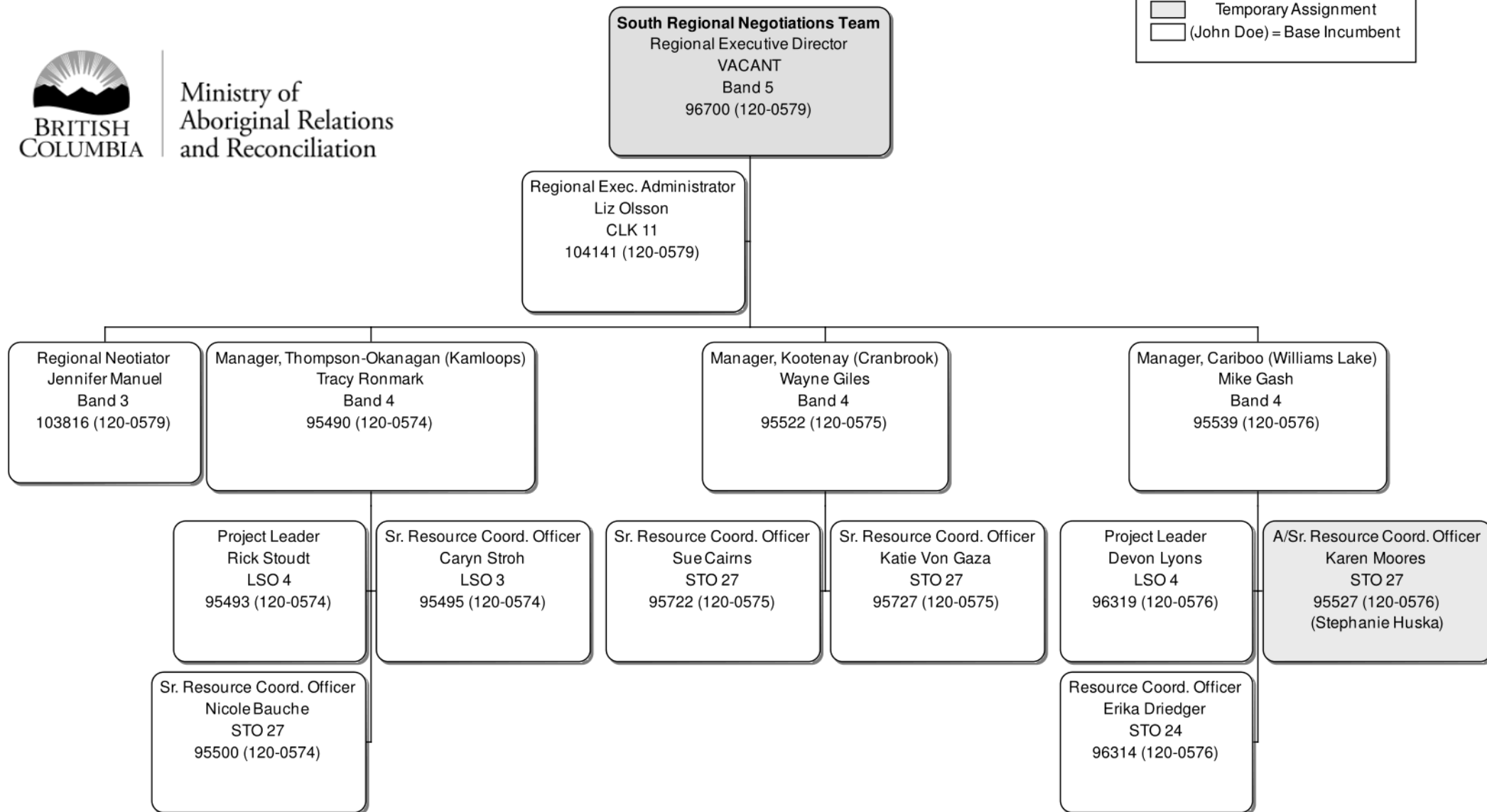


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Aboriginal Relations
and Reconciliation



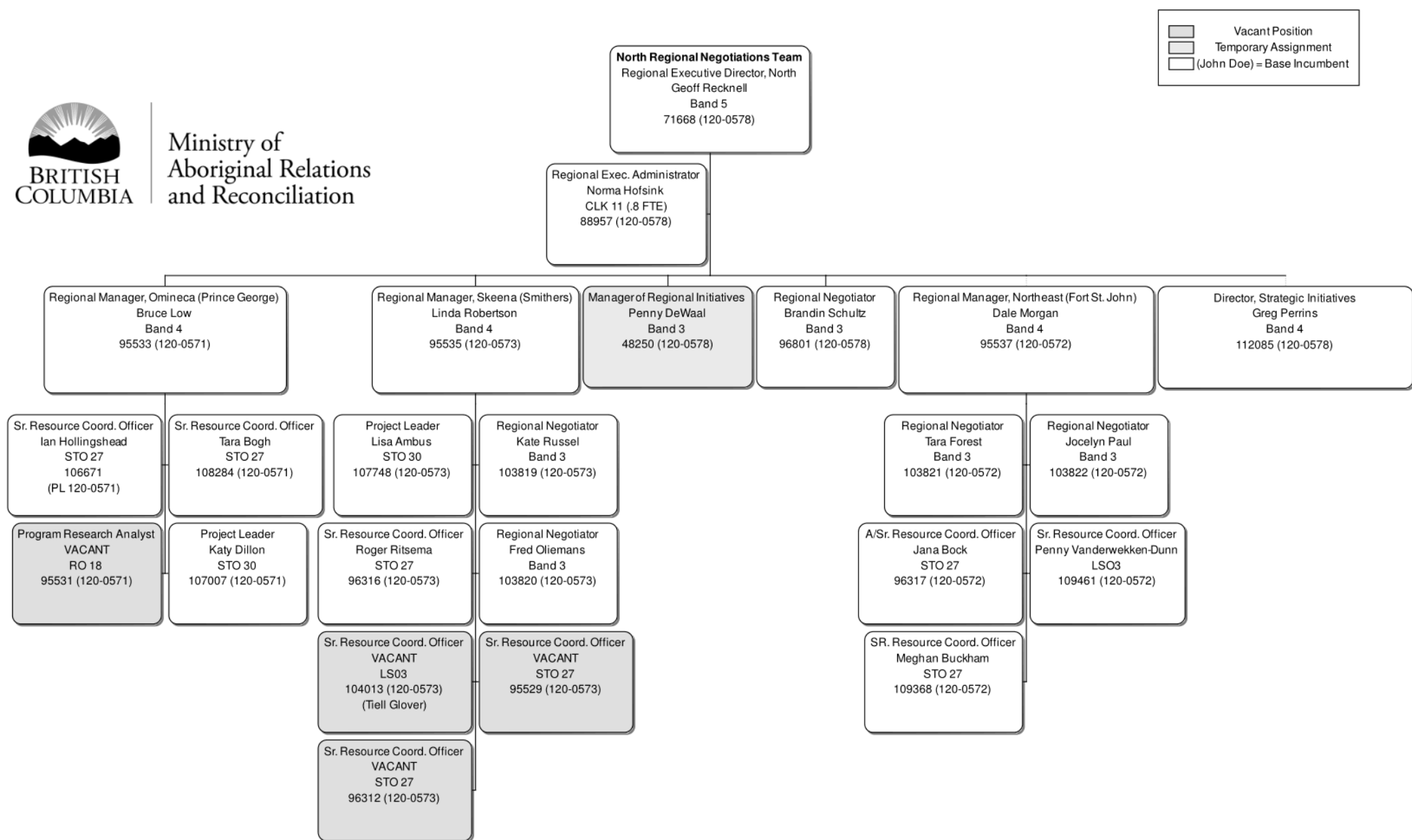


Ministry of
Aboriginal Relations
and Reconciliation





Ministry of
Aboriginal Relations
and Reconciliation



MINISTRY OF ABORIGINAL RELATIONS AND RECONCILIATION

2017 Budget Highlights

Ministry Budget

- MARRs 2017/18 budget is \$90.964M . This represents a \$5.192M or 6.1% increase from the previous year. The net budget increase is comprised of:
 - o \$1.679M net increase in the Ministry Operations Vote;
 - o (\$0.947M) net decrease in government transfers under the Treaty and Other Agreements Vote;
 - o \$0.200M increase in government transfers under the First Citizen Fund;
 - o \$4.260M increase in government transfer payments under the First Nations Clean Energy Business Fund.
- This budget will continue to allow MARR to effectively deliver its mandate.
 - o The lift in the Ministry Operations vote reflects government's continued commitment to facilitate First Nations engagement, consultation and negotiations to complete agreements that support resource development.
\$1.679M net increase is made up of: \$0.180M lift to cover negotiated wage increases for included staff; a \$0.008M lift due to a change to the benefit rate for 2017/18; \$1.0M funding for treaty implementation costs; and \$0.8M increase in socio-economic funding; offset by a (\$0.309M) reduction in temporary LNG funding.
 - o (\$0.947M) net decrease in the Treaty and Other Agreements vote is the result of:
 - \$1.339M increase for new and existing agreements with First Nations; offset by
 - (\$2.286M) increase in revenue sharing payments to First Nation
 - o The First Citizen Fund increase of \$0.200M is primarily due to increasing investment fund revenues.
 - o The First Nations Clean Energy Business Fund net expenditure increase of \$4.260M is because the forecast for how much money will be returned to the Fund through land and water rents associated with power projects has increased as projects come on-line and the percentage of revenues contributed to the fund will increase from 50% to 55% for next 3 years to support funding for diesel displacement in First Nations Communities. As the clean energy industry grows, we expect both expenditures and revenues to the fund will increase over time.

\$ millions	2016/17	2017/18	\$ Change	% Change
Vote 11 - Ministry Operations	39,211	40,890	1,679	4.3%
Vote 12 - Treaty & Other Agreements Funding	41,949	41,002	(947)	(2.3%)
Sub-Total	81,160	81,892	732	0.9%
First Citizens Fund	1,650	1,850	200	12.1%
First Nations Clean Energy Business Fund	2,962	7,222	4,260	143.8%
Total	85,772	90,964	5,192	6.1%

Resource Summary

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses (\$000)				
Negotiations & Regional Operations	14,097	14,184	14,291	14,291
Strategic Partnerships & Initiatives	19,687	21,360	20,930	20,202
Executive & Support Services	5,427	5,346	5,174	4,885
Treaty & Other Agreements Funding	41,949	41,002	41,079	41,422
First Citizens Fund	1,650	1,850	1,850	1,850
First Nations Clean Energy Business Fund	2,962	7,222	7,945	7,874
Total	85,772	90,964	91,269	90,524
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive & Support Services	1	1	1	1
Total	1	1	1	1

¹For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

*Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates.](#)"

MINISTRY OF ABORIGINAL RELATIONS AND RECONCILIATION

CAPITAL BUDGET - 2016/17 to 2019/20

\$000s

	2016/17 Restated	Change	2017/18 Estimates	Change	2018/19 Plan	Change	2019/20 Plan
Ministry Operations							
Furniture & Equipment	1	-	1	-	1	-	1
MINISTRY CAPITAL	1	-	1	-	1	-	1

FOR INTERNAL INFO ONLY

s.13

Core Business: First Nation Clean Energy Business Fund
ADM Responsible: Laurel Nash

First Nation Clean Energy Business Fund

- The Clean Energy Act (CEA), which received Royal Assent on June 3, 2010, enabled the creation of the First Nation Clean Energy Business Fund (FNCEBF). The FNCEBF aims to promote increased Aboriginal community participation in the clean energy sector within their asserted traditional territories.
- The FNCEBF was provided an initial appropriation of five million dollars.
- The FNCEBF receives 50% of the eligible annual provincial clean energy rentals received from clean energy projects (e.g. run-of-river hydro-electric) established since CEA was enacted. Under the CEA, up to 75% of total project revenues contributed to the Special Account are allocated for revenue sharing agreements with First Nations. The remaining 25% of the revenue inflows are available to fund First Nation clean energy projects.
- The FNCEBF therefore has three funding streams available to First Nations - Capacity , Equity Funding and Revenue Sharing:
 - Total Capacity Funding is limited to \$50,000 per First Nation community; and maximum Equity Funding is up to \$500,000 per applicant.
 - Revenue sharing is based on new, net, incremental revenues derived from water rentals and/or land rents that the Province receives from eligible clean energy projects within First Nations traditional territories.
- Funding for capacity and equity projects is application driven. First Nations apply for funding in these two categories and there is an evaluation process. There are two intakes each year at the end of January and May.
- To date there have been 15 rounds of intakes committing a total of \$8.72 million for capacity and equity funding to 117 Aboriginal projects - including 15 equity agreements totaling \$4.903M. The ministry has also signed 50 Revenue Sharing Agreements with a total of 37 First Nations providing \$4.12M in total payments to date.
- For fiscals 2017/18 to 2019/20, FNCEBF will receive an additional 5% in overall eligible project revenues (55% in total revenues) to support diesel displacement initiatives with remote First Nation communities. The additional revenues are expected to be \$2.1M into the FNCEBF over three years.
- The fund can now be considered a self-sustaining program as a result of significantly increased annual revenue inflows from eligible clean energy projects that are now going into commercial operation. s.13,s.17

Core Business: First Citizens Fund
ADM Responsible: Laurel Nash

- The First Citizen's Fund (FCF) was established in 1969 as a perpetual fund "for the purposes of advancing and expanding the culture, education and economic opportunities and the position of persons of North American aboriginal ancestry who are ordinarily resident in British Columbia".
- The Minister of Aboriginal Relations and Reconciliation has the authority under Section 4 of the *Special Accounts Appropriation and Control Act* to establish annual spending targets for the earned revenue of the fund.
- The Fund is a special account within government's Consolidated Revenue Fund that is prohibited, as a "perpetual fund", from spending its principal - investments are therefore restricted to low risk interest bearing investments, to date primarily government bonds. The current principal in the fund is \$66.49 million.
- The FCF has been negatively impacted by poor market performance and historically low rates of return on investment dating back to the economic downturn in 2008. Program funding since that time has been sustained by drawing down on the accumulated surplus (retained earnings) that had previously been built up in the FCF. That surplus has now been expended.
- The annual returns on the principal of the fund available to spend:
 - 2017/18: \$1.85 million (\$200k increase in returns)
 - 2016/17: \$1.65 million
 - 2015/16 \$1.65 million
 - 2014/15: \$1.69 million
- The \$200k increase in annual returns for 2017/18 is the result of reallocating bond investments into higher interest bearing corporate bonds starting this fiscal year.
- Over the past 3 fiscal years the total amount of funding provided to aboriginal programs from FCF has been:
 - s.13,s.17
 - 2015/16: \$2.83 million
 - 2014/15: \$3.03 million
- The shortfall between annual returns and annual expenditures from the Fund has been made up through expending surplus funds within the FCF itself (now depleted), support from annual ministry operational savings, and access to general contingencies.

Page 066 to/à Page 067

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s.12;s.16;s.13

A. Organization

Divisional Overview

Deputy Minister and Associate Deputy Minister's office

ADM Responsible: Neilane Mayhew, Associate Deputy Minister and Chief Operating Officer

Core Business/Program Area Description/Critical Business Processes:

Serving the Deputy Minister and Associate Deputy Minister, two ministry divisions and eight regional offices, the Ministry of Aboriginal Relations and Reconciliation's (MARR) Deputy Minister's Office (DMO) is responsible for corporate operations and strategic planning, and provides services and support across the ministry. Because MARR is a relatively small ministry, the MARR DMO provides leadership and expertise to deliver a wide range of corporate services, planning and programs, and encompasses all centralized Ministry-wide services, some of which are often stand-alone units in other organizations (such as a corporate planning, human resources or a communications branch).

The DMO is responsible for corporate planning and performance which includes developing the ministry's service plan and strategic plan and coordinating plan implementation; ministry performance monitoring, measurement and reporting, including ministry and division business planning; and the ministry's risk management program. DMO staff serve primary liaison function for Ministers and Premier's Offices, and Government Communications and Public Engagement. And the DMO team leads other strategic initiatives such as innovation, change management, business improvement, culture/engagement, and human resources projects, and plans and delivers the annual First Nations-Cabinet Leaders' Gathering. Communications services provided by the DMO include issues management, internal communications, public information (1-800 line and internet), writing and editorial services, and stakeholder and third party engagement.

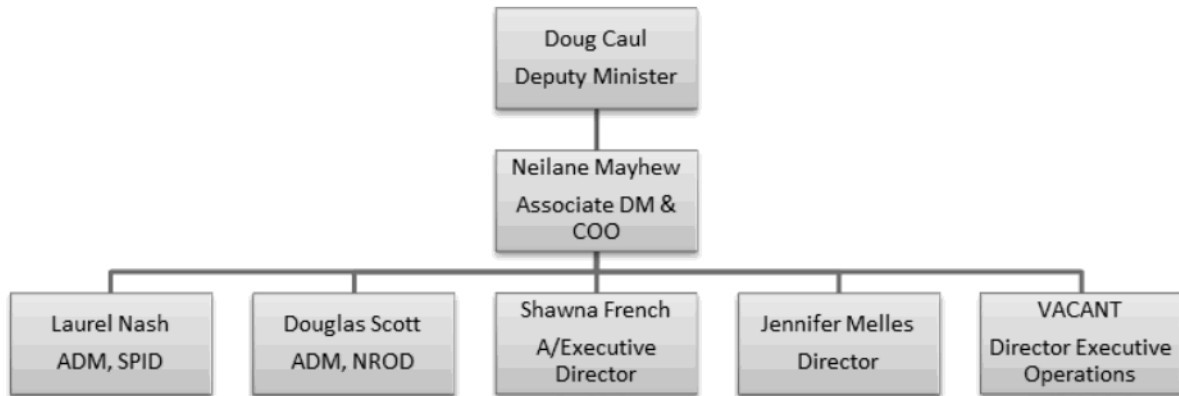
Corporate services include management of the ministry's submissions process and coordination of decision documents to Minister, Treasury Board and Cabinet; process and responses related to Freedom of Information and privacy management; all executive correspondence (DM, Associate DM, Parliamentary Secretary, Minister, Premier); secretariat responsibilities for several internal and external committees including the Deputy Minister's Working Group on First Nations; central records and information management; and facilities, corporate training, and supply services.

Budget:

Full Time Equivalent (FTEs): 24

Related Legislation: Not Applicable

Organizational Chart:



A. Organization

Divisional Overview

Strategic Partnership & Initiatives Division

ADM Responsible: Laurel Nash, Assistant Deputy Minister

Core Business/Program Area Description/Critical Business Processes:

The Strategic Partnerships and Initiatives Division (SPID) is one of two divisions in the ministry. The major function of the division is to lead and support government's reconciliation mandate. This includes:

- Providing expertise and advice to support and lead the negotiation and implementation of agreements with aboriginal peoples;
- Providing corporate leadership to government Ministries and agencies on reconciliation, initiatives, policy and strategies; and,
- Working directly with Aboriginal communities to improve socio-economic outcomes for Aboriginal people.

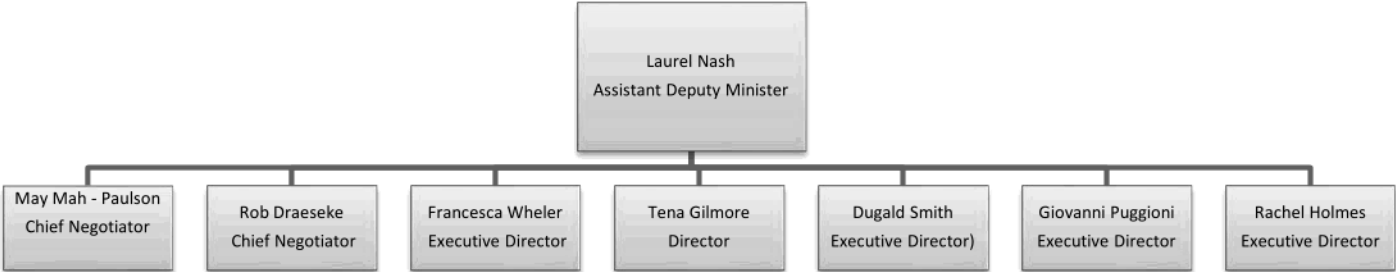
The division provides key guidance and support to the Negotiation and Regional Operations Division (NROD), the Natural Resource sector, and other agency partners and stakeholders by providing tools, including policy, fiscal, and lands advice and expertise to support negotiations and implementation of agreements and initiatives with First Nations and Aboriginal people. SPID develops mandates and policies and negotiates provincial interests with the federal government at treaty and non-treaty tables, and plays a lead role on provincial initiatives for closing the socio-economic gaps for Aboriginal peoples. SPID has a central role in developing government's reconciliation strategies through policy development, and providing expert guidance and advice to support and lead negotiations with First Nations and the federal government.

Full Time Equivalents (FTEs): 111

Budget: \$19,687,000 for FY16/17

Related Legislation: Not applicable

Organizational Chart:



A. Organization

Core Business: First Peoples' Cultural Council (FPCC)

ADM Responsible: Laurel Nash

- The First Peoples' Cultural Council is a Crown Corporation established by the Province in 1990 by the *First Peoples' Heritage, Language and Culture Act* (the Act) (http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96147_01).
- FPCC is governed by a Board of Directors comprising of up to 13 members. In addition, the Board is supported by a 34-member Advisory Committee, with one representative for each of the First Nations language groups in British Columbia.

FPCC's mandate includes:

- Providing funding and training supports to organizations, programs, cultural centres and individuals to support the revitalization of Aboriginal languages, arts and culture in British Columbia.
- Supporting and advising ministries of government on initiatives, programs and services related to Aboriginal heritage, language, culture and arts.
- Advising the government on the preservation and fostering of Aboriginal languages, arts and other aspects of cultural development of Aboriginal peoples throughout British Columbia.

Financial Information:

- In recent years, FPCC has had an overall budget of approximately \$4M annually with the majority of its revenues coming from the Ministry of Aboriginal Relations and Reconciliation (MARR), the Federal Government, the BC Arts Council, Margaret A. Cargill Foundation, and the New Relationship Trust.
- Since 2007, MARR has contributed between \$1.051M and \$1.451M annually to FPCC.
- MARR provides funding to FPCC through its base budget, as well as through the First Citizen's Fund (FCF), an interest-driven investment fund. Despite recent declines in annual revenues from the FCF, MARR has been able to maintain an annual commitment of at least \$1.051M to FPCC to date.
- Over the past ten years, FPCC has consistently requested an increase in funding from the Province and to work with MARR on a Treasury Board submission to address this matter. In recent years, MARR had to decrease FPCC's funding due to poor returns on the FCF.

Issue:

- s.13,s.16

Appendices:

1. FPCC Mandate Letter 2017-18
2. FPCC Service Plan 2017-18 to 2017-20
3. FPCC Annual Service Plan Report 2015-16

A. Organization

4. FPCC Board and CEO Biographies
5. FPCC Board & Advisory Committee Membership Status

Page 074 to/à Page 078

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s.16;s.13

First Peoples' Cultural Council

2017/18 – 2019/20 SERVICE PLAN

February 2017



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

Tracey Herbert, Chief Executive Officer

1A Boat Ramp Road
Brentwood Bay, B.C. V8M 1N9
Tel. 250-652-5952
Fax 250-652-5953

info@fpcc.ca

or visit our website at
www.fpcc.ca

Accountability Statement

The 2017/18 - 2019/20 First Peoples' Cultural Council (FPCC) service plan was prepared by staff under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of November 25, 2016 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles, FPCC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of FPCC's operating environment, forecast conditions, risk assessment and past performance.

Cynthia Callison



FPCC Board Chair

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Strategic Direction and Context

Strategic Direction

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

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

Operating Environment

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

Language

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

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

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

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

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

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

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

Arts

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

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

Operations

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

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

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

Performance Plan

Goals, Strategies, Measures and Targets

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

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

Strategies

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

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

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

Data Source:

¹ FirstVoices website

Discussion

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

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

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

Performance Measure 1.2: Number of mentor-apprentice teams

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

Data Source:

¹ Language department files

Discussion

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

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

Performance Measure 1.3: Number of active language nests

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

Data Source:

¹ Language department files

Discussion

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

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

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

Strategies

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

Performance Measure 2.1 : Number of arts projects funded

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

Data Source:

¹ Arts department files and database

Discussion

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

Performance Measure 2.2: Number of language and culture projects funded

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

Data Source:¹ Language department files**Discussion**

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

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

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

Data Source:¹ Arts and Language department files**Discussion**

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

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

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

Data Source:¹ Arts, FirstVoices and Arts department files

Discussion

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

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

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

Strategies

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

Performance Measure 3.1: Social media reach

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

Data Source:

¹ Twitter, Facebook, YouTube and Flickr subscriber counters.

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

Discussion

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

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

Performance Measure 3.2: Website traffic and app downloads

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

Data Source:

¹ Google Analytics and Funnel Web Analyzer

Discussion

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

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

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

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

Data Source:

¹ Information collected by project managers

Discussion

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

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

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

Strategies

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

Performance Measure 4.1: Number of active and ongoing partnerships

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

Data Source:

¹ List of active and ongoing partnerships

Discussion

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

Performance Measure 4.2: Grants delivered to communities

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

Data Source:

¹ Audited financial statements

Discussion

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

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

Financial Plan

Summary Financial Outlook

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

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

Key Forecast Assumptions

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

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

Management Perspective on Future Financial Outlook

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

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

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

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

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

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

Appendix A

Hyperlinks to Additional Information

Section	Hyperlink
Organizational Overview • Mission, vision, values • Legislation and mandate • Overall benefit or service • Principal partners and stakeholders • How services are delivered • Location	www.fpcc.ca/about-us
Programs and Special Projects • Language programs • Arts programs • Culture and heritage programs • FirstVoices • Endangered Languages Project • Our Living Languages exhibition • FPCC mapping projects	www.fpcc.ca/language/programs www.fpcc.ca/arts/programs www.fpcc.ca/culture/projects www.fpcc.ca/language/FirstVoices www.fpcc.ca/language/ELP www.fpcc.ca/language/exhibition www.fpcc.ca/language/language-map
Corporate Governance • Board of Directors • Advisory Committee • Board Committees • Senior Management • Governance Principles • Whether FPCC info adheres to BRDO • Performance Management Systems	www.fpcc.ca/about-us/governance www.fpcc.ca/about-us/board www.fpcc.ca/about-us/advisory www.fpcc.ca/about-us/performance
First Peoples' Cultural Institute	www.fpcc.ca/culture/institute
First Peoples' Language Map of British Columbia	https://maps.fpcc.ca
List of Indigenous languages in British Columbia	www.fpcc.ca/files/pdf/fpcc_language_dialect_list_2013.pdf
Report on the Status of B.C First Nations Languages in B.C.	www.fpcc.ca/language/status-report

First Peoples' Cultural Council
2015/16
ANNUAL SERVICE PLAN REPORT



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www.fpcc.ca

Board Chair's Accountability Statement

The *First People's Cultural Council 2015/16 Annual Service Plan Report* compares the corporation's actual results to the expected results identified in the *2015/16 - 2017/18 Service Plan*. I am accountable for those results as reported.



Marlene Erickson
Board Chair

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Chair/CEO Report Letter

On behalf of the Board of Directors and First Peoples' Cultural Council (FPCC) staff, we are pleased to submit our *2015/16 Annual Service Plan Report*.



In 2015, FPCC proudly celebrated its 25th year of operations. We had much to celebrate. Since 1991, FPCC has delivered \$37,906,696 in funding to support language revitalization in First Nations communities. In 2015/16, we were able to push this above \$40 million by providing an additional \$2,468,000 in grants to 159 First Nations communities, individuals and groups. A full list of this year's recipients can be found in Appendix C.



We also faced uncertainty. FPCC was not able to secure additional funding for communities to upload new language content to the FirstVoices archives (resulting in a content increase of less than 1% from the previous year); however, the website itself has been under construction to improve its interface and the organization and indexing of data thanks to new funding from the Ministry of Aboriginal Relations and an in-kind contribution from the Ministry of Advanced Education. We continue to reach out to new funders and educate policy makers about the benefits of investing in languages; we are hopeful that this will ultimately allow us to fund the important work of documenting all of B.C.'s languages before all of the fluent speakers are gone.

The FPCC Arts Program has continued to flourish, thanks to funding from the New Relationship Trust, the BC Arts Council and the Margaret A. Cargill Foundation, which provided another three years of funding to FPCC. FPCC was also pleased to enter into a partnership with BC Ferries to select the artwork that will adorn the sides of the three new Salish Class ferries. In August, FPCC issued a call to Coast Salish artists and in January three artists were selected.

We are proud to report that the award-winning "Our Living Languages" exhibition, which was created through a partnership between FPCC and the Royal BC Museum, was visited by Perry Bellegarde, National Chief of the Assembly of First Nations as well as Members of Parliament, Members of the Legislative Assembly, community leaders and thousands of visitors. The exhibition showcases the beauty and complexity of our 34 languages in B.C. and is open until 2017.

The hard work of our staff continue to pay dividends in raising awareness about FPCC and its programs and objectives at an increasing number of events, conferences, workshops and community visits – 53 in all in fiscal 2015/16, which dramatically exceeded our target for this measure.

In addition, we are pleased to highlight our continuing work to implement the Government of British Columbia's Taxpayers' Accountability Principles (TAP). FPCC continues to make progress with respect to the expectations outlined in the 2015/16 Mandate Letter sent by the Minister of Aboriginal Relations and Reconciliation (MARR):

- We have fulfilled our obligations under the 2015/16 Service Level Agreement with government.

- We have sought qualified candidates for recommendation to the Advisory Committee to ensure representatives from 34 B.C. First Nations languages.
- We organized and implemented Board training for new and existing Board members, which included training on TAP.
- We have strengthened community health and well-being by continuing to organize events that raise awareness about FPCC and First Nations arts, culture and languages such as the Mother Languages Day Twitter campaign and the unveiling of two pieces of artwork in partnership with BC Ferries.
- We have added this Letter from the Board Chair into the Annual Report.
- We have developed a Strategic Engagement Plan with MARR's Deputy Minister. Implementation is ongoing.

FPCC and MARR staff have collaborated to develop and implement a strategic engagement plan for 2015/16 to work more effectively together. Marlene has been meeting with Minister Rustad on a quarterly basis, which has strengthened communication and opportunities between MARR and FPCC.

As required, we have also provided opportunities for staff, board and executive members to learn more about the new Taxpayer Accountability Principles, the accountability framework, and the attendant expectations.

This is Marlene's last year as Chair of the First Peoples' Cultural Council. She says that it has been her pleasure to serve the organization and the First Nations of B.C.



Marlene Erickson
Board Chair



Tracey Herbert
Chief Executive Officer

Purpose of the Organization

FPCC has been offering services and programs to support First Nations language, arts and culture revitalization in British Columbia since 1990. Our role is to monitor the status of First Nations languages, cultures and arts, and to develop strategies that assist communities to recover and sustain their heritage. We serve our stakeholders and partners by providing programs and initiatives for heritage, language, arts and culture revitalization.

We serve 203 B.C. First Nations, 34 languages, 61 language dialects and a number of First Nations arts, culture and educational organizations.

FPCC 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*. See: <http://www.fpcc.ca/files/PDF/fphlcc-act-2011.pdf>

The following are the key activities of the organization:

- Provide opportunities for First Nations communities in B.C. to receive funding for language and arts projects
- Work in partnership with First Nations communities to revitalize and archive First Nations cultures and languages and restore fluency in First Nations languages
- Develop programs and community development resources to encourage the revitalization of First Nations languages, arts and culture
- Offer a network of information and opportunities to First Nations artists and language champions
- Educate and share information with people in B.C. about First Nations languages, arts and culture
- Advise government on programs and issues related to First Nations languages, arts and culture
- Advocate for B.C. First Nations languages, arts and culture
- Provide training in language revitalization, archiving and immersion programs

For more information about FPCC, see Appendix A.

Strategic Direction and Context

British Columbia is the only province in Canada that has established a Crown corporation that leads First Nations heritage, language, culture and arts initiatives. FPCC serves British Columbians by ensuring the protection and heritage of the land and peoples upon which the province is built. The *2016-17 Mandate Letter* is available at <http://www.fpcc.ca/about-us/reports>.

FPCC is fully compliant with the government's Taxpayer Accountability Principles (TAP), which require Crown corporations to adopt principles of cost consciousness, accountability, appropriate compensation, service, respect and integrity.

Operating Environment

British Columbia is Canada's most linguistically diverse region with approximately 60% of all Canada's First Nations languages originating here. However, First Nations languages across Canada are in steep decline due to a number of factors, including social, industrial and cultural pressures from the dominant English-speaking society and past policies of assimilation that manifested through the residential school system.

Our greatest ongoing challenge is the significant scope of our work. This is exacerbated by the ongoing loss of fluent speakers as remaining Elders pass away.

According to the *2014 Status of B.C. First Nations Languages* report¹:

- Fluent speakers of a First Nations language make up 4.08% of the total B.C. First Nations population, a decrease of approximately 1% over the past four years
- Semi-fluent speakers have increased by 3,144, and now make up 9.32% of the total population
- 59% of fluent First Nations language speakers are aged 65 and over
- First Nations language learners make up 9.14% of the total provincial population, down from 11% in 2010
- 117 communities (63%) have access to a FirstVoices.com archive of their language.

FPCC's annual operating budget for 2015/16 was \$3,998,000, the majority of which is allocated to grants and initiatives that support successful First Nations community projects in B.C. We operate with a small team of 10 core staff.

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

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

To address some of the capacity challenges, we have been offering resources and training that encourages communities to undertake their own language revitalization work, even if they have not received funding through the organization.

¹ All statistics are based on the survey sample comprised of 185 out of 203 First Nations communities, with a total population of 129,730. <http://www.fpcc.ca/language/status-report/>

Report on Performance

In addition to the following goals, related strategies, performance measures and targets, FPCC is implementing TAP in partnership with MARR. In 2015/16, FPCC developed and is now implementing an evaluation plan, which is intended to measure FPCC's health and performance against TAP. FPCC is also fulfilling its obligations as set out in the *Mandate Letter*.

Goals, Strategies, Measures and Targets

Goal 1: *To provide programs and resources to support B.C. First Nations communities in realizing their vision for the revitalization of their arts, culture and languages – so that the wealth of B.C. First Nations arts, culture and languages are preserved, accessible, recognized and valued.* Note: This demonstrates the TAP principles of service, respect and integrity.

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, which also aligns with the Government's *Mandate Letter*. Therefore, this goal, and its accompanying strategies and performance measures are the most basic means of assessing our performance.

Performance Measure 1.1: Number of arts projects funded

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of arts projects funded	52	65	109	60	77	95	95

Discussion

This measure monitors our support of arts projects and Aboriginal artists in B.C. The amount delivered this year was \$877,000 to 77 projects under two programs: the Aboriginal Arts Development Awards and the Aboriginal Youth Engaged in the Arts. The results were well above target, managed in part from the remaining funds of a three-year grant provided by the Margaret A. Cargill Foundation (MACF) in 2013. This demonstrates TAP principles of efficiency and integrity. The targets for the next two years have been increased to reflect the new three-year commitment from MACF.

The data for this measure is provided by the arts department's databases.

In the table below we have provided a list of the number of applicants, total requested, number of successful applicants and total awarded for each of the arts programs.

Aboriginal Arts Development Awards

Category	# of Applicants	Total Requested	# of Successful Applicants	Total Awarded	Funding Partner
Individual	43	\$218,084	21	\$100,475	BC Arts Council (\$100,475)
Sharing Traditional Arts	27	\$290,702	20	\$203,380	BC Arts Council (\$105,380); NRT (\$75,000); MACF (\$23,000)
Organizations and Collectives	32	\$748,050	14	\$247,145	BC Arts Council (\$220,145); MACF (\$27,000)
Arts Administrator Internships	6	\$169,910	5	\$139,000	BC Arts Council (\$39,000); NRT (\$75,000); MACF (\$25,000)
Total for AADA	108	\$1,426,746	60	\$690,000	

Aboriginal Youth Engaged in the Arts

Category	# of Applicants	Total Requested	# of Successful Applicants	Total Awarded	Funding Partner
Aboriginal Youth Engaged in the Arts Year 3	17	\$197,125	17	\$187,000	BC Arts Council

GRAND TOTALS FOR FPCC ARTS PROGRAMS	125	\$1,623,871	77	\$877,000	
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See Appendix C for a detailed listing of individuals, communities and groups funded and the amounts.

Performance Measure 1.2: Number of language and culture projects funded

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of language and culture projects funded	65	72	68	55	82	60	60

Discussion

Monitoring the number of language/culture projects we fund demonstrates our ability to support Indigenous language programs in B.C. These programs are essential to the revitalization of First Nations culture and the rich learnings carried in each one of the languages. In 2015/16, we exceeded our targets, delivering \$2,467,000 in funding to 82 projects. This was despite not receiving any funding to deliver grants to communities to upload content to FirstVoices, our language archiving tool. As we are working with four plus partners to provide funding to language projects, the annual funding often fluctuates and depends on the success of project proposals. Thus, it is our intention to maintain lower targets for this measure in future years.

The data for this measure is provided by the Language department's databases.

In the table below we have provided a list of the number of applicants, total requested, number of successful applicants and total awarded for each of the language programs.

Category	# of Applicants	Total Requested	# of Successful Applicants	Total Awarded	Funding Partner
B.C. Language Initiative	26	\$407,470	13	\$190,735	MARR: \$40,735 NRT: \$150,000
Aboriginal Languages Initiative	52	\$1,578,998	24	\$720,420	Department of Canadian Heritage
Pre-school Language Nest	17	\$365,500	10	\$212,376	FPCF (\$127,376); NRT (\$85,000)
Mentor-Apprentice	29 (+ 10 returning)	\$627,900	14 (+ 10 returning)	\$285,196	MARR (\$77,878); NRT (\$200,000); FPCF (\$7,318)
Language Revitalization Planning	11	\$220,000	10	\$182,308	MARR (\$82,308); NRT (\$100,000)
FirstVoices	Not funded				
Total				1,591,035	

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

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of B.C. First Nations languages archived on FirstVoices.com	8.12%	8.7%	9.08%	12%	9.1%	19%	20%

Discussion

The percentage of B.C. First Nations languages and dialects archived on FirstVoices is an important indicator of how much is left to do before we can consider the First Nations languages of B.C. completely documented in a digital library accessible to learners. As of April 1, 2016, community administrators have archived 9.1% of B.C.'s First Nations languages, an increase of 0.02%, which falls far of our target of 19%.

This has nonetheless been a busy year for FirstVoices. In 2014/15, we received \$300,000 from MARR to rebuild FirstVoices.com's software architecture, which includes upgrading to new technologies that will improve the organization and indexing of data. An additional \$300,000 was provided in in-kind development services from the Ministry of Advanced Education. The new FirstVoices website has been under development throughout this fiscal year and will be launched in 2016/17.

The next step is uploading language content (words and phrases in all of B.C.'s 34 languages). Unfortunately, we have not received any funding for communities to upload content to the tool, making it difficult to achieve this target. However, with archiving a priority, we anticipate being able to successfully raise funds for this important language resource, which will allow us to meet this target in future years.

The data for this measure is provided by FirstVoices departments' databases.

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

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
New resources to support language and arts projects	32	10	13	10	11	10	10

Discussion

The number of resources we create in a year links directly with our goal of supporting British Columbia First Nations communities in realizing their visions for the revitalization of their language, arts and cultures. While funding support is critical for the success of these community initiatives, communities also need the guidance of experts and access to information and technology to support their efforts. Accordingly, each year, staff at FPCC create and distribute a number of resources that support communities in their revitalization efforts. In 2015/16, we provided 11 new resources to support language projects, just above our target. The resources included:

- An updated Language Needs Assessment, which is filled out by each project applicant and provides a picture of the status of B.C. Aboriginal languages through a database and analysis
- Translations of the Endangered Language program into eight new languages (a partnership with Middlebury Institute of International Studies)
- Two new FirstVoices apps – one for iOS and one for Android devices – to allow First Nations youth to type in their languages

The data for this measure is provided by the Language and FirstVoices department managers.

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.* Note: This demonstrates the TAP principle of service.

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

Ensuring FPCC is well known to government decision-makers, First Nations leaders and the public – for example, through our website, social media channels, events and conferences – is important for raising awareness about the issues and benefits of Indigenous arts, cultures and languages in B.C. Our communications also provide critical information and resources to Aboriginal people in B.C. related to our programs.

Performance Measure 2.1: Number of communications contacts

Performance Measure	2012/13/ Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of communications contacts	5,463	8,288	12,231	8,400	14,487	N/A ²	N/A

Discussion

This performance measure is an indication of the success of our communications efforts, both in getting information out to our target audiences and building a presence for the organization in the larger community. Our communications contact list grew significantly this year to 14,487, driven largely by increasing use of social media. It includes (as of May 3, 2016):

- 36 B.C. and national arts administrators
- 46 FirstVoices administrators
- 102 Arts Map entries (an increase of 28 from last year)

² We will not be tracking this starting in 2016/17

- 17 Endangered Languages Project (ELP) Governance and advisory members
- 22 new institutional contacts for ELP
- 8,329 Twitter followers (increase of 1,618)
- 4,255 Facebook Followers (increase of 3,348)
- 205 First Nations communities/Bands
- 649 general arts list serve contacts
- 826 subscribers to electronic communications (increase of 353)

Data is provided by our web-based content management system, communications contacts databases and our social media reports; it includes individuals from government, First Nations leadership and members of the public who follow us through social media channels.

Performance Measure 2.2: Website traffic and resource downloads

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Website traffic and resource downloads	576,337 Visits	676,797 Visits; 4,610 Downloads	916,077 Visits; 3,383 Downloads	610,000 Visits; 3,500 Downloads	921,492 visits; 4,051 Downloads	620,000 Visits; 3,500 Downloads	630,000 Visits 3,500 downloads

Discussion

Monitoring our website traffic and downloads of online resources is a valuable way to measure our ability to communicate our message and the value FPCC provides in relation to B.C. First Nations arts, language and culture.

In 2015/16, traffic to our websites was as follows (website visits):³

- FirstVoices.com (main website): 598,184 (increase of 7,658) (FW)
- FirstVoices.com (members' website): 59,583 (increase of 3,723) (FW)
- FirstVoices Kids: 108,479 (decrease of 19,433) (FW)
- FirstVoices Language Tutor – Learner Website: 16,990 (increase of 6,240) (FW)
- FirstVoices Language Tutor – Builder Website: 31,145 (increase of 3,342) (FW)
- Fpcc.ca (FPCC main website): 40,124 (increase of 3,034) (GA)
- Maps.fphlcc.ca (Language Map): 64,011 (increase of 587) (GA)
- First Peoples' Arts Map: 2,976 (increase of 264) (GA)

TOTAL VISITS: 921,492

The total number of visits exceeds the target number by 311,492. The increases can largely be attributed to visits to the FirstVoices websites, especially the FirstVoices main website and the FirstVoices main website. We can attribute this to the visibility of FirstVoices.com at the "Our Living Languages" exhibition, where it is a key feature. We will revisit the target for web traffic in the next Service Plan.

The total number of app downloads from FirstVoices was 4,051, which exceeded our target by 551.

³ Note: FW = Funnel Web Analyzer; GA = Google Analytics

Performance Measure 2.3: Number of events, conferences and community visits

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of events, conferences and community visits	New measure – not reported	25	29	25	53	25	25

Discussion

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

There was a real push in the last fiscal year to raise awareness about the organization year and it shows. We significantly exceeded our target for this measure with a total of 53 events, conferences and community visits. The number recorded here includes 35 events/conferences, 12 training events by the arts and language programs and 6 community visits by the language department. The data for this measure was self-reported by staff.

Goal 3: *To attract and retain a dedicated team of employees who contribute to the success of our organization and further our mandate.* Note: This demonstrates the TAP principles of efficiency, accountability and service.

Strategies

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

Discussion of Goal and Strategies

The information for this section is provided by a survey that is conducted every two years. There is no survey for 2015/16 and this measure will be discontinued due to lack of internal capacity to deliver the survey and analyze results. In the table below we are providing an account of our past performance in this area.

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

Performance Measure	2012/2013 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Percentage of employees who said they are engaged or highly engaged	78%	N/A	77%	N/A	N/A	N/A ⁴	N/A

Goal 4: *To create a sustainable organization that attracts investments from a diverse base of funders.* Note: This demonstrates the TAP principles of service and efficiency.

Strategies

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

Discussion of Goal and Strategies

FPCC depends on the support of its partners for funding, be they government agencies, private donors or foundations. The goal speaks directly to our strategic focus of diversifying our funding base. We also 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 around the world.

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

Performance Measure	2012/2013 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of active partnerships on programs and special events	New measure – not reported	16	8	5	10	7	7

Discussion

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 diverse partners builds a wide support base that helps ensure a sustainable organization.

⁴ This measure is being discontinued and will not appear in future reports.

We had 10 new partnerships in 2015/16, which is an increase of five from our target. We were able to exceed our target, thanks to participation in several special projects in 2015/16. In the most recent service plan, we revised our targets for 2015/16 and 2016/17 from 5 to 7 and will likely maintain this level moving forward.

Performance Measure 4.2: Contacts and meetings with potential funders

Performance Measure	2012/2013 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Contacts and meetings with potential funders	New measure – not reported	32	23	23	24	N/A	N/A

Discussion

This performance target measures our relationship-building efforts with potential funders via meetings and contacts throughout the year. We exceeded our target by one this year. As a result of consultation with staff in 2015 to make our performance measures more relevant, this measure has been discontinued and will not appear in the 2016/17 Annual Report.

Performance measure 4.3 Revenue from both new and ongoing sources

Performance Measure	2012/13 Actual	2013/14 Actual	2014/15 Actual ⁵	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Revenue from both new and ongoing sources	New measure – not reported	Ongoing: \$3.1M; New: \$675K	Ongoing: \$3.7M New: \$386K	Ongoing: \$3.1M; New: 300K	Ongoing: \$3.7M New: \$111K	N/A ⁶	N/A

The successful realization of our mandate requires stable ongoing sources of revenue that we can use to support our initiatives. This performance target measures revenue from new as well as existing sources, including governments, foundations and private partners. It includes cost-shared, matching and leveraged funds.

The ongoing amount has remained much the same from last year. However, the actual for “new” funding was significantly lower due to a challenging funding climate.

Note: Efforts to leverage new funding align with the TAP principle of cost-consciousness.

⁵ These numbers have been corrected.

⁶ Through extensive consultation with staff, we revamped the measures for this goal. As a result, this measure has been discontinued and will not appear in future reports.

Financial Report

Discussion of Results

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2016 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements, which we believe to be reasonable, based on information currently available, but these statements are subject to risks and uncertainties that may cause future actual results to differ from those forward-looking statements.

The Financial Resource Summary Table is reported in \$000s and the budget figures in the table are a forecast approved by the Minister of Aboriginal Relations and Reconciliation (MARR). The Auditor's Report is unqualified and financial statements are considered to fairly represent the financial position and operations of the First Peoples' Cultural Council (FPCC) for the year ended March 31, 2016. The historical information has been re-stated to break-out deferred revenue and correct the categorization of Grants from Non-Governmental Organizations previously aggregated into Interest and Other.

FPCC closed the year ended March 31, 2016 with a balanced budget on total operating revenues of \$3,999,000 as referenced by Net Income from Operations of \$nil. The Financial Resource Summary Table provides a summary of operating results for the year ended March 31, 2016 along with historical information.

Comparison of Actual Results Against Budget and Previous Year

The following commentary reflects the dollar values reported in the Financial Resource Summary Table and will only comment on material variances, which are over 1% (or \$38K) of the total gross budget for 2015/16. Items over this threshold for either the 2015/16 budget variance or the 2014/15 – 2015/16 variance will be commented on below if over the threshold, or noted as “NM” (not material) if under.

There are often additional resources brought into the organization from non-core funding sources and variances are common due to the fluid nature of outside organization's funding priorities. Unlike other government departments with fixed budgets, FPCC acts as a non-profit and applies for funding by writing proposals throughout the fiscal year, relying on its partnerships with other organizations for revenue for operating, grants and program delivery. This funding is often one-time (or soft funding) and as a result, FPCC frequently encounters variances from its budget when funding is accessed late in the fiscal year. The nature of this type of funding is tenuous and does not provide a promise of continuity in future fiscal years, which also impacts comparability with the prior fiscal year. Accordingly, most of the variances commented on are a direct result of new funding provided late in either the current fiscal year (2015/16), or the prior fiscal year (2014/15).

As a result, FPCC employs a system of close monitoring and forecasting in the last quarter of the fiscal year and re-profiles resources where necessary to ensure a balance budget is maintained.

Operating Revenues:	2015/16 Budget Variance	2014/15 – 2015/16 Variance
Ministry of Aboriginal Relations & Reconciliation	NM	One time funding of \$300 K provided for FirstVoices.com maintenance and the rebuild project.
New Relationship Trust	NM	Difference of \$50 K, a result of a one-time deferral related to development of the FirstVoices.com app, which was part of the planned FirstVoices rebuild project.
BC Arts Council	Increase in funding of \$202 K related to the new Aboriginal Youth Engaged in the Arts Program. At the time the service plan was developed, there was still uncertainty about whether this funding would continue into the 2015/16 fiscal year.	NM
Grants from Federal Ministries	A combination of a decrease in funding from the Department of Canadian Heritage (\$30 K) and a repayment of prior year unexpended funding (\$11 K).	NM
Grants from Non-Governmental Organizations	Funding in this category is primarily from non-core sources and budget variances are often a result of the difference between estimates used in the budget planning cycle and what was actually realized after the budget planning cycle has completed for the year. Additionally, changes in the timing of project delivery can cause variances from estimates where grant revenue will either be deferred or returned to the funder. Budget variances for 2015/2016 resulted from a combination of FPCF (-\$28 K), Margaret A Cargill (\$128 K), BC Ferries and First Nations Health realized revenue vs estimate (-\$55 K)	Funding in this category is primarily from non-core sources and year-to-year variances will occur due to new funders being added and other funders dropping due to reaching the end of funding for a specific project. During the prior year, projects with Google, University of Victoria and the Royal BC Museum had reached the end, and as a result, no revenue was realized from these sources in fiscal 2015/2016. This drop was partially offset by new funding agreements from BC Ferries and First Nations Health Authority.
Deferred Revenue	The budget variance is a result of miscoded Margaret A. Cargill revenue in the original service plan estimates that would have seen the revenue categorized in Grants from Non-Governmental Organizations instead of Deferred Revenue. The effects of correcting the miscode would leave no budget variance in this category with the changes affecting the budget variance in the Grants from Non-Governmental organizations revenue with FPCF (-\$28 K), Margaret A. Cargill (\$13 K), BC Ferries and First Nations Health realized revenue vs estimate (-\$55 K).	Deferred revenue will fluctuate on a year-to-year basis and will typically result from multi-year funding agreements that reach into future fiscal year(s) and revenue is recognized as expenses are incurred. Accordingly, year-to-year numbers are not expected to be consistent as the terms of funding agreements dictate the timing of Revenue and Expense recognition The 2014/15 fiscal year saw recognition of revenue for specific projects that had been deferred from 2012/13 (Margaret A Cargill) and 2014/15 (BC Arts Council).

Operating Expenses:	2015/16 Budget Variance	2014/15 – 2015/16 Variance
Grants	Overall grants expenses increased throughout the year as a result of a combination of smaller project grants from various funders such as Heritage Branch and the First Nations Health Authority.	The decrease of grant expenditures is a combination of one time MARR FirstVoices funding in the prior year, the Margaret A. Cargill Foundation, and a combination of other smaller project grants.
Salaries and Benefits	NM	Term positions were added to provide staff for smaller funded projects added during the year, as well as to undertake specific projects for FPCC, which resulted in increased salaries and benefits costs from the previous fiscal year.
Purchased Services	Purchased services are direct program/project delivery costs that are contracted out. The variance of (\$145 K) resulted from a combination of new projects funded during the year that were not anticipated at the time the service plan was prepared and an internal re-profiling of resources completed. Projects such as FirstVoices.com (\$50 K) and First Nations Health Authority (\$38 K) and a combination of smaller projects and project related expenses are included in this category.	The variance of (\$42 K) is mainly due to an influx of additional program funding in late 2014/15 which increased costs specific to these projects. Since these projects provided one-time funding, continuity of these expenses would not extend into the current fiscal year.
Professional Fees	Professional fees encompass Audit/Accounting, Legal, and Contracted Services. The variance of \$72 K related to resources that were re-allocated to other areas of the organization such as Purchased Services as they were not required in this area as anticipated.	NM
Office Overhead	Office Overhead aggregates all costs of operating / maintaining office space and administrative functions. There are a large number of small variances that make up the variance of (\$68 K) which included Office Phone/Fax/Cell (\$13 K), Travel (\$19 K), Administration Fees (\$29 K), plus a number of smaller items.	NM

Capital Expenditures

There were no significant capital expenditures for fiscal 2015/16 and additions consisted primarily of computer equipment replaced during the year.

Financial Resource Summary Table (\$000's)	2011/12	2012/13	2013/14	2014/15	2015/16	2015/16	2014/15 - 2015/16	
	Actual	Actual	Actual	Actual	Budget	Actual	Variance	Variance
Operating Revenue								
Ministry of Aboriginal Relations & Reconciliation	1,451	1,051	1,071	1,351	1,051	1,051	0	(300)
New Relationship Trust	1,000	797	750	700	750	750	0	50
BC Arts Council	480	505	740	735	535	737	202	2
Other Provincial Ministries	0	0	0	0	0	15	15	15
Grants from Federal Ministries	852	812	817	760	834	793	(41)	33
Grants from Non-Governmental Organizations	237	714	562	548	422	467	45	(81)
Deferred Revenue	(7)	(323)	52	305	178	63	(115)	(242)
Interest and Other	38	99	36	49	10	36	26	(13)
Office overhead recoveries	47	54	68	67	57	87	30	20
Total Operating Revenue	4,098	3,709	4,096	4,515	3,837	3,999	162	(516)
Operating Expenses								
Grants	2,536	2,275	2,505	3,099	2,427	2,468	(41)	(631)
Salaries and Benefits	941	795	864	743	841	812	29	69
Community Resources, R & D and Jury Costs	109	112	136	98	97	123	(26)	25
Purchased Services	37	72	199	224	37	182	(145)	(42)
Professional Fees	106	62	50	29	113	41	72	12
Facilities rent, heating and maintenance	58	57	56	56	57	59	(2)	3
Office overhead and operating costs	210	258	226	212	182	250	(68)	38
Amortization of Capital Assets	38	39	17	17	40	13	27	(4)
Board and Advisory	63	39	43	37	43	51	(8)	14
Total Operating Expenses	4,098	3,709	4,096	4,515	3,837	3,999	(162)	(516)
Net Income (Loss) from Operations	0	0	0	0	0	0	0	0
Capital Expenditure	0	0	15	15	15	2	13	0
Total Debt	0	0	0	0	0	0	0	0
Accumulated Surplus	384	384	384	384	384	384	0	0

Note 1: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Appendix A: Additional Information about FPCC

Organizational Overview

The First Peoples' Cultural Council's mandate is to assist B.C. First Nations in their efforts to revitalize their languages, arts and cultures. Since 1990, FPCC has successfully distributed over \$37 million to British Columbia's Aboriginal communities for language, arts and culture projects.

FPCC serves 203 B.C. First Nations, 34 languages, 61 language dialects and a number of First Nations arts, culture and educational organizations.

FPCC is a provincial Crown Corporation formed by the government of British Columbia to administer the First Peoples' Heritage, Language and Culture Program. The First Peoples' Cultural Council is supported by legislation:  *First Peoples' Heritage, Language and Culture Act*.

As stated in the *FPHLC 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

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 and embraced by all citizens of B.C."

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

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.

Our Stakeholders

- 203 B.C. First Nations
- 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
- British Columbia residents

Our Key Partners

- Ministry of Aboriginal Relations and Reconciliation (MARR)
- New Relationship Trust (NRT)
- BC Arts Council
- Department of Canadian Heritage (DCH)
- Margaret A. Cargill Foundation
- First Peoples' Cultural Foundation
- BC Ferries
- Google
- Canada Council for the Arts
- First Nations Health Council (FNHA)
- First Nations Technology Council (FNTC)
- First Nations Education Steering Committee (FNESC)
- Chief Atahm School
- University of Victoria
- En'owkin Centre
- Royal B.C. Museum
- University of Hawai'i at Manoa
- The LINGUIST List / Eastern Michigan University
- Aboriginal Tourism BC (ATBC)

Corporate Governance

Overview

The First Peoples' Cultural Council is governed by a Board of Directors comprising up to 13 members. The work of the Board is 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.

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 the three Board members are appointed directly by the Minister.

Governance Principles

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

To download the latest *Mandate Letter* and other reports, visit: <http://www.fpcc.ca/about-us/reports/>

Contact Information and Links

Section	Hyperlink
Organizational Overview • Mission, vision and values • Legislation and mandate • Overall benefit or service • Principal partners and stakeholders • How services are delivered	www.fpcc.ca/about-us
Programs and Special Projects • Language programs • Arts programs • Culture & heritage programs • FirstVoices • Endangered Languages Project • Our Living Languages Exhibition • FPCC mapping projects	www.fpcc.ca/language/Programs www.fpcc.ca/arts/Programs www.fpcc.ca/culture/projects www.fpcc.ca/language/FirstVoices www.fpcc.ca/language/ELP www.fpcc.ca/language/Exhibition www.fpcc.ca/language/language-map
Corporate Governance • Board of Directors • Advisory Committee • Board Committees • Senior Management • Governance Principles	www.fpcc.ca/about-us/governance www.fpcc.ca/about-us/board www.fpcc.ca/about-us/advisory www.fpcc.ca/about-us/performance
First Peoples' Cultural Institute	www.fpcc.ca/culture/institute
First Peoples' Language Map of British Columbia	maps.fpcc.ca
List of Aboriginal Languages in British Columbia	www.fpcc.ca/files/pdf/fpcc_language_dialect_list_2013.pdf
Status of Language Report	www.fpcc.ca/language/status-report/

Appendix B: Crown Corporations Mandate and Actions Summary

In the 2015/16 Mandate Letter from the Minister of Aboriginal Relations and Reconciliation, the First Peoples' Cultural Council received direction on strategic priorities for the 2015/16 fiscal year. These priorities and FPCC's resulting actions are summarized below.

Mandate Letter Direction	Crown Corporation's Action
1. Fulfill obligations set out under the 2015-16 Service Level Agreement between the Government and FPCC.	FPCC has fulfilled its obligations under the 2015/16 Service Level Agreement between itself and government as per the final report, which was provided to MARR.
2. Continue to seek qualified candidates for recommendations to the Minister for appointment to the Advisory Committee to ensure that there is a representative from 34 B.C. First Nations languages, and enhance FPCC's governance through improved orientation and training for Board Members.	FPCC has actively sought qualified candidates for recommendation to its Advisory Committee throughout the year. FPCC also planned and implemented Board orientation and a full day of professional governance education for new and existing Board members.
3. Strengthen community health and well-being by continuing to organize and implement successful events and media releases that celebrate and raise public awareness about FPCC and British Columbia First Nations arts, cultures and languages.	FPCC has continued to organize events that raise awareness about FPCC and First Nations arts, culture and languages, such as the Mother Languages Day Twitter campaign and the unveiling of two pieces of artwork in partnership with BC Ferries.

APPENDIX C: Individuals and Communities Funded

FPCC's Language Program

Language Nest

The Language Nest Program creates new language speakers by funding language and cultural immersion environments for pre-school children and their parents to become fluent in their First Nations languages. In Language Nests, young children are immersed in the language, parents are encouraged to participate, and staff, volunteers, and Elders carry out daily activities in the language with the children.

RECIPIENT	LANGAUGE	GRANT
Gitwangak Education Society	Gitsenimx	\$22,131
Adams Lake Indian Band	Secwepemctsin	\$20,000
Okanagan Indian Band	Nsyilxcn	\$21,670
Gitanmaax Band	Gitsenimx	\$21,347
Hesquiaht Language Program	Nuu-chah-nulth	\$21,197
T'it'q'et Daycare & Preschool Society	St'at'imc	\$21,105
Heiltsuk Tribal Council	Heiltsuk	\$22,043
Ehattesaht Chinekint Tribe	Nuu-chah-nulth	\$20,974
Tahltan Central Council	Tahltan	\$20,000
Asaabus Daycare	Ditidaht	\$20,775
McLeod Lake Indian Band	Tsekhene	\$1,128
TOTAL		\$212,375

Language Nest is funded by the First Peoples' Cultural Foundation (FPCF) and the New Relationship Trust (NRT)

Language Revitalization Planning Program

In this program, all communities sharing a language are asked to come together to collaborate in spite of geographical challenges, and dialect, and political and community differences. Communities are asked to work as a team to share resources, knowledge, funding, resource people, infrastructure and expertise to develop strategic language plans.

RECIPIENT	LANGUAGE	GRANT
En'owkin Centre	Nsyilxcen	\$19,853
Head of the Lake School Society	St'at'imc	\$20,122
Laich-Kwil-Tach Research Centre	Kwak'wala	\$19,931
Syilx Language House Association	Nsyilxcen	\$20,000
KAS Cultural Society	Squamish	\$18,681
Toquaht First Nation	Nuu-chah-nulth	\$20,479
Kwadacha Nation	Tse'khene	\$23,874
Yunesit'in Government	Tsilhqot'in	\$20,237
Nisga'a Lisims Government	Nisga'a	\$19,567
Katzie First Nation	henqeminem	\$18,719
TOTAL		\$188,751

The Language Revitalization Planning Program is funded by NRT and the Ministry of Aboriginal Relations and Reconciliation (MARR)

Mentor-Apprentice Program

The Mentor-Apprentice Program facilitates the development of adult fluent speakers of B.C. First Nations languages. A "mentor" (a fluent speaker of a language) is paired with an "apprentice" (learner). The mentor and apprentice spend 300 hours per year together doing everyday activities using the language at all times. In this program, learners become more fluent, which is especially valuable for languages where only a couple of fluent speakers are left.

TEAMS	LANGUAGE	GRANT
Robin Hunt / Violet Bracic	Kwak'wala	\$1,719
Adam Manson / Gary Manson	Hul'q'umi'num	\$10,510
Crystal Tom / Doris Weget	Gitsenimx	\$11,397
Ben Louis / John Wilky Louie	Nsyilxcən	\$10,988
Jaskwaan Bedard / Primrose Adams	Xaad Kil	\$16,636
Aimee Lezard / Hazel Squakin	Nsyilxcən	\$16,038
Deborah Mack / Dorothy Shepherd	Ditidaht	\$14,600
Joyce Webber / Pearl Snow (WKNTC)	Nuxalk	\$11,742
Gisele Maria Martin / Levi Martin	Nuu-chah-nulth	\$11,107
Jessica Williams / Audrey Shirey	Gitsenimx	\$16,214
Steven Feschuk / Yvonne Joe	She shashishalhem	\$15,466
Warren Nelson / Matthew Hill	Sm'algyax	\$2,682
Molly Wickham / Mabel Forsythe	Wet'suwet'en	\$16,764
Marilyn Napoleon / Linda Redan	St'at'imcets	\$15,943
Melanie Stapley / Frances Quocksister	Kwak'wala	\$15,989
Marilyn Baptiste / Christine Lulua / Ryan Isnardy	Tsilhqot'in	\$3,089
Carol Louie / Donalda Louie	Hul'q'umi'num	\$15,287
Craig Adams / Lucy Williams	Secwepemctsin	\$15,704
Kara Ross / Pauline Gregoire	Nsyilxcən	\$15,463
Sarah Michel / Anne Michel	Secwepemctsin	\$15,664
Julienne Ignace / Harold Calhoun	Secwepemctsin	\$15,523
Cheyenne Gwa'amuuk / Barbara Sennott	Gitsenimx	\$10,055
Carol Louie / Robert Louie	Ktunaxa	\$16,563
Aaron Williams / Vanessa Campbell / Peter Jacobs	Skwxwu7mesh sn'ichim	\$9,600
Returned grants from communities from fiscal year 2014/15		-19,550
TOTAL		\$285,196

The Mentor-Apprentice Program is funded by NRT, MARR and FPCF

B.C. Language Initiative (BCLI)

The B.C. Language Initiative (BCLI) supports projects to revitalize British Columbia First Nations languages through documentation, immersion programs, materials and curriculum development, traditional and cultural programming, and community collaboration. First Nations communities and organizations are eligible to submit proposals.

RECIPIENT	PROJECT BRIEF	COMMUNITY OR AFFILIATION	LANGUAGE	LOCATION	GRANT
Campbell River Indian Band	Summer language camp followed by weekly language classes plus a weekly cultural class	Weiwaikum First Nation	Kwak'wala	Campbell River	\$14,715
Esquimalt Nation	Supported two language apprentices who are also enrolled in a diploma program in language revitalization (Lekwungen)	Esquimalt Nation	SENĆOŦEN	Victoria	\$14,715
Gitxaala Environmental Monitoring	Illustrated and published a full set of stories for use in Sm'algyax education in Kitkatla	Gitxaala Nation	Sm'algyax	Prince Rupert	\$14,715
Kitasoo/Xai'Xais Integrated Resource Authority	Developed a series of language learning tools including language apps, learning CDs, FB pages for youth and Elders and adult members of Klemtu community, and supported language class at Kitasoo Community School	Kitasoo Band Council	Xai'Xais (Heiltsuk)	Klemtu	\$14,715
Kwadacha Nation	Provided 3 hours of language instruction daily for 6-10 pre-school children; incorporated training for Elders and cultural experts and involved parents	Kwadacha Nation	Tsek'ene	Prince George	\$14,715
Nuxalk Acwalmalslayc Academy of Learning	Immersion program focused on younger children (pre-school, K-3), and included Elders in partial immersion	Nuxalk Nation	Nuxalk	Bella Coola	\$14,715

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Sik-E-Dakh (Glen Vowell Band)	Enhanced the lives of children, youth, teens and Elders who currently want to learn the feast system and culture	Sik-E-Dakh (Glen Vowell Band)	Gitsenimx	Glen Vowell	\$14,715
Skidegate Haida Immersion Program	A language nest project that included dedicated Mentor- Apprentice learners	Skidegate Band Council	X̱aayda Kil	Skidegate	\$14,715
Spi7uy Squqluts Language and Culture Society	Developed a series of audio digital books utilizing computer applications such as book creator and iBook; included paper copies and CDs	Northern Shuswap Tribal Council	Secwepemc	Williams Lake	\$14,715
Sto:lo Nation	A full language immersion camp that included participants, staff, and facilitators: 100% immersion; 50% focus on native plants; and 50% on cultural practices.	Sto:lo Nation	Halq'eméylem	Chilliwack	\$14,150
Ucwalmicw Centre Society	Developed three TPR stories for early language learners for home and parental instruction and instructor guides	T'it'q'et First Nation	St'at'imcets	Lillooet	\$14,715
Westbank First Nation	Produced a set of language flash cards and a teaching booklet to accompany the "Teaching with Tuma" DVD	Westbank First Nation	Nsyilxcən	Kelowna	\$14,715
Yuułuʔiłʔatḥ Government	Developed a pilot project of a language immersion camp	Yuułuʔiłʔatḥ	Nuu-chah-Nulth	Ucluelet	\$14,715
TOTAL					\$190,734

The B.C. Language Initiative is funded by NRT and MARR

Aboriginal Languages Initiative (ALI)

The Aboriginal Languages Initiative (ALI) is a federal program funded by the Department of Canadian Heritage. Program objectives are to support projects that maintain, revitalize and promote provincial First Nations/Aboriginal Languages.

RECIPIENT	PROJECT BRIEF	COMMUNITY OR AFFILIATION	LANGUAGE	LOCATION (B.C.)	GRANT
Adams Lake Indian Band	Developed animated figures to illustrate 150 common verbs and animated gifs for language resource development and online teaching	Adams Lake Indian Band	Secwepemctsin	Chase	\$26,361
Alexis Creek First Nation	Captivated learners by delivering a language and culture program that is fun, easy and active for beginner to intermediate Tsilhqot'in	Alexis Creek First Nation	Tsilhqot'in	Chilanko	\$24,166
Denisiqi Services Society	Provided two, two-week Language and Culture camps servicing both the Carrier and Tsilhqot'in nations	Tl'etinqox, Tl'esqox, Yunesit'in Alexandria, Tsi Deldel, Xeni Gwet'in and Ulkatcho	Tsilhqot'in	Williams Lake	\$24,200
Ditidaht Community School	Supported adult language learners through language teaching and storytelling with fluent Elders	Ditidaht First Nation	Diitiid?aa?tx	Port Alberni	\$29,196
Gitwangak Education Society	Expanded the language program to include land-based activities with families from neighboring bands	Gitwangak First Nation	Gitksenimx	Kitwanga	\$25,000
Gitxaala Environmental Monitoring	Created educational Sm'algyax videos on Gitxaala food harvesting and processing practices. Gitxaala youth were trained and mentored in videography by the UBC Ethnographic Film Unit.	Gitxaala First Nation	Sm'algyax	Kitkatla	\$33,337
Gwa'sala Nakwaxda'xw School	Hosted four cultural language immersion camps in traditional territory. The camps were targeted at youth but included Elders and adult learners.	Gwa'sala and 'Nakwaxda'xw	Kwak'wala	Port Hardy	\$22,416

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Hupacasath First Nation	Connected language to the land through a map with place names in the Alberni valley of landmarks people can easily identify	Hupacasath First Nation	Nuu-chah-nulth	Port Alberni	\$12,662
Kitasoo Xai'xais Integrated Resource Authority	Continued the process of transcribing and documenting recordings from the last fluent speakers of Sgüüxs	Kitasoo Band	Sgüüxs	Klemtu	\$35,000
Kyah Wiget Education Society	Developed distinctly Wet'suwet'en resources – dictionary publication and FirstVoices online database update	Wet'suwet'en First Nation	Wet'suwet'en	Moricietown	\$35,000
Lil'wat Culture Centre	Created a new edition of the 'Lilwat Ucwalmicwts dictionary; provided updated learning materials for all learners.	Mount Currie Band	St'át'imc	Mount Currie	\$35,000
Mowachaht/Muchalaht First Nation	Used cultural events involving stories and songs to share the language with all community members	Nuu-chah-nulth Tribal Council	Nuu-chah-nulth	Gold River	\$24,576
Okanagan Indian Band	Implemented full language and cultural immersion through the OKIB language nest program in a home-like environment. Increased the transfer and sharing of language and cultural skills and resources through enhanced partnerships	Okanagan Indian Band	Nsyilxcən	Vernon	\$35,000
Penticton Indian Band	Revitalized and preserved a very important part of the language and culture through the development of an immersion language house, and creation of well-archived set of recordings and transcriptions	Penticton Indian Band in partnership with Osoyoos Indian Band	Nsyilxcən	Penticton	\$35,000

Quuquuasta Language Society	This Nuu-chah-nulth adult language nest immersion used conversational immersion in a language café environment to support adult language proficiency-building	Toquat First Nation, Ehattesaht Chinehkint Tribe, Ucluelet First Nation	Nuu-chah-nulth	Ucluelet	\$31,000
Skeetchestn Community School	Documented and shared the Secwepemctsin knowledge of Skeetchestn Elders. Elders, youth and adults collaborated to strengthen Secwepemctsin in the community.	Skeetchestn Indian Band	Secwepemctsin	Savona	\$34,800
Skidegate Haida Immersion Program	Provided immersion classes, one-on-one mentoring, recording, documenting and resource development	Skidegate Band Council	ᖃaayda Kil	Skidegate	\$35,000
St. Mary's Indian Band	Held sessions to honour knowledge keepers through “advanced speakers gatherings” and two seasonal culture camps	St. Mary's Band, Ktunaxa Nation	Ktunaxa	Cranbrook	\$35,000
Sto:lo Nation	Developed a system to share stories in the Halq'eméylem language with community members, including educators working at ECE, secondary and post-secondary levels	Sto:lo Nation	Halq'eméylem	Chilliwack	\$9,923
Tahltan Central Council	Continued to work to establish the newly-opened language nest in Dease Lake.	Tahltan Central Council	Tahltan	Dease Lake	\$35,000
Tsleil-Waututh Nation	Directed the training of a new cohort of language speakers and instructors and supported their language work in the community.	Tsleil-Waututh Nation	Hənq̓əminəm	North Vancouver	\$35,000

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Upper St'át'imc Language, Culture and Education Society	Project provided a Mentor-Apprentice program for one team each per six Northern St'át'imc communities. It also produced three audio learning resources aimed at three learning levels - beginner, intermediate and advanced learners.	Lillooet Tribal Council, Xwisten (Bridge River), Sek'wel'was (Cayoose Creek), T'it'q'et (Lillooet), Xaxl'ip (Fountain), Ts'kw'aylaxw (Pavilion) and Tsal'alh (Seton Lake) Bands	St'át'imcets	Lillooet, B.C.	\$31,500
Saanich Adult Education Centre WSÁNEĆ School Board	Immersion camp for SENĆOFEN learning in community; immersion summer day camps for children; evening language lessons and immersion childcare for parents and family members; SENĆOFEN grammar lessons for language team.	Tsartlip First Nation	SENĆOFEN	Brentwood Bay	\$35,000
Wuikinuxv Kitasoo Nuxalk Tribal Council	Two transcribers worked toward building a critical mass of language documentation for the Nuxalk language	Nuxalk Nation	Nuxalk	Bella Coola	\$35,000
Returned grants from communities from fiscal year 2014/15					-\$5,291
TOTAL					\$708,845

The Aboriginal Languages Initiative is funded by the Department of Canadian Heritage

FPCC's Arts Program

Sharing Traditional Arts Across Generations

The Sharing Traditional Arts Across Generations Program is intended for Aboriginal arts organizations, collectives and artists who have a demonstrated commitment to their artistic practice in any traditionally based artistic discipline – visual, music, dance or story. The program will assist with projects that have the transmission of traditional arts skills and knowledge as their primary focus.

RECIPIENT	PROJECT BRIEF	AFFILIATION	GRANT
Aboriginal Friendship Society of Revelstoke	Have an Elder artist teach traditional beading and how to make pine needle baskets to 20 participants over four days	Multiple	\$2,265
Bruce Alfred	Mentor three emerging artists in the traditional NorthWest Coast flat design and the process of steaming bent boxes	Kwakwaka'wakw, 'Namgis Band	\$12,000
Leslie Brown	Mentor up to 20 participants in traditional Raven's Tail weaving and make regalia over one month	Haida	\$6,950
Janice George	Teach participants Salish weaving techniques and make tunics/shawls over three months	Squamish	\$12,000
Laichwiltach Family Life Society	Have a master carver mentor two youth apprentices and teach traditional carving techniques over six months	Laichwiltach	\$10,000
Lil'wat7ul Culture Centre	Have a master weaver teach five participants how to harvest materials, make cedar root baskets, and film it over one year	Lil'wat	\$12,000
Lois Matilpi	Teach eight youth the art of making regalia and designing their family crests over three months	'NAMGIS	\$12,000
Iona Misheal	Teach 10 participants how to spin wool, weave using a loom, and create a wall hanging over two months	Pauquachin	\$7,000
Okanagan Indian Band-TSD	Have six mentors teach participants cedar bark weaving, netting, twining, rawhide braiding, moccasin making and how to play cedar flutes over one year	Okanagan-Syilx	\$12,000
Charlene Ryan	Teach participants from two communities how to process cedar bark and traditional Tsimshian weaving techniques over twelve weeks	Metlakatla First Nation	\$11,275
Nancy Saddleman	Teach eight participants how to make moccasins and gloves with tanned deer hide over two months	Okanagan Nation	\$10,200

Secwepemc Child and Family Services Agency	Offer workshops from four mentors to teach Secwepemc traditional knowledge and arts to children in care over six months	Secwepemc	\$12,000
Semiahmoo Weavers	Offer drop-in weaving sessions to the community to learn how to process cedar and make regalia over one year	Semiahmoo First Nation	\$12,000
Howard Shields	Have four artists learn a variety of techniques/decorative knapping by master knappers and lead workshops in their community	St'át'imc	\$11,000
Sliammon Drum Group	Meet as a group once a week for nine months for drumming, storytelling, dancing, cedar weaving and beading	Sliammon First Nations	\$5,000
Katie Smith	Teach traditional design and the process of making button blankets/aprons to six participants over two months	Squamish, Nuuchahnulth, Nisga'a	\$12,000
Vern Tronson	Teach up to 10 participants the complete process of tanning deer hide and how to make moccasins over four months	Okanagan Indian Band	\$12,000
Vancouver Haida Weaver Collective	Teach up to 15 participants how to process cedar and weave cedar bark/wool over 16 weeks	Haida	\$12,000
Rose Wilson	Teach participants how to harvest cedar/grass, advance their weaving techniques, and make regalia over 10 months	Yuułuʔiłʔatḥ	\$12,000
Women's Button Blanket Group	Have mentors teach Aboriginal women how to make button blankets in the Vancouver Downtown Eastside	'NAMGIS, Nlaka'pamux	\$7,690
TOTAL			\$203,380

Sharing Traditional Arts is funded by the BC Arts Council (BCAC)

Organizations and Collectives

The Organizations and Collectives program is intended for Aboriginal organizations and established unincorporated arts collectives with a demonstrated commitment to Aboriginal arts development and practice.

RECIPIENT	PROJECT BRIEF	AFFILIATION	GRANT
Annual BC Elders Gathering Society & Tl'etinqox Government	Provide materials for Elders to make traditional gifts, buy items from artisans to honour guests and bring entertainers to the event	Tl'etinqox Government, Tsilhqot'in	\$15,000
British Columbia Association of Aboriginal Friendship Centres	Host the International Early Childhood Development conference involving visual arts workshops, storytelling, dance and music over five days	Multiple	\$15,000

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Carrier Sekani Family Services	Host a First Nations Art Gala featuring traditional art, local singers/drummers, hire a coordinator and raise funds for bursaries for emerging artists	Gitxsan & Carrier	\$30,000
Gitwangak Education Society	Teach a group of 80 community members their songs, dances, perform at events and develop a sustainability plan over 10 months	Gitksen	\$17,000
K'aalts'idaa K'ah	Travel to Chicago for an in-depth exploration of the design of a Haida bentwood box and create a response box with an apprentice over seven months	Haida	\$15,000
Lake Babine Nation Treaty	Have multiple mentors teach the community drum making, regalia making, theatre, drawing, dancing, and hire a project coordinator over sixteen weeks	Multiple	\$22,145
Lhalyamc	Teach participants traditional knowledge in ooligan grease, stink box, cook box, cedar weaving, dances, songs, and other art forms over six months	Nuxalk	\$28,000
Out of the Frame Printmakers	Mentor eight artists to use innovative printmaking technology and print on various materials to create a collectively produced work for an exhibition over nine months	Chemainus	\$15,000
Red Ride Tour	Increase operational capacity and scope of the B.C. leg of the 'Red Ride Tour', a travelling festival showcasing Indigenous musicians over eight months	Multiple	\$18,000
Shackan Indian Band	Have two mentors teach 15 participants the traditional style of tanning deer hide and making moccasins over four months	Shackan Indian Band	\$15,000
Shxw'owhamel First Nation	Offer drumming, singing, carving and regalia making workshops to 20 participants, over nine months	Shxw'owhamel First Nation	\$15,000
Ucwalmicw Centre Society	Have an artist mentor teach two emerging artists and T'it'q'et community members the elements of mural planning and design	St'át'imc	\$12,000
Vancouver Indigenous Media Arts Festival Society	Create a more sustainable operations base, an effective administrative and governance framework over one year	Multiple	\$15,000
Wa'aas Weavers	Teach three groups of people traditional basket weaving techniques, gathering grasses, and processing materials over five months	Nuu Chah Nulth Nation	\$15,000
TOTAL			247,145

Organizations and Collectives is funded BCAC and the Margaret A. Cargill Foundation (MACF)

Arts Administrator Internships

The Arts Administrator Internship and Mentorship Program will support internship and training opportunities for individuals who have a demonstrated commitment to arts administration and cultural management.

INTERN	ORGANIZATION	AFFILIATION	GRANT
Shoshannah Greene	Bill Reid Gallery of Northwest Coast Art	Haida	\$30,000
Khelsilem (Dustin Rivers)	KAS Cultural Society	Squamish	\$30,000
Mitchell Saddleback	Miscellaneous Productions Society	Plains Cree, Maskwacis Samson First Nation	\$30,000
Odessa Shuquaya	MCMedia	Kluane First Nation	\$25,000
Amanda Strong	Visible Arts Society	Cree Anishinabee Assiniboine	\$24,000
TOTAL			\$139,000

Arts Administrator Internships is funded by NRT, BCAC and MACF

Individual Emerging Artists

The Individual Artists program is intended for Aboriginal artists who have a demonstrated commitment to their artistic practice in any artistic discipline—visual, music, dance, theatre, literary or media, and including the contemporary practice of traditionally based forms.

RECIPIENT	DESCRIPTION	AFFILIATION	GRANT
Alisa Bagshaw	Study dance in New York under one of the top Latin instructors/performers	Gitxaala Nation	\$5,000
Michael Bourquin	Film “Sa'o Da'a Esdondech”, a collection of nine stories that capture traditional Tahltan oral stories, language, and culture	Iskut First Nation	\$4,800
Nyla Carpentier	Develop and complete a script for her solo show “Directions of a modern day”, with the guidance of a dramaturg and playwright	Tahltan Indian Band	\$5,000
Curtis Clearsky	Professionally record six songs with elements of hip hop, ska, soul, reggae and Latin funk over three months	Blood Tribe	\$5,000
Francine Cunningham	Complete the writing of the first draft of 2822, a history/science fiction novel	Cree, Métis	\$5,000

	that explores the Sexual Sterilization Act of Canada		
Terreane Derrick	Be mentored while filming a documentary short about Bobbi Style, a record producer/performer, working with his disabilities	Gitksan	\$5,000
Kerissa Dickie	Write and edit a collection of short stories/memoir over six months	Dene	\$4,750
Kelsey Hall	Learn from a mentor about preparing/stretching canvas for painting and research Heiltsuk designs	Heiltsuk Nation	\$5,000
Richard Heikkila-Sawan	Create a large oil painting on linen with a custom frame and a separate yellow cedar sculptural component over seven months	Driftpile Cree Nation	\$1,400
Cheryl Henhawke	Be mentored in landscape designs/ imagery, make a visual journal, and create several paintings over seven months	Upper Mohawk, Six Nations	\$4,900
Lynette LaFontaine	Be mentored in making traditional Métis style moccasins over six months	Métis	\$5,000
Sharifah Marsden	Lead a mural painting project with two other artists and Aboriginal youth over eight months	Anishinaabe	\$5,000
Meagan Musseau	Work with three mentors to learn the process of making moccasins, create a performance called "Resilience", and photograph/ document it over two months	Qalipu Mi'kmaq First Nation	\$4,925
Art Napoleon	Receive hands on training from a mentor in camera operation and cinematography to film the initial phase of his first documentary	Saulteau First Nation, Dane Zaa, Cree	\$5,000
Jasmine Netsena	Participate in a song writing challenge, attend music conferences, and take piano lessons over a year	Fort Nelson First Nation, Tahltan First Nation	\$5,000
Robert Pictou	Create 12 beaded portraits of missing and murdered First Nations women to honour them and exhibit the work	Migmaw, Sipekne'katik	\$5,000
Brenda Pon	Create a series of paintings about Métis culture from the past to present day in B.C.	Cree, Métis	\$5,000
Evangaline Prevost	Develop and produce of animated Nuuchah Nulth cultural stories that includes their language	Ahousaht	\$5,000

Troy Sebastian	Spend three weeks in the Banff Centre's Indigenous Arts Self-Directed Residency to complete the manuscript of his first novel	Ktunaxa Nation	\$4,700
Karen Whetung	Create and publish a picture book from an oral story with mixed media images that merges traditional and contemporary culture	Anishinabe, Alderville First Nation	\$5,000
Cease Wyss	Learn from a mentor how to weave and process wool/ cedar in the traditional Squamish and Coast Salish style over four months	Squamish Nation	\$5,000
TOTAL			\$100,475

Individual Emerging Artists is funded by BCAC

Aboriginal Youth Engaged in the Arts

The Aboriginal Youth Engaged in the Arts Program is intended to encourage youth participation in creative and artistic activity in all disciplines- visual, music, dance, theatre, literary or media, and including the contemporary practice of traditionally based forms. Projects should implement new arts activities that focus on engaging youth between the ages of 15 and 30.

APPLICANT	PROJECT BRIEF	AFFILIATION	GRANT
Ashcroft Indian Band	Offer workshops in drum making, digital photography, and moccasin making to the youth in the community over two months	Nlaka'pamux, Secwepemc, Haida	\$ 7,330
Cedar Bark Weavers	Research and teach participants how to gather cedar bark, process the materials, and create three different styles of cedar bark neckrings over three months	Kwagul First Nation	\$13,000
Cowichan Intercultural Festival of Film & Art Society	Have a master carver mentor six Cowichan youth artists to carve a unique pole that honours the story of their ancestral village over five months	Quw'utsun	\$13,000
En'owkin Centre	Have Syilx artists and language mentors share their traditional knowledge with several communities and engage youth and elders to collaborate on multi-disciplinary installations over five months	Okanagan, Syilx	\$13,000
Candice George	Have a mentor share and teach cultural knowledge, drumming, singing, and making regalia with youth over four months	Stellat'en First Nation	\$13,000

Gitwangak Education Society	For the youth component: to mentor youth dance group members and train four youth from several communities to become leaders of song and dance groups	Gitksan	\$13,000
Kitsumkalum Indian Band	Have six mentors teach the youth cedar bark weaving, drum making, regalia making, and hold a showcase celebration over four months	Tsimshian, Nisga'a	\$10,000
Kwi Awt Stelmxw (KAS) Cultural Society	Mentor youth in photography and new media art by a mentor/artist-in-residence and hold an exhibition over five months	Coast Salish, Squamish Nation	\$12,000
Lillooet Friendship Centre Society	Have twelve St'at'imc artists teach youth a range of art forms including storytelling, drumming, regalia making, carving, and acting over one month	St'at'imc	\$13,000
Fanny Nelson	Teach the youth how to harvest cedar, weave several traditional items, and hold a celebration feast	Tsimshian	\$10,000
Okanagan Indian Band	Have an artist mentor six youth participants to create a mural over two weeks	Okanagan Indian Band	\$12,600
One Tribe Youth Artist Collective	Mentor 15 emerging and youth artists to develop their skills in art design, photography, marketing, and exploring different mediums over eight months	Multiple	\$13,000
George Price	Have several mentors teach participants traditional knowledge, preparing inner bark, Coast Salish design, and carving a plaque over two months	Seabird Island, Chawathil First Nation	\$13,000
St'at'imc Government Services	Have a professional videographer mentor four youth to produce a documentary film over two weeks	St'at'imc	\$8,060
Gillian Thomson	Have two mentors provide a workshop for participants to learn the basics of singing, song structure, lyric writing, chords, rhythm and timing over one week	Haida, Tsimshian	\$4,945
Toquaht Nation	Have twelve artists teach participants weaving, storytelling, drum making, traditional songs, shawl making, and other art forms during a weeklong event	Toquaht Nation	\$8,065

First Peoples' Cultural Council

Unist'ot'en Clan of the Wet'suet'en Nation	Have an artist and Elders mentor thirty youth to create a collaborative mural depicting their connection to their culture and the land over two weeks	Wet'suwet'en	\$10,000
TOTAL			\$187,000

Aboriginal Youth Engaged in the Arts is funded by BCAC

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Financial Statements
Year Ended March 31, 2016

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
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(In Thousands of Dollars)
Year Ended March 31, 2016

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Management's Report***Management's Responsibility for the Financial Statements***

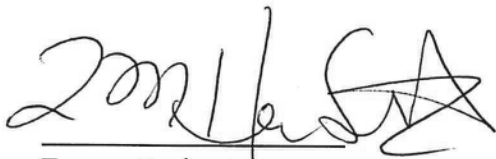
The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls and exercises these responsibilities through the Board. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly.

The external auditors, PATERSON HENN CPA, CHARTERED PROFESSIONAL ACCOUNTANTS, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of First Peoples' Heritage, Language and Culture Council and meet when required.

On behalf of First Peoples' Heritage, Language and Culture Council



Tracey Herbert
Chief Executive Officer

May 9 2016



PATERSON HENN CPA
CHARTERED PROFESSIONAL ACCOUNTANTS

Caroline M. Paterson, CPA, CGA*

Sheila C. Henn, CPA, CA*

* denotes Incorporated Professionals

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INDEPENDENT AUDITOR'S REPORT

To the Members of First Peoples' Heritage, Language & Culture Council

We have audited the accompanying financial statements of First Peoples' Heritage, Language & Culture Council, which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of First Peoples' Heritage, Language & Culture Council as at March 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Sidney, British Columbia
May 11, 2016

Chartered Professional Accountants

(In Thousands of Dollars)

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FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Statement of Operations

For the Year Ended March 31, 2016

(In Thousands of Dollars)

	Budget	2016	2015
Revenue			
Grants (<i>Schedule 1</i>)	\$ 3,440	\$ 3,813	\$ 4,094
Administration fees	209	87	67
Interest and other revenue	10	36	49
Deferred revenue	178	63	305
	<u>3,837</u>	<u>3,999</u>	<u>4,515</u>
Expenditures			
Arts Programs	929	1,123	1,391
First Voices Programs	428	210	574
Language Programs	1,781	1,982	1,696
Operating Expenses	659	671	837
Amortization	40	13	17
	<u>3,837</u>	<u>3,999</u>	<u>4,515</u>
Annual surplus	-	-	-
Accumulated surplus - beginning of year	<u>384</u>	<u>384</u>	<u>384</u>
Accumulated surplus - end of year	<u>\$ 384</u>	<u>\$ 384</u>	<u>\$ 384</u>

The accompanying notes and supplementary schedules are an integral part of these financial statements.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Statement of Changes in Net Financial Assets
Year Ended March 31, 2016
(In Thousands of Dollars)

	Budget	2016	2015
Annual surplus	\$ -	\$ -	\$ -
Purchase of tangible capital assets	(15)	(3)	(15)
Amortization of tangible capital assets	40	13	17
Use (acquisition) in prepaid expenses	-	4	(5)
	-	-	-
	25	14	(3)
Increase (decrease) net financial assets	25	14	(3)
Net financial assets - beginning of year	384	342	345
Net financial assets - end of year	\$ 409	\$ 356	\$ 342

The accompanying notes and supplementary schedules are an integral part of these financial statements.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Statement of Cash Flows
Year Ended March 31, 2016
(In Thousands of Dollars)

	2016	2015
Cash flows from operating activities		
BC Arts Council	\$ 737	\$ 735
BC Ferries	27	-
BC Ministry of Aboriginal Relations & Reconciliation	1,051	1,351
Department of Canadian Heritage	793	760
First Nations Health Authority	69	-
First Peoples' Cultural Foundation	222	213
Google Inc.	-	50
Heritage Branch	15	-
Margaret A. Cargill Foundation	149	249
New Relationship Trust Corporation	750	700
Royal BC Museum	-	23
University of Victoria	-	13
Administration fees	87	67
Interest income and other miscellaneous receipts	36	49
Net change in non-cash item - deferred contributions	6	305
	<u>3,942</u>	<u>4,515</u>
 Cash used for grants and awards	 (2,468)	 (3,099)
Cash used for salaries and benefits	(812)	(743)
Cash paid to materials and services	(872)	(130)
	<u>(4,152)</u>	<u>(3,972)</u>
 Cash flows from operating activities	 (210)	 543
Cash flows from investing activity		
Purchase of tangible capital assets	(3)	(15)
 Cash flows from investing activity	 (3)	 (15)
Cash flows from financing activity		
Cash from (advances) loans receivable	100	(100)
 Cash flows from financing activity	 100	 (100)
Increase (decrease) in cash	(113)	428
Cash - beginning of year	955	527
Cash - end of year	\$ 842	\$ 955

The accompanying notes and supplementary schedules are an integral part of these financial statements.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Notes to Financial Statements

(In Thousands of Dollars)

Year Ended March 31, 2016

1. NATURE OF OPERATIONS

The First Peoples' Heritage, Language & Culture Council (the "Council") is a Crown Corporation, established under the *First Peoples' Heritage, Language and Culture Act* and is an agent of the Crown. The Council commenced operations April 1, 1991. The mission of the Council is as follows:

- To preserve, restore and enhance First Nations' heritage, language and culture;
- To increase understanding and sharing of knowledge, within both First Nations' and non-First Nations' communities; and
- To heighten appreciation and acceptance of the wealth of cultural diversity among British Columbians.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

These financial statements were prepared in accordance with Canadian public sector accounting standards.

Budgeted figures have been provided for comparison purposes and have been derived from the estimates approved by the Board of Directors.

Tangible capital assets

Tangible capital assets are stated at cost or deemed cost less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives on a straight-line basis at the following rates:

Computer equipment	3 years
Computer software	3 years
Furniture and equipment	5 years
Leasehold improvements	7 years

No amortization has been taken on the Art Collection.

Loans receivable

Loans receivable are recorded at amortized cost less any amount for valuation allowance. Valuation allowances are made to reflect loans receivable at the lower of amortized cost and the net recoverable value, when collectibility and risk of loss exists. Changes in valuation allowance are recognized in the statement of operations. Interest is accrued on loans receivable to the extent it is deemed collectable.

Revenue recognition

The Council follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(continues)

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Notes to Financial Statements

(In Thousands of Dollars)

Year Ended March 31, 2016

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Donated services and materials

Donated materials are recorded both as donations and expenses at their fair value when fair value can be reasonably estimated. Donated services are not recorded in the financial statements, as they cannot be reasonably estimated. The Council also receives a number of volunteer hours from the Board of Directors, which have not been recognized, due to the difficulty of estimating their value.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. RELATED PARTY TRANSACTIONS

The Council's Board of Directors and Advisory Committee are appointed by the Minister of Aboriginal Relations and Reconciliation. There are two parallel processes for appointment for these positions. Three board positions are appointed by the Board Development Office by application and the other nine directors on the board are selected by the Council's board of governance committee through an application process. These board members are from BC First Nations communities. The Council's Advisory Committee has thirty-four positions, one for each BC First Nations Language, and these Advisory Committee members are selected by the Council's governance committee.

It is inevitable that there will be grants made to the community linked to one of the Council's Board or Advisory Committee members. The standard application process and the peer review processes by which the Council selects grants ensures there is not a conflict of interest.

The First Peoples' Heritage, Language and Culture Council is related through common ownership to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are made under normal operational terms and conditions.

4. LOANS RECEIVABLE

In the prior year the Council approved and provided a short term loan to the First Peoples' Cultural Foundation for the purposes of funding a specific project. The loan was repaid in full in the current year and no interest was accrued. The loan was repaid within the terms of the loan.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Notes to Financial Statements

(In Thousands of Dollars)

Year Ended March 31, 2016

5. DUE FROM GOVERNMENT

Due from government consists of the following:

(In Thousands of Dollars)

	March 31, 2016	March 31, 2015
Federal government	\$ 76	\$ 125
Provincial government	23	308
	\$ 99	\$ 433

6. TANGIBLE CAPITAL ASSETS

(In Thousands of Dollars)

<u>Cost</u>	March 31, 2015 Balance	Additions	Disposals	March 31, 2016 Balance
Art Collection	\$ 14	\$ -	\$ -	\$ 14
Computer equipment	251	3	-	254
Computer software	51	-	-	51
Furniture and Equipment	86	-	-	86
Leasehold Improvements	167	-	-	167
	\$ 569	\$ 3	\$ -	\$ 572

<u>Accumulated Amortization</u>	2015 Balance	Amortization	Accumulated Amortization on Disposals	2016 Balance
Art Collection	\$ -	\$ -	\$ -	\$ -
Computer equipment	237	11	-	248
Computer software	50	1	-	51
Furniture and Equipment	83	1	-	84
Leasehold Improvements	167	-	-	167
	\$ 537	\$ 13	\$ -	\$ 550

<u>Net book value</u>	March 31, 2016	March 31, 2015
Art Collection	\$ 14	\$ 14
Computer equipment	6	14
Computer software	-	1
Furniture and Equipment	2	3
	\$ 22	\$ 32

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Notes to Financial Statements

(In Thousands of Dollars)

Year Ended March 31, 2016

7. DEFERRED CONTRIBUTIONS

Deferred contributions consists of funding under contribution agreements and other restricted contributions. Contributions are recognized as revenue in the fiscal year the related expenses are incurred or services are performed. Deferred contributions consists of the following:

	(in Thousands of Dollars)			
	Balance April 1, 2015	Receipts during year	Transferred to revenue	Balance March 31, 2016
BC Arts Council	\$ -	\$ 63	\$ -	\$ 63
Canada Council for the Arts	2	-	2	-
First Nations Health Authority	-	6	-	6
New Relationship Trust	50	-	50	-
University of Victoria - Netolnew	11	-	11	-
	<u>\$ 63</u>	<u>\$ 69</u>	<u>\$ 63</u>	<u>\$ 69</u>

	(in Thousands of Dollars)			
	Balance April 1, 2014	Receipts during year	Transferred to revenue	Balance March 31, 2015
BC Arts Council	\$ 196	\$ -	\$ 196	\$ -
Canada Council for the Arts	13	-	11	2
Google Inc.	8	-	8	-
Liard First Nations	1	-	1	-
Margaret A. Cargill Foundation	16	-	16	-
New Relationship Trust	-	50	-	50
Royal BC Museum	73	-	73	-
University of Victoria - Netolnew	-	11	-	11
University of Victoria - Stronger Together	2	-	2	-
	<u>\$ 309</u>	<u>\$ 61</u>	<u>\$ 307</u>	<u>\$ 63</u>

8. CAPITAL STOCK

The capital of the Council is one share with a par value of \$100. The share is issued to and held by Her Majesty the Queen in right of the Province of British Columbia.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Notes to Financial Statements

(In Thousands of Dollars)

Year Ended March 31, 2016

9. PUBLIC SERVICE PENSION PLAN

The Council and its employees contribute to the BC Public Service Pension Plan. The plan is a multi-employer defined benefit plan administered by the British Columbia Pension Corporation in accordance with the *Public Sector Pension Plans Act*.

The plan provides defined pension benefits to employees based on their length of service and rates of pay. The risks and rewards associated with the Plan's unfunded liability or surplus are shared between the employers and the Plan's members and may be reflected in their future contributions. No pension liability for this type of plan is included in the financial statements.

10. CONTRACTUAL LEASE AGREEMENT

The Council entered into a seven year commercial lease agreement with the Tsartlip First Nation on February 14, 2014 and expiring February 14, 2021 for its premises. The base minimum yearly rental is \$42,000 annually with any additional taxes, charges or other costs to be paid by the Council.

The minimum annual operating lease repayment is:

	(In Thousands of Dollars)
2017	\$ 42
2018	42
2019	42
2020	42
2021	37
	\$ 205

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Schedule of Grant Revenue

(Schedule 1)

(In Thousands of Dollars)

Year Ended March 31, 2016

(In Thousands of Dollars)

	Budget	2016	2015
Revenue			
BC Arts Council	\$ 535	\$ 737	\$ 735
BC Ferries	-	27	-
BC Ministry of Aboriginal Relations & Reconciliation	1,051	1,051	1,351
Department of Canadian Heritage	834	793	760
First Nations Health Authority	-	69	-
First Peoples' Cultural Foundation	250	222	213
Google Inc.	-	-	50
Heritage Branch	-	15	-
Margaret A. Cargil Foundation	20	149	249
New Relationship Trust Corporation	750	750	700
Royal BC Museum	-	-	23
University of Victoria	-	-	13
	<u>\$ 3,440</u>	<u>\$ 3,813</u>	<u>\$ 4,094</u>

The accompanying notes and supplementary schedules are an integral part of these financial statements.

FIRST PEOPLES' HERITAGE, LANGUAGE AND CULTURE COUNCIL

Schedule of Operations by Program (Unaudited)

Year Ended March 31, 2016

(In Dollars)

	Administration	Arts Program	First Voices	Language Program	Total
Revenue					
DCH	-	-	-	793,355	793,355
BC Arts Council	-	737,000	-	-	737,000
MARR	559,751	47,820	159,776	283,653	1,051,000
Heritage Branch	15,000	-	-	-	15,000
FPCF	-	-	-	221,483	221,483
New Relationship Trust	-	160,000	-	590,000	750,000
Margaret A. Cargil Foundation	-	148,838	-	-	148,838
BC Ferries	-	26,580	-	-	26,580
First Nations Health Authority	-	-	-	69,421	69,421
	<u>574,751</u>	<u>1,120,238</u>	<u>159,776</u>	<u>1,957,912</u>	<u>3,812,677</u>
Revenue - Other					
Interest and other	11,874	540	-	23,929	36,343
Administration fees	86,593	-	-	-	86,593
Deferred Revenue	11,000	2,072	50,000	-	63,072
	<u>109,467</u>	<u>2,612</u>	<u>50,000</u>	<u>23,929</u>	<u>186,008</u>
Total Revenue	<u>684,218</u>	<u>1,122,850</u>	<u>209,776</u>	<u>1,981,841</u>	<u>3,998,685</u>
Expenditures					
Grants	5,000	877,000	-	1,585,903	2,467,903
Salaries and Benefits	349,437	149,722	150,117	162,366	811,642
Community Resources	1,146	26,953	7,005	88,265	123,369
Purchased Services	36,339	22,066	50,000	73,883	182,288
Professional Fees	41,031	-	-	-	41,031
Facilities	58,500	-	-	-	58,500
Other Operating Costs	128,624	47,109	2,654	71,424	249,811
Board and Advisory	51,326	-	-	-	51,326
Total Expenditures	<u>671,403</u>	<u>1,122,850</u>	<u>209,776</u>	<u>1,981,841</u>	<u>3,985,870</u>
Excess (Deficiency) of Revenue over Expenditure before amortization	12,815	-	-	-	12,815
Amortization	<u>12,815</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>12,815</u>
Excess (Deficiency) of Revenue over Expenditure	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Board Chair: Cynthia Callison

Cynthia Callison is a member of the Crow Clan in the Tāltān Nation (Dene). Her firm's focus is working toward the well-being of First Nations communities. She regularly visits her home territory in the Stikine River Watershed and participates in traditional ceremonies and practices. Cynthia graduated from the Sauder School of Business and the Allard School of Law at UBC and recently completed a Master's degree in Constitutional Law at Osgoode Hall Law School. She joined the Board of Directors at the First Peoples' Cultural Council in 2015 and became Chair in 2016.

Board Vice Chair: Linda Bristol

Shee-ayesh-tee-doe (Linda Bristol) is a member of the T'Sou-ke Nation on Vancouver Island. She is committed to the promotion of Aboriginal arts, culture, protocol and awareness, and is currently employed as the President/CEO of the T'Sou-ke Arts Group. Previously she worked for the T'Sou-ke Nation as a Special Projects Worker and Cultural Advisor. She has received recognition for her volunteer service, from the Capital Regional District for her environmental work and from the province for her involvement in Aboriginal sports and recreation.

Treasurer: Konrad O. Thiele

Konrad O. Thiele is of Tsilhqot'in heritage and currently lives in Victoria with his family. He is a certified general accountant with over 10 years of senior-level experience in consolidation, finance control, management and auditing, financial statement analysis, budgeting, and management reporting.

Secretary: Cynthia Jensen Fisk

Laax Lo'op (Cynthia Jensen Fisk) is of the Fireweed clan, from house of Geel, in the village of Ansbayaxw. Believing that the language and the culture of the Gitx'san were "just sleeping," she worked her entire life to re-awaken them. She started the Doreen Jensen Memorial Gitx'san Language Class in 2009 in memory of her mother, Doreen Jensen. She feels honoured to carry on the traditions of her ancestors and follow in her mother's footsteps of paving the way to ensuring that "our language and culture never die." In addition to being a fluent speaker and teacher, Ms. Fisk is an accomplished practitioner of traditional art.

Board Member: Jaskwaan (Amanda Bedard)

Jaskwaan (Amanda Bedard) is a committed Xaad Kil (Haida Language) learner, teacher, and advocate. Over the past 12 years she has been active in a multitude of Haida language-learning programs in her community, including: Xaad Kil Gwaaygangee (The Haida Language Nest), Haida Language Immersion, and the Mentor Apprentice Program. Ms. Bedard and her husband bring the Xaad Kil they learn to their home and speak to their three children, contributing to the future of Xaad Kil in Haida Gwaii. Jaskwaan believes that with community healing, as well as hard work and dedication, Xaad Kil can thrive once again.

Board Member: Niniwum Selapem (Shain Jackson)

Niniwum Selapem (Shain Jackson) is from the the Coast Salish community of Sechelt. He is an artist and lawyer. After years of devoting his law practice to Aboriginal communities, he is

taking time out to pursue his artistic interests. Mr. Jackson's proudest contribution to Indigenous arts is the creation of Authentic Indigenous, aimed at protecting the economies and culture of Indigenous artists in B.C. Currently Mr. Jackson is president of Spirit Works Limited, an Indigenous owned and operated company focused on the design, production and distribution of Indigenous artwork.

Board Member: T'naxwtn (Dr. Peter Jacobs)

T'naxwtn (Dr. Peter Jacobs) is of Skwxwu7mesh (Squamish), Kwagulh (Kwakiutl) and Tlingit ancestry. In 2011, he completed his PhD in linguistics at the University of British Columbia and is currently on faculty at the University of Victoria. He has taught the Skwxwu7mesh language, both in the high school and at the college level and contributed to the development of a college certificate for Skwxwu7mesh language and culture at Capilano University. Dr. Jacobs strongly supports the maintenance of Indigenous languages through their use in the ceremonial life of our communities. In addition to teaching, he sits on the committee that oversees the Graduate Indigenous Language Revitalization (ILR) Program, and acts as the Linguistics Liaison for the Indigenous Education Advisory Board.

Board Member: T'atłagał (Dr. Trish Rosborough)

T'atłagał (Dr. Trish Rosborough) is Kwakiutl from Fort Rupert on northern Vancouver Island. Dr. Rosborough is currently Assistant Professor, Indigenous Education at the University of Victoria, with a doctorate in Educational Studies, BA in Child and Youth Care and MA in Systems Counselling. Prior to this, she was Director, Aboriginal Education Enhancements Branch, Ministry of Education, where she worked with First Nation communities in developing collaborative relationships. Dr. Rosborough has participated on various committees and focus groups dealing with issues such as racism, teacher recruitment, curriculum and policy development.

Board Member- Government Seat (Non-voting): Rachel Holmes

Rachel N Holmes is Executive Director, Socio-Economic Partnerships at Ministry of Aboriginal Relations and Reconciliation.

Chief Executive Officer: Tracey Herbert

Tracey Herbert is a member of the St'uxwtews First Nation (Bonaparte Band) of the Secwepemc Tribe in the interior of British Columbia. She has dedicated her 27-year career to public service with First Nations communities and is a strong believer in recognizing and promoting Indigenous peoples as the experts in their own cultures. Ms. Herbert has guided the FPCC partnerships with the Vancouver Opera, the Knowledge Network, the New Relationship Trust, the Margaret A. Cargill Foundation, Google.org and the Royal British Columbia Museum. She is currently the Chair of the Governance Council for the Endangered Languages Project launched in partnership with Google.org in 2012.

The First Peoples' Heritage, Language and Culture Council Board and Advisory Committee Membership Status¹

FPHLCC Board of Directors

Member	Community	Legislation Requirements	Date First Appointed	Most recent MO	Expiry date	Appointment Status (Dec 2016)	Action Required/ Notes
Cynthia Callison - Chair (voting member)	Tāltān Nation (Dene)	Appointed by minister on the recommendation of the Board	October 1, 2015	M316/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July.
<i>Shee-ayesh-tee-doe</i> Linda Bristol (voting member)		Appointed by minister on the recommendation of the Board	September 4, 2012	M375/ 2016	September 4, 2018	Active – 3rd term	
Dr. Trish Rosborough (voting member)	Kwakiutl Nation	Appointed by minister, in conjunction with BRDO	December 15, 2014	M390/2016	December 15, 2018	Active – 2 nd Term	
Mr. Konrad Thiele (voting member)		Appointed by minister, in conjunction with BRDO	November 2, 2015	M324/2015	November 2, 2017	Active – 1st Term	FPCC will advise BRDO by mid July if member wants to stay on
Dr. Peter Jacobs (voting member)		Appointed by minister on the recommendation of the Board	June 19, 2014	M115/2016	June 18, 2018	Active – 2 nd Term	
Shain Jackson (voting member)	Sechelt	Appointed by minister on the recommendation of the Board	October 1, 2015	M315-2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July

¹ FPCC is governed by a Board of Directors comprising up to 13 members. 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. 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 the three Board members are appointed directly by the Minister.

Member	Community	Legislation Requirements	Date First Appointed	Most recent MO	Expiry date	Appointment Status (Dec 2016)	Action Required/ Notes
Cynthia Jensen Fisk (voting member)	Ansabayw Village (Gitx'san)	Appointed by minister on the recommendation of the Board	October 1, 2015	M314-2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July
<i>Jaskwaan</i> Amanda Bedard (voting member)		Appointed by minister on the recommendation of the Board	April 8, 2016	M116-2016	April 8, 2018	Active – 1 st Term	
Vacant (voting member)		Appointed by minister on the recommendation of the Board					FPCC to submit materials to MARR by mid-July
Vacant (voting member)		Appointed by minister on the recommendation of the Board					FPCC to submit materials to MARR by mid-July
Vacant (voting member)		Appointed by minister on the recommendation of the Board					FPCC to submit materials to MARR by mid-July
Rachel Holmes (non-voting)	Victoria, BC	Appointed by minister to provide government perspective [BRDO]	October 16, 2014	M389/2016	October 16, 2018	Active – 2 nd Term	
Vacant (non-voting)		Appointed by minister on recommendation of the Board for historical, cultural and community perspective					FPCC to submit materials to MARR by mid-July

Board consists of the following members:

- 2 voting mbrs appt by the minister
- 9 voting mbrs appt on the recommendation of the Board
- 2 non-voting mbrs [1 by minister and 1 on recommendation of Board]

FPHLCC Advisory Committee

Item	Language group name	Member	Board (Y/N)	Date First Appointed	Most Recent MO	Expiry Date	Appointment Status (Sept. 2016)	Action Required / Notes
1	Anishnaubemowin (Salteau)	Vacant						FPCC has a call out for applications.
2	Nēhiyawēwin (ᑭᐢᐱᐢᐱᐢᐱᐢ) (Plains Cree)	Ms. Della Owens	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July.
3	Dakelh (ᑕᑭᐱ)	Ms. Marlene Erickson	Y	October 1, 2013	M317/2015	October 1, 2017	Active – 2 nd Term	FPCC to submit materials to MARR by mid-July
4	Dane-Zaa (ᑕᑕᑕ)	Ms. Laura Webb	N	October 1, 2013	M317/2015	October 1, 2017	Active – 2 nd Term	FPCC to submit materials to MARR by mid-July
5	Danezāgé'	Vacant						FPCC has a call out for applications.
6	Dene K'e	Vacant						FPCC has a call out for applications.
7	Nedut'en /Wet'suwet'en	Ms. <i>WILAT</i> Sue Alfred	N	November 3, 2011	M317/2015	October 1, 2017	Active – 3rd Term	FPCC to submit materials to MARR by mid-July

Item	Language group name	Member	Board (Y/N)	Date First Appointed	Most Recent MO	Expiry Date	Appointment Status (Sept. 2016)	Action Required / Notes
8	Táltán	Ms. <i>Edōsdi</i> Judith Thompson	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July
9	Tse'khene	Amelia McCook	N	March 1, 2017	M095/2017	March 1, 2019	Active – 1 st Term	FPCC has a call out for applications.
10	Tsilhqot'in	Vacant						FPCC has a call out for applications.
11	Tutchone (Southern)	Mr. Sean Sheardown	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July
12	Łingít	Ms. <i>KHEYAWK</i> Louise Mason (formerly Parker)	N	November 3, 2011	M317/2015	October 1, 2017	Active – 3 rd Term	FPCC to submit materials to MARR by mid-July
13	Ktunaxa	Vacant						FPCC has a call out for applications.
14	Éy7á7juuthem	Ms. <i>Koosen</i> Devin Pielle	N	September 22, 2016	M374/2016	September 22, 2018	Active – 1 st Term	
15	Hul'q'umi'num' / Halq'eméylem / hənqəminəm	Ms. Pearl Harris	N	November 3, 2011	M317/2015	October 1, 2017	Active – 3 rd Term	FPCC to submit materials to MARR by mid-July
16	SENĆOTEN / Malchosen / Lekwungen / Semiahmoo / T'Sou-ke	Mr. John Elliott	N	October 1, 2013	M317/2015	October 1, 2017	Active – 2 nd Term	FPCC to submit materials to MARR by mid-July
17	She shashishalhem	Mr. <i>Niniwum Selapem</i> Shain Jackson	Y	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July

Item	Language group name	Member	Board (Y/N)	Date First Appointed	Most Recent MO	Expiry Date	Appointment Status (Sept. 2016)	Action Required / Notes
18	Skwxwú7mesh sníchim	Mr. Gary Johnston	N	November 3, 2011	M317/2015	October 1, 2017	Active – 3 rd Term	FPCC to submit materials to MARR by mid-July
19	Nle?kepmxcín	Mandy <i>Na'zinek</i> Jimmie	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July
20	Nsyilxcən	Mr. Ben Louis	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July
21	Secwepemctsin	Ms. <i>Qwiqwiyt Nuxwenxwstye</i> Diena Jules	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July
22	Státimcets	Vacant						FPCC has a call out for applications.
23	Nuxalk	Vacant						FPCC has a call out for applications.
24	Gitsenimx	Vacant						FPCC has a call out for applications.
25	Nisga'a	Vacant						FPCC has a call out for applications.
26	Ski:xs	Vacant						FPCC has a call out for applications.
27	Smalgyax	Ms. <i>Nts'i'its K'aash</i> Charlotte Guno	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July
28	Diitiid?aatx	Ms. Elsie Antuna	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July

Item	Language group name	Member	Board (Y/N)	Date First Appointed	Most Recent MO	Expiry Date	Appointment Status (Sept. 2016)	Action Required / Notes
29	Hailhzaqvla	Ms. Frances Brown	N	November 3, 2011	M317/2015	October 1, 2017	Active – 3 rd Term	FPCC to submit materials to MARR by mid-July
30	Kwakwala In regulations: KwaÇwala	Mr. <i>T'łalis</i> Mike Willie	Y	May 5, 2010 (Tribal Council appointment) November 3, 2011 (amended legislation)	M317/2015	October 1, 2017	Active – 3 rd Term (amended legislation) Served one previous term as Tribal Council appointee – only served 17 months	FPCC to submit materials to MARR by mid-July
31	Nuučaanuł	Dr. <i>čitapkʷəeʔuł</i> Bernice Touchie	N	November 3, 2011	M317/2015	October 1, 2017	Active – 3 rd Term	FPCC to submit materials to MARR by mid-July
32	Oowekyala	Vacant						FPCC has a call out for applications.
33	ᖶenaksialakala / ᖶa'islakala In regulations as: àenaksialaÇala / àa'islaÇala	Vacant						FPCC has a call out for applications.
34	ᖶaad Kil / ᖶaaydaa Kil (Haida) In regulations as: Úaad Kil / Úaaydaa Kil	Ms. <i>Jaskwaan</i> Amanda Bedard	N	October 1, 2015	M317/2015	October 1, 2017	Active – 1 st Term	FPCC to submit materials to MARR by mid-July

Notes:

A. Organization

Divisional Overview Negotiations & Regional Operations Division

ADM Responsible: Douglas S. Scott

Core Business/Program Area Description/Critical Business Processes:

The Negotiations and Regional Operations Division (NROD) is one of two divisions in the Ministry of Aboriginal Relations and Reconciliation. The Division is responsible for negotiating and implementing lasting agreements that contribute to reconciliation with First Nations and Aboriginal people in BC.

The Division also builds relationships with First Nations, resolves conflicts and provides advice to other ministries and the private sector. Located in Victoria as well as eight regional centres, NROD's regional structure reflects the Natural Resource Sector regional areas in order to ensure a strong integration with other provincial agencies and to provide presence in provincial engagements with First Nations at the local level.

NROD is responsible for all major reconciliation negotiations including treaty, economic, and socio-cultural agreements.

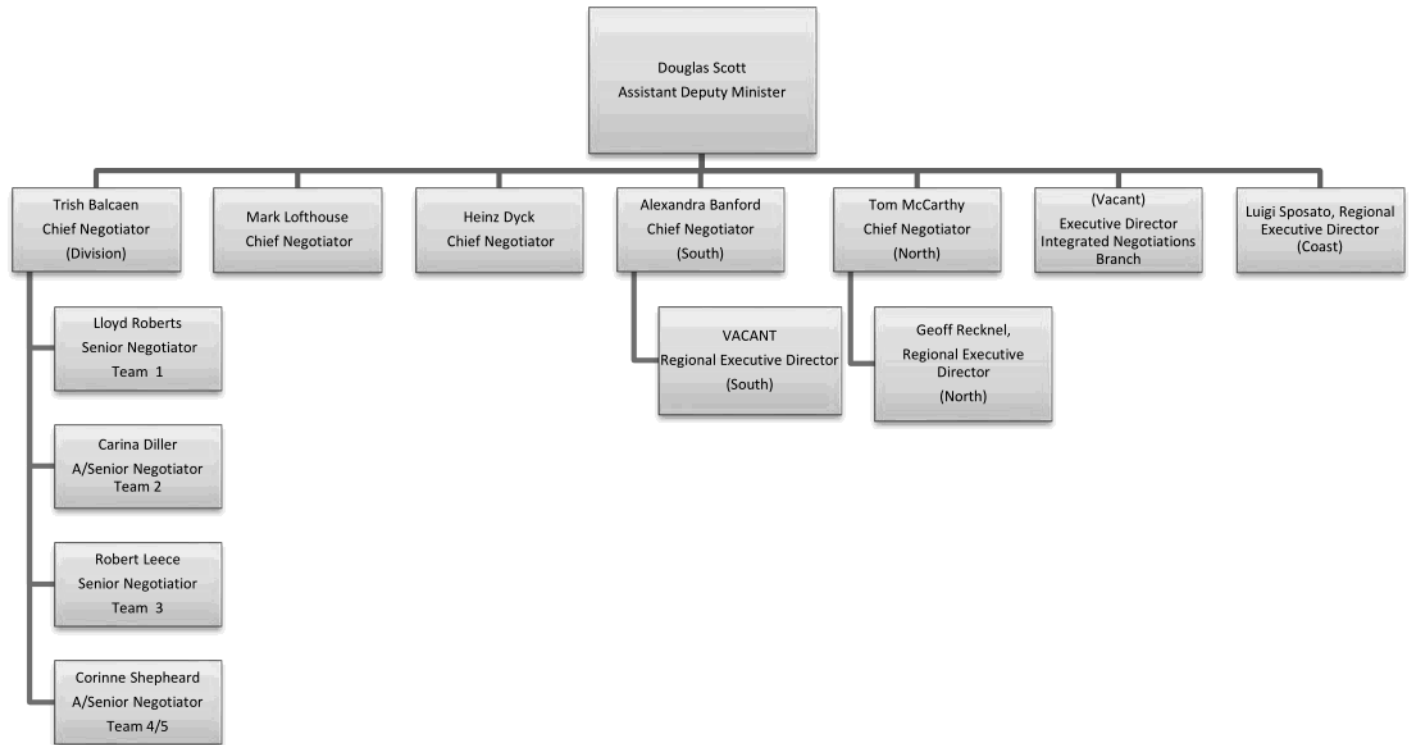
NROD also leads and participates in a number of key negotiations and provides the overall administration of several agreement programs, which support natural resource sector permitting and authorization processes as well as specific sector projects (Strategic Engagement, Economic and Community Development, and Forest Consultation and Revenue Sharing Agreements). In addition, NROD plays a key role in cross-ministry integration in relation to First Nations issues.

Full Time Equivalent (FTEs): 120

Budget: \$13,131,000 for FY16/17.

Related Legislation: Negotiations touch on various pieces of legislation in the resource and social sectors.

Organizational Chart:



NATURAL RESOURCE SECTOR TRANSITION NOTE

Date: April 26, 2017

ISSUE: NATURAL RESOURCE SECTOR STRATEGIC OVERSIGHT

BACKGROUND:

The six ministries which comprise the Natural Resource Sector (NRS) have a relatively advanced degree of integration, which has developed progressively since 2005.

Regarding strategic planning and oversight, the current model comprises:

- Sector-wide governance, through groups such as the NR Board and NRS ADMs committee;
- Initiative oversight at the NR Board level for key priorities such as the Natural Resource Permitting Project;
- Ministry-level Service Plans, outlining targets and priorities for each component ministry of the NR Sector;

The Natural Resource Board is currently engaged in a process to further evolve integration across the sector, through the provision of:

- A harmonised strategic plan, which encompasses all strategic-level initiatives across all ministries of the sector;
- A prioritisation of strategic initiatives, so requisite resources can be more effectively apportioned;
- Clear accountabilities for cross-ministry sectoral strategic initiatives;
- Ongoing environmental scanning, to ensure emerging opportunities and new directives are accommodated, and existing strategic initiatives re-prioritised accordingly;
- Oversight of strategic initiatives to validate that all sector-wide resources are being optimally utilised, support the provision of appropriate remedial intervention in a timely manner, and ensure that re-prioritisation is conducted as needed;
- Support for sector ministries to create their composite service plans, with clear linkages to the overarching NR Sector Strategy, and to evolve their ministry-level strategic planning and oversight to advance the overall maturity level throughout the sector.

SUMMARY:

- A harmonised approach to strategic planning for the NR Sector has been committed to by the NR Board with the goal of approval by the end of FY 2017/18.
- This approach will deliver a holistic strategic plan, identify priorities and provide oversight of strategic initiatives.,.
- This approach will realise many benefits for the sector, represents a natural evolution of the Sector's integrated approach, and will lead to increased maturity in strategic planning, initiative prioritisation, and oversight, for all constituent ministries of the NR Sector.
- In addition to direct benefits from harmonised strategic planning and oversight, the strategic approach will support the Sector's transformation agenda, through the provision of an aspirational desired end-state.

DECISION REQUIRED: N/A

NATURAL RESOURCE SECTOR TRANSITION NOTE

Date: April 3, 2017

ISSUE: NATURAL RESOURCE SECTOR INTEGRATION AND TRANSFORMATION

BACKGROUND:

Natural Resource Sector (NRS) ministries have been progressively integrating land management activities and pursuing a transformation approach in support of government priorities since 2005.

- The drivers for a more integrated sector have been:
 - Improving efficiency for review of major projects, such as mines where authorizations are needed from multiple ministries;
 - The ability to coordinate negotiations and consultations with First Nations where provincial interests cannot be met by siloed approaches by a single ministry;
 - Improved efficiency of major technology projects or client services that arise through the economies of scale from a sector perspective; and
 - The ability to address issues like cumulative effects on the land base that must be coordinated across several ministries in order to meet the public interest.
 - Budget pressures across government compelling shared services, integration of common functions and stronger coordination of business
- Early steps involved the establishment of the Integrated Land Management Bureau and an associated Board of Natural Resource Deputy Ministers in 2005 to consolidate permitting and provide better client service in the sector.
- In 2005, FrontCounter BC (FCBC) was established to pilot the first integrated client-facing service counter in Kamloops for natural resource clients and the public. Expanding to 29 communities by 2011, FCBC is the client-facing natural resource services provider for most NRS permitting today.
- In response to increasing budget pressures across government, increasing land and resource-use pressures and economic drivers like the BC Jobs plan, government initiated the Resource Management Coordination Project in 2008 to begin a virtual integration of common services and functions across the natural resource ministries.
- Having optimized the opportunities of virtual integration, 2010/11 saw a structural re-organization of parts of the NRS ministries to form Forests, Lands and Natural Resource Operations (FLNR).
- Under the Environment and Land Use Cabinet Committee (ELUC), and the supporting Natural Resources Board of Deputy Ministers (NRB), FLNR became the ministry responsible for integration of natural resource sector decision making and overall land and resource management coordination.
- The structural re-organization aligned the NRS and in 2013 to align administrative systems, policy, and the 'one land manager' approach to major projects and land and resource management were further coordinated by setting up the Natural Resource Transformation Secretariat (NRTS) to deliver the Natural Resource Permitting Project (NRPP).

SUMMARY:

- The partnership between FCBC and NRTS has been key to the successful implementation of the NRS Online Services website.
- Continued support of sector integration and transformation - including the Natural Resource Permitting Project - will ensure that our natural resource sector, which generates close to \$3B in annual revenue to the province and over 156,000 jobs, remains a key driver of economic activity throughout the province.
- NRPP is a multi-year initiative aimed at reducing red tape, putting citizens and business first, improving services, streamlining processes, integrating government decision making and improving access to information.
- Charged with developing a single-sector operating model, NRPP supports NRS ministries to transform and streamline their business for more effective client service and achievement of government priorities.
- There is now one location for NRS clients to access services through the new NRS Online Services website that was launched in December 2016. Clients can explore for development opportunities by accessing the latest land information in one location through a new mapping tool and new electronic land activity reports. The application process is also simplified through access to e-guidance documents.
- NRPP is on track and on budget to deliver the \$57M Phase 1 commitments of the project by the end of Fiscal 17/18 ^{s.13,s.17}
- s.13,s.17

DECISION REQUIRED: N/A

NATURAL RESOURCE SECTOR TRANSITION NOTE

Date: March 29, 2017

ISSUE: s.12,s.16
priorities.

established to meet provincial economic

BACKGROUND:

s.12,s.16

s.12,s.16 1) Non-Treaty Agreement Funding s.12,s.16 (NTAFE), 2) Strategic Forestry
s.12,s.16 (SFE) and 3) the First Nations Liquefied Natural Gas (LNG) Benefits s.12,s.16
s.12,s.16

MARR is responsible, on behalf of natural resource sector deputy ministers, for managing the
s.12,s.16

and managing all s.12,s.16 spending plans to support negotiations. The Natural
Resources Board (NRB) and Deputy Ministers' Working Group on First Nations and LNG
(DMWGFNLNG) have delegated authority to approve mandates and funding for negotiations
s.12,s.16

s.12,s.16

In June 2016, Treasury Board approved:

- s.12,s.16

- Delegated authority to the DMWGFNLNG to approve individual LNG Agreements;
- Delegated authority to the NRB and DMWGFNLNG to move s.12,s.16
s.12,s.16
- A quarterly reporting process to the Deputy Secretary to Treasury Board.

s.12,s.16

s.12,s.16	2016/17	2017/18	2018/19
	s.12,s.16		
Total	141	139	60

SUMMARY:

s.12,s.16

Current signed and committed agreements within the spending plan already account for most of the approved contingency allocation, leaving little room for new government priority negotiations.

s.12,s.16

s.12,s.16

- MARR will continue to work with Treasury Board staff to identify flexible mandating options, while maintaining fiscal discipline. The sector is also seeing a significant increase in socio-cultural initiatives at numerous tables. These are often low risk and high return initiatives in negotiations; however, the FNFE streamlined approval criteria do not currently contemplate these initiatives

**NATURAL RESOURCE SECTOR
TRANSITION NOTE
ABORIGINAL LIAISON PROGRAM**

Date: May 26, 2017

ISSUE: STRENGTHEN NATURAL RESOURCE SECTOR RELATIONSHIPS WITH FIRST NATIONS THROUGH EXPANSION OF THE ABORIGINAL LIAISON PROGRAM

BACKGROUND:

Endorsed by the NR Board and the Executive Land Use Committee of Government in June 2016, the Natural Resource Sector Aboriginal Liaison Program (NRSALP, ALP or Program) provides a means by which First Nations can have meaningful engagement with all NR Sector activities throughout their full lifecycle.

Since its implementation a little over 2 years ago, the program has expanded to encompass the full NR Sector (now housed within FLNRO but NR Board direction is to maintain as full sector). The Program is well supported by operational staff from Ministries and Agencies across the NR Sector and interest in the Program is growing within First Nations communities across the province¹.

The Program provides opportunities for representatives of First Nations communities to be trained in the content and application of the Province's regulatory framework and to observe how that framework is applied to NRS projects within their Territories. The Program is currently directed towards compliance monitoring^{s.13}

The Program provides many benefits absent from traditional project based interactions including:

- Ensuring information on proposed activities is provided in a meaningful and respectful manner;
- Allowing First Nations involvement in review and assessment of information provided to them by proponents and/or government agencies;
- Ensuring First Nations understand proposed activities and their associated impacts and have the skills and training necessary to assess these activities during consultation;

s.13,s.16

- Ensuring First Nations understand how proposed activities are regulated by the province – for the full lifecycle of the activities;
- Ensuring that First Nations have the education and training necessary for dealing with emergencies or similar situations that may arise during operations; and
- Ensuring First Nations have access to information they need/desire throughout the activity lifecycle.

s.13

s.16

SUMMARY:

FLNRO, in consultation with OGC and a Committee of ADM's established under the NRS ADM's is leading the development of a proposal for expansion of the ALP into other areas of the province. At the same time, the cross government team is looking at ways to bring all existing monitoring activities under a sector envelope. The framework will address consistency in principles, objectives and cost structure.

DECISION REQUIRED

• s.13

Agency/Agencies Responsible: FLNRO

APPENDIX 1: Natural Resource Sector Monitoring Partnerships between BC and First Nations

Agreement/ Program	Description	Current Status	Funding Source/ Level	Pending Decisions
Aboriginal Liaison Program	North Area: Compliance monitoring with 7 First Nations groups. 10 FN monitors funded at about \$150k each/ year. Involves FLNRO, OGC, EAO and MEM, MOE.	Program started in 2014 and has been successful to date. Funding in place for 2017/2018 fiscal year.	OGC/ \$1.01M per year	s.13
Environmental Stewardship Initiative (LNG)	North Area: Environmental value information collection and analysis. Includes value monitoring as a component. 35 First Nations and FLNRO, NGD, MARR participation.	Started in 2015. New funding commitment to March 31, 2019 (not yet communicated to participants)	NGD/ \$30M over 3 years	None.
Various Agreements	Collaboration and Reconciliation Agreements across the Province include monitoring components to varying degrees.	Various.	Various.	Various.

NATURAL RESOURCE SECTOR TRANSITION NOTE

Date: May 29, 2017

ISSUE: CUMULATIVE EFFECTS FRAMEWORK STATUS UPDATE

BACKGROUND:

Cumulative Effects are changes to environmental, social and economic values caused by the combined effects of past, present, and potential future activities and natural processes. To improve Government's management of cumulative effects, the Ministry of Forests, Lands and Natural Resource Operations and the Ministry of Environment led development of the *Cumulative Effects Framework* (CEF) beginning in 2010. After a period of design and "proof of concept" in several pilot areas, phased implementation of the CEF was approved by ELUC in December 2013.

When fully implemented, the CEF will include policy, procedures, decision support tools and governance structures to support periodic assessments of cumulative effects for a selected set of values and management responses in decision-making across the natural resource sector. Cumulative Effects Assessments are tools to support decision making in: natural resource authorizations, environmental assessments for major projects, First Nations Consultation and Impact Assessment, and other strategic, tactical and operational decisions.

The first phase of CEF implementation has focused on the following priority activities:

1. **Regional implementation:** Implementing cumulative effects assessment and management in selected areas where assessments were completed during the trial phase (Thompson-Okanagan and Cariboo regions), and evaluating effectiveness.
2. **Policy and Procedures:** Developing provincial policy and procedures for cumulative effects assessment and management.
3. **Value Assessments:** For five initial CEF values (aquatic ecosystems, forest biodiversity, old growth, grizzly bear and moose) – developing standard assessment protocols and models, assessing current condition in all regions, and publishing maps and data. Some regions have developed additional region-specific value assessments.
4. **Data systems and tools:** Confirming systems and tools for data access, visualization and reporting, in partnership with the Natural Resource Permitting Project (NRPP).

The current status of each of these activities, and key milestones achieved to date, are as follows:

1. **Regional implementation:** Early Cumulative Effects assessments in the Thompson-Okanagan and Cariboo regions continue to support resource management and decision-making, and inform policy development and

continuous improvement.

2. **Policy and Procedures:** In October 2016 the NR Board approved CEF Interim Policy, and announced this approval and next steps to NRS (Natural Resource Sector) staff in February 2017. s.13

s.13

3. **Value Assessments:** In January 2017 the NRS ADMs committee endorsed Interim Standard Assessment Protocols for the first three CEF values (aquatic ecosystems, old growth and grizzly bear). s.13

s.13

Steps for regional review and validation are underway, and will result in variable timelines for publishing value assessments for each region, substantively between June 2017 and Fall 2018.

Some regions have also identified additional regional values and/or have assessment work underway as part of the CEF, or through related initiatives such as the Ecosystem Stewardship Initiative.

4. **Data systems and tools:** data models have been designed and built to support publishing CE values data in the BC Data Warehouse and through NRPP's Natural Resource Sector Online Services.

s.13

DECISION REQUIRED

- **30-60-90 day issue: Yes**
- **Decision required: No**

Agency/Agencies Responsible:
FLNRO – Resource Stewardship Division

NATURAL RESOURCE SECTOR TRANSITION NOTE

Date: April 3, 2017

ISSUE: FRONTCOUNTER BC'S ROLE IN SUPPORTING THE NATURAL RESOURCE SECTOR

BACKGROUND:

FrontCounter BC was created in 2005 as the single service provider for the Natural Resource Sector. FrontCounter BC provides services to both external clients and internal clients (Partner Agencies) through Service Level Agreements (SLA). FrontCounter BC offers multi-channel services including:

- in-person through 29 office locations throughout the province,
- online through www.frontcounterbc.gov.bc.ca / www.portal.nrs.gov.bc.ca (newly launched single portal for clients), and
- toll free phone at 1-877-855-3222

There are approximately 200 FrontCounter BC staff across the province available to assist natural resource clients and partner agencies. The FrontCounter BC program is administered through a Provincial Team who provides the resources, tools and processes required to deliver services.

Service Level Agreements between FrontCounter BC and the Partner Agencies outline the services that FrontCounter BC provides on behalf of the Partner. FrontCounter BC currently has Service Level Agreements with Forests, Lands and Natural Resource Operations, Ministry of Energy and Mines, Ministry of Environment, Ministry of Agriculture, Ministry of Transportation and Infrastructure and Service BC. Services are defined as 'tiers' and include:

- supporting clients with accessing information about and understanding how to apply for natural resource related authorizations and permits,
- conducting initial application processing work to ensure applications are complete and conducting a status of the application area,
- initiating stake holder referrals and first nations consultation

All FrontCounter BC offices have a public Community Access Terminal for clients to access online information and services and all offices are capable of processing all forms of payment (including the toll free Contact Centre).

Since 2005 FrontCounter BC has been expanding its role in supporting natural resource clients and Partner Agencies by increasing the scope of authorizations handled and increasing the level of services provided. FrontCounter BC leads streamlining efforts through continuous improvement of processes and shifting services from paper to electronic channels. These efforts result in more efficient processing times and improved client service. FrontCounter BC measures client service and collects feedback from clients through various methods including comment cards, online surveys and a monthly Client Satisfaction survey.

NEXT STEPS:

- FrontCounter BC continues to expand the scope of services provided to Partner Agencies to support consistent services for natural resource clients.
- FrontCounter BC continues to improve client service offered through each of the service channels.
- FrontCounter BC works closely with the Natural Resource Transformation Secretariat (NRTS) to enhance online services for clients.

DECISION REQUIRED – N/A

Agency/Agencies Responsible: Ministry of Forests Lands and Natural Resource Operations

Partners:

- Ministry of Energy and Mines
- Ministry of Environment
- Ministry of Agriculture

NATURAL RESOURCE SECTOR TRANSITION NOTE

Date: March 29, 2017

ISSUE: FEDERAL *SPECIES AT RISK ACT* AND CARIBOU RECOVERY IN BRITISH COLUMBIA

BACKGROUND:

Canada's *Species at Risk Act* (SARA, or the *Act*), 2002

Under SARA, recovery strategies must be prepared for all species designated as threatened or endangered species. The designation follows from a recommendation by the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) and approval by the Minister of Environment and Climate Change Canada (ECCC). Recovery strategies must identify critical habitat without consideration of the social and economic implications of protection. If the ECCC minister forms an opinion that critical habitat is not “effectively protected” for provincially managed species and habitat on provincial lands, the minister must recommend to Governor in Council (GIC) that an order be made against destruction of critical habitat on provincial lands.

In 2016, ECCC released a draft *Critical Habitat Protection Assessment* (CHPA) policy under SARA to guide the process for assessment of laws and measures to protect critical habitat identified on non-federal lands to inform the ECCC Minister's opinion.

Provinces and territories (PTs) are challenged to protect the critical habitat of SAR in the same manner and to the same degree as required by SARA. The *Act* does not allow consideration of social and economic values when making recommendations to GIC to protect critical habitat, yet PTs must consider those factors when making significant land-use decisions. The *Act* does not adequately recognize other significant recovery investments that may be required for effective recovery of some species at risk (e.g., predator management; disease management).

BC's position is that federal decisions need to better reflect P/T jurisdictional accountabilities and that reforms to SARA or SARA related policies are required to increase flexibility and ensure socio-economic factors are considered prior to making legal decisions to protect critical habitat.

Southern Mountain Caribou (SMC)

Caribou populations are in decline across Canada. In October 2016, the Minister of ECCC made a decision to confirm a *Canadian Environmental Assessment Act* (CEAA) finding of ‘significant adverse cumulative effects’ for the Murray River Coal Mine Project on the use of lands and resources for traditional purposes by Aboriginal Peoples with respect to SMC. To avoid being in a situation where a project approval under CEAA might contradict ECCC's obligation under SARA, ECCC announced an assessment process (CHPA) for SMC.

To support ECCC's assessment, BC agreed to collaborate on a joint Protection Study (the Study) on SMC to review current and past provincial measures to protect and recover caribou. The first phase of the Study, focussing on the Central Mountain herds, was published in February, 2017.

The Study identified critical habitat protection gaps against targets outlined in the federal Recovery Strategy for SMC. This information will inform the federal CHPA and additional protection and recovery measures in BC.

Boreal Caribou are also listed as threatened under SARA. BC is updating its 2013 Boreal Caribou Implementation Plan (BCIP) to include enhanced recovery actions based on what was learned in the CHPA process for SMC, along with new science and information, and to ensure the plan is in closer alignment with SARA requirements.

To address gaps in caribou protection for all herds, BC announced \$27 million over three years to support recovery efforts across BC. BC needs to work with Canada under a renewed BC/Canada SAR agreement to address jurisdictional issues and to better align SAR management.

SUMMARY

- SARA contains regulatory provisions designed to compel PTs to effectively protect the critical habitat of SAR. If BC does not effectively protect critical habitat, Canada may issue a Protection Order.
- The CHPA process is creating uncertainty for natural resource development.
- BC has a long history of taking action toward the protection and recovery of caribou, with significant social, environmental and economic trade-offs.
- Revisions are underway to BC's implementation plans to protect and recover caribou and to better align with the Federal Recovery Strategy requirements under SARA; consultations are underway with First Nations, industry and the public.

DECISIONS REQUIRED

- **30 day issue:** (none)
- **60 day issue:**
 - s.12,s.16
 - Public review and comment on the revised BCIP
- **90 day issue:**
 - Updates to BCIP and PNCP
- **Decision required:** No

Agencies Responsible:

- FLNRO – Resource Stewardship Division
- Ministry of Environment

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March 2017

CORPORATE SERVICES for the NATURAL RESOURCE SECTOR

Core Business/Program Area Description/Critical Business Processes:

Formed in 2010, Corporate Services for the Natural Resources (CSNR) is an integrated, sector-focused corporate services organization within the FLNRO which has accountability to provide services to the six ministries that make up the Natural Resource Sector (NRS).

- Ministry of Aboriginal Relations & Reconciliation
- Ministry of Agriculture
- Ministry of Energy and Mines
- Ministry of Natural Gas Development
- Ministry of Environment – including Environmental Assessment Office
- Ministry of Forests, Lands and Natural Resource Operations

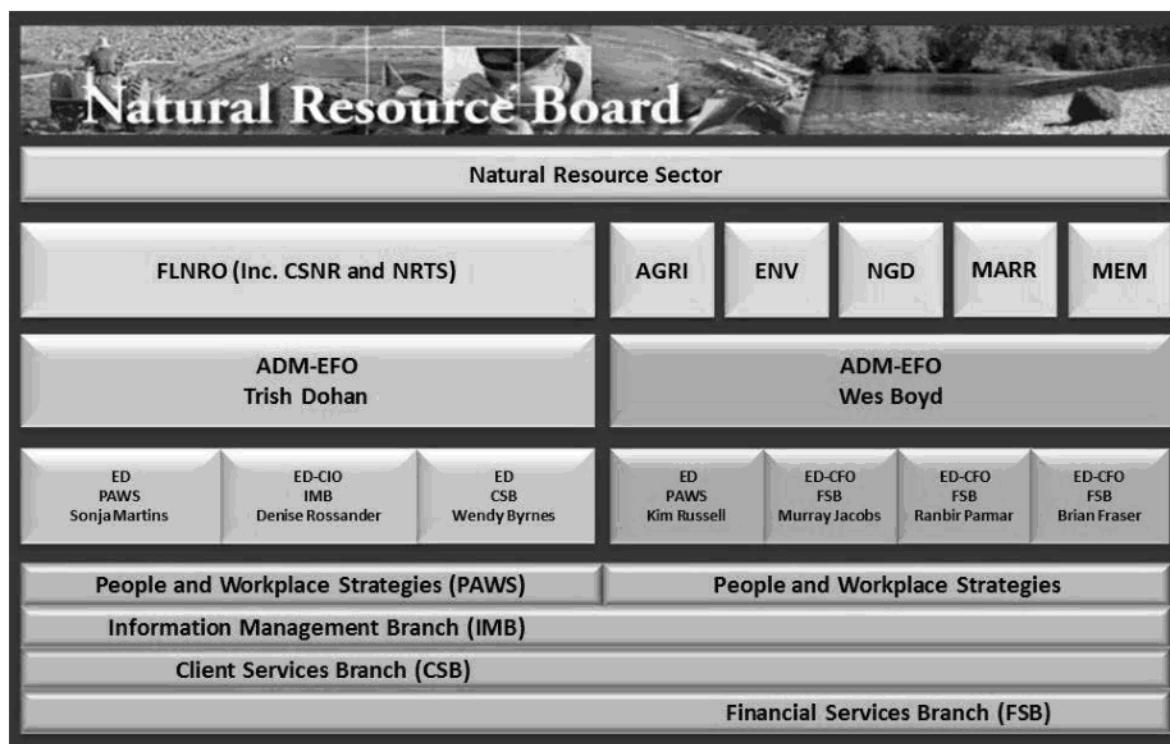
CSNR is led by two assistant deputy ministers (ADMs), each ADM has specific business area accountabilities for the natural resource sector in the service areas of **finance, strategic human resources, client services, and information management**. In addition, each ADM has Executive Financial Officer (EFO) responsibility for one or more ministries.

The corporate services model was designed to be flexible. By using a sector based approach, to share best practises, standardize business processes, and consolidate resources, significant efficiencies have been achieved. Benefits have included:

- Enhancing integration and coordination across the sector;
- Streamlining processes and providing consistent services across the sector;
- Establishing a single accountability for corporate services functions;
- Optimizing use of NRS facilities and assets where possible;
- Synergies in central agency requirements (e.g., sector Workforce Plans, sector Technology and Transformation Plan, NRS Integrated Strategic Plan);
- Providing strategic high level financial overviews to improve and support sector based decisions.

Assistant Deputy Minister / Executive Financial Officer Responsibilities:

Trish Dohan	EFO for Forests, Lands and Natural Resource Operations (FLNRO) Responsible for Client Services Branch, Information Management Branch, and People and Workplace Strategies supporting FLNRO.
Wes Boyd	EFO for Aboriginal Relations and Reconciliation (MARR), Agriculture (AGRI), Energy and Mines (MEM), Natural Gas Development (NGD), and Environment (including Environmental Assessment Office (EAO)) Responsible for Financial Services Branch and People and Workplace Strategies supporting MARR, AGRI, MEM, NGD, and ENV.



Budget: CSNR supports the Natural Resource Sector and each ministry contributes towards the cost:

	Budget	% Budget
MARR	1,672,000	4%
AGRI	2,898,000	7%
EMNG	1,232,000	3%
NGD	252,000	1%
ENV	9,535,000	22%
FLNRO	26,876,000	63%
2016/17 CSNR Total	42,465,000	100%

Full Time Equivalents (FTEs): 496*

*Includes regular and auxiliary positions – FTE numbers as of December 31, 2016.

Related Legislation:

- *Financial Administration Act;*
- *Budget Transparency and Accountability Act;*
- *Balanced Budget and Ministerial Accountability Act;*
- *Financial Information Act;*
- *Supply Acts;*
- *Information Management Act;*
- *Public Service Act.*

Business Services:**Core Business/Program Area Description/Critical Business Processes:**

As a single entity organized to serve the entire sector. This corporate approach has paved the way for more integrated approaches that bring together our people, processes and technologies.

CSNR provides the following services to facilitate operational and strategic decision making across the six agencies.

Finance

- Financial Planning and Reporting: Financial planning, monitoring and reporting; budget development; financial and FTE forecasting; Treasury Board & Cabinet Submission support; and chart of accounts maintenance
- Financial Operations: Financial systems; expenditure operations including accounts payable, fixed assets and payroll; corporate card programs and accountable advances; input to proposed modification to government financial systems, and fiscal year end processes.
- Financial Policy, Compliance and Procurement: Financial policy advice, contract and procurement advice, signing authorities, financial compliance audits, bidder's lists and vendor complaints process.
- Revenue: Revenue and receivables management and administration; trust accounting; revenue forecasting and reporting; Fee/Fine Issue Paper support; and FrontCounter BC refund requests.

Information Management / Information Technology (IM/IT)

- Executive Support: Guidance, support and advice to Executive regarding their computer hardware, software and operational needs in cases where services are not provided by Shared Services BC (e.g. VIP).
- Business Service Desk: Central contact for line of business application issue calls and ordering goods and services from Shared Services BC (iStore ordering); first point of contact for cellular device issues and orders.
- Telecommunications Services: Provide province-wide 2-way radio communication enabling field staff to perform business functions in remote areas; maintenance of weather stations.
- Web Infrastructure Services: Develop, enhance, maintain and administer web infrastructure technologies; provide advice and facilitate the use of various web service offerings.
- Strategic Planning Support: Strategic planning to develop the appropriate transformation and technology plans, IM/IT application vision, and information system plans; assist ministry partners in determining IM/IT capital, and operating investments driven by their annual business plans and requirements.
- Application Development and Maintenance: Manage NRS IM/IT business solutions; lead all aspects of systems development and maintenance; coordinate of all aspects of IM/IT

procurement, and contract management within the scope of the Core Policy and Procedure Manual (CPPM).

Facilities, Fleet and Assets

- Facilities Management: Provide building and property management, space planning and accommodation management; manage and coordinate facilities projects and tenant improvements of ministry-owned and corporate properties.
- Fleet Management: Coordinate vehicle locations to meet business priorities; annual vehicle and equipment insurance renewals; accidents and loss reporting and documentation; provide policy and procedures; provide analysis and reports (fleet utilization, fuel consumption, maintenance); manage fleet budgets; and procurement of replacement and emergency vehicle equipment.
- Asset Management: Promote compliance with CPPM; develop local sharing agreements for assets; contribute to the development of capital plans for NRS operating and heavy duty equipment purchases; review storage of assets; and support the development of operational equipment asset inventories across the province.

Security and Safety Services

- People, Assets, IM/IT and Facilities: Proactively identify and offset security risks and exposures; ensure incidents are reported; provide a coordinated response to central authority directives and requests; and raise security awareness across the sector. IM/IT security services include the coordination of information privacy incidents, Privacy Impact Assessment (PIA) reviews, and Security Threat Risk Analysis (STRA) reviews.
- Business Continuity Planning & Emergency Support: Promote compliance with legislation and CPPM by providing support to plan, respond, and restore sector priority business functions; timely first alert notification and effective ongoing communication; site specific information on essential services, staff and resource requirements; and raising business continuity and emergency management awareness through orientations and exercises.

Strategic Human Resource Services

- Workforce Planning: identify people-focused priorities and implement strategies to meet ministry and/or sector business goals. Examples include workforce plans, succession plans, and recruitment and retention strategies. This also includes workforce analysis and reporting services, such as WES analysis and other HR metrics or workforce reports.
- Organization Effectiveness: provide tailored support, advice and recommendations to enhance employee engagement and improve business results. Examples include organizational advice, staffing strategies, team building, leadership development, change management, recognition, and management compensation.
- HR Programs & Initiatives: increase awareness and support ministry implementation of public service and natural resource sector human resources initiatives. Examples include performance management, recognition, health and well-being, diversity and inclusiveness, guidelines and tool-kits, and liaising with central agencies such as the Public Service Agency.

Records Support and Leadership

- Records Management Leadership: Provide guidance and advice on records-related issues; liaise with central agencies as appropriate to ensure NRS records needs are met, and support records systems development for the sector.
- Freedom of Information and Protection of Privacy Support: Liaise with central agencies; promote compliance with FOIPPA; assist ministry partners with managing legislated timelines;

provide sector-wide advice on routine release strategies, and provide and promote FOI awareness and orientation.

- Litigation Documents Discovery Leadership: Provide advice, guidance, and orientations related to litigation document discovery requirements; coordinate case-specific litigation document discovery activities, and work in partnership with Ministry of Justice legal teams.

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2017 CALENDAR OF ANNUAL EVENTS

June 2017

- June 1 – Clean Energy BC Association Annual General Meeting, Vancouver
- June 6 – Union of BC Municipalities First Nations Community-to-Community Forum, Vancouver
- June 7-9 – First Nations Summit - second of three triennial meetings (webcast), Vancouver
- June 11 – 9th anniversary of the Government of Canada Residential School Apology
- June 13 – 3rd anniversary of BC and the First Nations Leadership Council signing of a Memorandum of Understanding to Stop Violence Against Aboriginal Women and Girls
- June 15 – 1st anniversary of Highway 16 Transportation Action Plan
- June 21 – 21st National Aboriginal Day
- June 22 – 2nd anniversary of Truth and Reconciliation Commission 94 Calls to Action
- June 26 – 3rd anniversary of Tsilhqot'in Decision in the Supreme Court of Canada

July 2017

- July 1 – Canada Day, 150th anniversary of Confederation
- July 11-15 – BC Elders' 41st Annual Gathering, Campbell River
- July 16-23 – North American Indigenous Games 2017, Toronto
- July 25-27 – Assembly of First Nations 38th Annual General Assembly, Niagara Falls

August 2017

- August 4 – 3rd anniversary of the Mount Polley mine tailings pond collapse, Williams Lake
- August 5 – Standing Together – Tribal Journeys, Campbell River (Premier has been invited to participate in final stage of the canoe paddle)
- August 9 – International Day of World Indigenous Peoples

September 2017

- September – Union of BC Indian Chiefs Annual General Assembly, dates to be determined
- September 1 – 1st anniversary of the launch of the National Inquiry into Murdered and Missing Indigenous Women and Girls
- September 5-7 – BC First Nations Leadership Gathering, Vancouver
- September – New First Nations Clean Energy Business Fund announcements (every Sept.)
- September 13 – 10th anniversary of the United Nations Declaration on the Rights of Indigenous Peoples
- September 14-15 – First Nations Summit chief negotiators meeting
- September 24 – 2nd Walk for Reconciliation, Vancouver
- September 25-29 – Union of British Columbia Municipalities Annual Convention, Vancouver
- September 30 – Orange Shirt Day to recognize damage of residential schools

October 2017

- October – BC Treaty Commissioner Annual Report, date to be determined
- October – BC Assembly of First Nations Annual General Meeting, dates to be determined
- October 4 – Sisters in Spirit Vigil
- October 5 – Moose Hide Campaign Day (Ottawa) – to be confirmed – this was the day chosen in 2016, supporting Sisters in Spirit
- October 18-20 – First Nations Summit 3rd triennial meeting, Vancouver
- October 25 – Federal census statistics release on Aboriginal people
- October 26 – Lhats'as?in Memorial Day, Tsilhqot'in territory
- October 31 – 5th anniversary of the federal Cohen Commission report on decline of sockeye in the Fraser River

November 2017



2017 CALENDAR OF ANNUAL EVENTS

- November – 1st anniversary of Amnesty International report, “Site C Dam, Human Rights at Risk”
- November 8 – National Aboriginal Veterans Day
- November 16 – 1st anniversary of the signing of the Metis Relationship Accord II, annual report due
- November 16 – Louis Riel Day (2016 was the 1st time BC had a Louis Riel Day proclamation)
- November 18 – 13th anniversary of the Haida Supreme Court of Canada decision
- November 21 – 1st anniversary of Grand Chief Ed John report on Indigenous Child Welfare
- November 25 – International Day for the Elimination of Violence Against Women
- November 2018 – Generate BC Conference, BC Clean Energy Association, dates to be determined

December 2017

- December 6 – National Day of Remembrance and Action Against Violence Against Women
- December 9 – 10th anniversary of the Pickton verdict
- December 11 – 20th anniversary of the Delgamuukw/Gisday’wa Decision
- December – Assembly of First Nations Special Chiefs Assembly, dates to be determined

D. PRIMARY STAKEHOLDERS, PARTNERS AND CLIENTS

Ministry of Aboriginal Relations and Reconciliation - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
Political Organization	National Assembly of First Nations (AFN)	National Chief Perry Bellegarde s.22 aaubin@afn.ca (note there is no direct email)	The AFN is a national advocacy organization representing First Nation citizens in Canada, which includes more than 900,000 people living in 634 First Nation communities. Chiefs direct the work of AFN through resolutions passed at Chiefs Assemblies held at least twice a year.	Aboriginal title, rights and treaty rights	55 Metcalfe Street Suite 1600 Ottawa, ON K1P 6L5
Political Organization	BC Assembly of First Nations (BCAFN)	Maureen Chapman A/Regional Chief s.22 regionalchief@bcfn.ca	The BCAFN is a regional arm of the National AFN and represents 203 First Nations in BC. The Regional Chief represents the regional concerns of the BCAFN constituents at the national level.	Aboriginal title, rights and treaty rights	312-345 Chief Alex Thomas Way Kamloops, BC V2H 1H1
Political Organization	First Nations Summit (FNS)	Executive team: Grand Chief Edward John s.22 edjohn@fns.bc.ca Robert Phillips s.22 rphillips@fns.bc.ca Cheryl Casimer s.22	One of the principals of the treaty negotiations process, the FNS is comprised of a majority of First Nations and Tribal Councils in BC and provides a forum for First Nations in BC to address treaty negotiations and other issues.	Treaty negotiations	Suite 1200 - 100 Park Royal South West Vancouver, BC V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
		ccasimer@fns.bc.ca			
Political Organization	Union of BC Indian Chiefs (UBCIC)	Grand Chief Stewart Phillip President Vancouver office: 604-684-0231 Kamloops office: 250-828-9746 president@ubcic.bc.ca	The UBCIC is a non-profit political organization representing First Nations in BC (largely those First Nations which do not participate in the treaty process). The UBCIC has consistently opposed the BC Treaty Process and the federal government's Comprehensive Claims Policy arguing that these are processes to extinguish and modify Aboriginal rights.	Non-treaty issues, Aboriginal title and rights	Vancouver Office: 500 - 342 Water Street Vancouver, BC V6B 1B6 Kamloops Office: 209 - 345 Chief Alex Thomas Way Kamloops, BC V2H 1H1

Branch	Organization	Contact	Description	Key Issues	Address
Political Organization	First Nations Leadership Council (FNLC)	Contact info listed above for each separate organization	The FNLC is comprised of the political executives of the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs. While the members of the FNLC work together to engage with the Province and others to reach agreements in a number of areas, they remain separate entities.	Commitment Document, Aboriginal title and rights, reconciliation of Aboriginal and Crown titles, children and families and jurisdictions.	1200-100 Park Royal South West Vancouver, BC V7T 1A2
Political Organization	Métis Nation BC (MNBC)	Clara Morin Dal Col President cmorin-dalcol@mnbc.ca s.22	Created in 1996, the MNBC is the governing nation for Métis people living in British Columbia, and represents one of five governing members of the Métis National Council.	Engagement around the Métis Nation Relationship Accord	Unit 103 - 5668 192 Street Surrey, BC V3S 2V7
Associations, Commissions, Committees and Councils	Aboriginal Business and Investment Council	ABIC Chair - Currently vacant Kim Baird Council Member s.22	This 13-member Council, formed as part of a BC Jobs Plan commitment, identifies alternative business models that encourage economic development in Aboriginal communities across BC, supporting greater participation of Aboriginal people in the economy. The Council provides investors with the tools to engage and partner with First Nations, enhancing economic participation.	Business opportunities, partnerships, development and investment, including LNG.	Box 9411 Victoria, BC V8W 9V1

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	Minister's Advisory Council on Aboriginal Women (MACAW)	Chastity Davis Chair s.22	The Council is intended to provide advice to government through the Minister of Aboriginal Relations and Reconciliation on how to improve the quality of life for Aboriginal women in BC. The Council was formed as a result of the Collaboration to End Violence: National Aboriginal Women's Forum in June 2011.	Aboriginal women's issues and violence against Aboriginal women and girls.	301-811 Helmcken Street Vancouver, BC V6Z 1B1
Associations, Commissions, Committees and Councils	BC Treaty Commission (BCTC)	Celeste Haldane Chief Commissioner 604-482-9200 chaldane@bctreaty.ca	The independent body responsible for facilitating treaty negotiations, the BCTC's primary role is to oversee the negotiation process to make sure that the parties are being effective and making progress in negotiations.	Treaty negotiations	700-1111 Melville Street Vancouver, BC V6E 3V6
Associations, Commissions, Committees and Councils	BC Association of Aboriginal Friendship Centres (BCAAFC)	Annette Morgan President 250-388-5522 mshaughnessy@bcaafc.com	The BCAAFC is the umbrella association for 23 Friendship Centres throughout BC. Friendship Centres provides services for Aboriginal people and communities in urban areas.	Socio-economic services for Aboriginal people, urban Aboriginal issues, services for youth and elders and violence against women.	551 Chatham St. Victoria, BC V8T 1E1
Associations, Commissions, Committees and Councils	First Nations Energy and Mining Council	Dave Porter Chief Executive Officer 604-924-3844 dave.porter@fnemc.ca	The FNEMC is a provincial First Nations non-profit organization mandated by the BCFNLC to support	Treaty and non-treaty agreements and initiatives with Aboriginal people	#1764-1959 Marine Drive

Branch	Organization	Contact	Description	Key Issues	Address
Councils	(FNEMC)		and facilitate First Nation efforts to manage and develop energy and mineral resources that protect and sustain the environment while enhancing the social, cultural, economic and political well-being of First Nations in BC.	and mining issues.	North Vancouver, BC V7P 3G1
Associations, Commissions, Committees and Councils	First Nations Forestry Council (FNFC)	Chief Bill Williams, President 604-971-3448 fnforestrycouncil@gmail.com	The FNFC is a non-profit society supporting all First Nations in their forestry activities. Based on direction from communities in regional dialogue sessions, Action Plans provide the mandate for the FNFC.	Treaty and non-treaty agreements and initiatives with Aboriginal people and forestry issues.	745-1979 Marine Drive North Vancouver, BC V7P 3G2
Associations, Commissions, Committees and Councils	First Nations LNG Alliance	Karen Ogen Chief, Wet'suwet'en First Nations s.22 wfnchief@lakescom.net	The First Nations LNG Alliance is a collective of First Nations who are participating in, and supportive of, sustainable LNG development in BC	LNG agreements and job and training opportunities	#21 Tom Drive Burns Lake, BC V0J 1E1
Associations, Commissions, Committees and Councils	First Nations Technology Council (FNTC)	Denise Williams Executive Director 604-921-9939 denise@technologycouncil.ca	FNTC was created by a First Nations' Summit resolution to support First Nation communities in BC with the full integration of technologies including high-speed internet.	Technology issues	1200-100 Park Royal South, West Vancouver BC, V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	New Relationship Trust (NRT)	Cliff Fregin Chief Executive Officer (604) 925-3338 cfregin@nrtf.ca	The NRT was formed by provincial legislation passed in 2006 (the <i>New Relationship Trust Act</i>), creating the New Relationship Trust Corporation to manage the \$100m New Relationship Trust Fund.	Languages, arts, and cultural funding	Suite 1008 - 100 Park Royal South West Vancouver, BC V7T 1A2
Associations, Commissions, Committees and Councils	First Peoples Cultural Council (FPCC)	Tracey Herbert Chief Executive Officer 250-652-5952 tracey@fpcc.ca	The FPCC is a provincial Crown Corporation formed in 1990 to administer the First Peoples' Heritage, Language and Culture Program and assist First Nations in efforts to revitalize their languages, arts and cultures.	First Nations' languages, arts and culture	1A Boat Ramp Road Brentwood Bay, BC V8M 1N9
Associations, Commissions, Committees and Councils	Reconciliation Canada	Chief Dr. Robert Joseph Gwawaenuk Elder 604-770-4434 Chief Robert Joseph kyla.hackett@reconciliationcanada.ca (note there is no direct email)	Reconciliation Canada, an Indigenous-led organization that promotes reconciliation by engaging Canadians in dialogue that revitalizes the relationships between Indigenous peoples and all Canadians in order to build vibrant, resilient and sustainable communities.	Reconciliation between Aboriginal and non-Aboriginal people and implementation of the Truth and Reconciliation Commission's (TRC) Recommendations.	Suite 206 – 1999 Marine Drive North Vancouver, BC V7P 3J3
Local Government	Union of British Columbia Municipalities (UBCM),	Councillor Murry Krause Chair murry.krause@cinhs.org s.22	The Committee oversees all policy development work related to Aboriginal issues, including treaty negotiations, self-government and taxation. Their key role is to focus on	Treaty and non-treaty agreements and initiatives with Aboriginal people and local	Suite 60- 10551 Shellbridge Way Richmond,

Branch	Organization	Contact	Description	Key Issues	Address
	Indigenous Relations Committee		relationship building between First Nation and local governments through best practices and initiatives such as the Community to Community Forum program.	government issues.	BC V6X 2W9

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	Association of Mineral Exploration BC (AME BC)	Rick Conte Interim President and Chief Executive Officer s.22 s.22 rconte@amebc.ca (As of June 19, 2017) Edie Thome President and Chief Executive Officer s.22 ethome@amebc.ca	AME BC promotes a healthy, sustainable and environmentally sound mineral exploration and mining sector in BC.	Treaty and non-treaty agreements and initiatives with Aboriginal people and mining issues.	Suite 800 - 889 West Pender Street Vancouver, BC V6C 3B2
Business and Industry Organizations	BC Wildlife Federation (BCWF)	Rod Wiebe Aboriginal Relations Committee 604-882-9988 s.22	The BCWF is a voluntary conservation organization of hunters, anglers and recreational shooters. Membership is made up of more than 100 separate clubs, ten Regional associations, and direct members, for a collective membership of about 38,000. Activities of the BCWF are grouped into committee including an Aboriginal Relations committee.	Treaty and non-treaty agreements and initiatives with Aboriginal people and wildlife issues.	101-9706 188th Street Surrey, BC V4N 3M2

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	BC Cattleman's Association of BC (BCCA)	Kevin Boon General Manager 250-573-3611 info@cattlemen.bc.ca	The BCCA aims to promote the cattle industry in BC. by representing the interests of beef cattle producers and about 1,200 ranchers. The BCCA's Board of Directors is the policy-making body for the Association.	Treaty and non-treaty agreements and initiatives with Aboriginal people and land use and tenure issues.	#4-10145 Dallas Drive Kamloops, BC V2C 6T4
Business and Industry Organizations	BC Community Forest Association (BCCFA)	Erik Leslie President 250-229-2271 edrikl@netidea.com	The BCCFA is a network of rural community based organizations engaged in community forest management, and those organizations seeking to establish new community forests.	Treaty and non-treaty agreements and initiatives with Aboriginal people and forestry issues and partnerships.	Victoria office: 130 Government Street Victoria, BC V8V 2K7
Business and Industry Organizations	Business Council of British Columbia (BCBC)	Greg D'Avignon President and CEO 604-684-3384 greg.davignon@bcbc.com	Representing about 250 major business enterprises across all major sectors of the provincial economy, the BCBC is a primary policy and business and industry association advocacy organization in the province.	Treaty and non-treaty agreements and initiatives with Aboriginal people	810-1050 West Pender Street Vancouver, BC V6E 3S7
Business and Industry Organizations	Canadian Association of Petroleum Producers (CAPP)	Geoff Morrison BC Contact 778-265-3819 geoff.morrison@capp.ca	The CAPP represents Canada's upstream oil and natural gas industry.	Treaty and non-treaty agreements and initiatives with Aboriginal people and oil and gas issues.	BC Office: 360B Harbour Road Victoria, BC V9A 3S1

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	Clean Energy BC	Paul Kariya Executive Director 604-568-4778 paul.kariya@cleanenergybc.org	Clean Energy BC aims to provide cost-effective electricity through the efficient and environmentally responsible development of the province's energy resources.	Treaty and non-treaty agreements and initiatives with Aboriginal people, independent power project partnerships, and First Nations' Clean Energy Fund.	354-409 Granville Street Vancouver, BC V6C 1T2
Business and Industry Organizations	Coast Forest Products Association	Don Demans Western Forest Products Chair 604-891-1237 info@coastforest.org	The Association represents 22 member companies in the harvesting and manufacturing of primary and added value forest products, and pulp and paper products.	Treaty and non-treaty agreements and initiatives with Aboriginal people and forestry issues.	Suite 1200, 1090 West Pender Street Vancouver, BC V6E 2N7
Business and Industry Organizations	Council of Forest Industries (COFI)	Susan Yurkovich President & CEO 604-684-0211 yurkovich@cofi.org	COFI advocates for and represents the interests of interior forest industry companies which operate 100 production facilities in more than 60 interior communities.	Treaty and non-treaty agreements and initiatives with Aboriginal people and forestry issues.	Suite 1501, 700 West Pender Street Pender Place, Business Building Vancouver, BC V6C 1G8

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations:	Guide Outfitters Association of British Columbia (GOABC)	Darren DeLuca Aboriginal Chair s.22 info@goabc.org	The GOABC represents the majority of guide outfitters in British Columbia, Yukon and Northwest Territories. The Association has eight local associations in BC.	Regulatory processes, harvest allocations, treaties negotiations, other Aboriginal issues, and land use conflicts.	PO Box 94675 Richmond, BC V6Y 4A4
Business and Industry Organizations	Mining Association of BC (MABC)	Bryan Cox President and CEO 604-681-4321 mabcinfo@mining.bc.ca	MABC represents the collective needs and interests of operating coal, metal and industrial mineral mining companies. It liaises with government legislators, lobbies for regulatory advancement and publicly promotes the economic and social value of mining.	Treaty and non-treaty agreements and initiatives with Aboriginal people and mining issues.	9 th Floor, 808 West Hastings Street Vancouver, BC V6C 2X4
Business and Industry Organizations	Truck Loggers Association (TLA)	Jacqui Beban President 604.684.4291 contact@tla.ca	The TLA represents independent harvesting contractors, independent sawmills, small tenure holders and industry suppliers located across the coast of BC.	Treaty and non-treaty agreements and initiatives with Aboriginal people and forestry issues.	725 - 815 West Hastings Street Vancouver, BC V6C 1B4

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D. PRIMARY STAKEHOLDERS, PARTNERS AND CLIENTS

Minister of Indigenous and Northern Affairs, The Honourable Carolyn Bennett Profile & Mandate Letter

Profile: Minister of Indigenous and Northern Affairs, The Honourable Carolyn Bennett (Toronto–St. Paul's)



The Honourable Carolyn Bennett was first elected to the House of Commons in 1997 and was re-elected in 2000, 2004, 2006, 2008, 2011 and 2015, representing Toronto– St. Paul's.

Dr. Bennett has previously served as the Critic for Public Health, Seniors, Persons with Disabilities, the Social Economy, and Aboriginal Affairs. In 2003, she was named Minister of State for Public Health.

Prior to her election, Dr. Bennett was a family physician and a founding partner of Bedford Medical Associates in downtown Toronto. She was also an Assistant Professor in the Department of Family and Community Medicine at the University of Toronto. Her fight to save the Women's College Hospital of Toronto inspired her to enter politics.

Carolyn is an active representative of Toronto–St. Paul's. She has organized over 75 town halls, quarterly meetings, information sessions on parliamentary affairs, and special activities for her constituents since 2000. She and her office have assisted hundreds of constituents with their immigration, tax, pension or employment insurance concerns.

She speaks passionately about Canada and citizens' participation in the democratic process. She advocates for health, the environment, women's involvement in politics and persons with disabilities; She is also known for her strong support of Israel.

In 1986, Dr. Bennett received the Royal Life Saving Society Cross – a Commonwealth award recognizing her more than 20 years of distinguished service. In 2002, she was the recipient of the coveted EVE Award for contributing to the advancement of women in politics and in 2003 received the first ever CAMIMH Mental Health Champion Award. Carolyn was the first recipient of the National Award of Excellence for Outstanding Leadership and Dedication to Injury Prevention and Safety promotion in Canada.

Carolyn is the co-author of *Kill or Cure? How Canadians Can Remake Their Health Care System*. She and her husband, Peter O'Brian, a successful Canadian producer, have two sons, Jack and Ben.

Mandate Letter:

Dear Dr. Bennett:

I am honoured that you have agreed to serve Canadians as Minister of Indigenous and Northern Affairs.

We have promised Canadians a government that will bring real change – in both what we do and how we do it. Canadians sent a clear message in this election, and our platform offered a new, ambitious plan for a strong and growing middle class. Canadians expect us to fulfill our commitments, and it is my expectation that you will do your part in delivering on those promises to Canadians.

We made a commitment to invest in growing our economy, strengthening the middle class, and helping those working hard to join it. We committed to provide more direct help to those who need it by giving less to those who do not. We committed to public investment as the best way to spur economic growth, job creation, and broad-based prosperity. We committed to a responsible, transparent fiscal plan for challenging economic times.

I expect Canadians to hold us accountable for delivering these commitments, and I expect all ministers to do their part – individually and collectively – to improve economic opportunity and security for Canadians.

It is my expectation that we will deliver real results and professional government to Canadians. To ensure that we have a strong focus on results, I will expect Cabinet committees and individual ministers to: track and report on the progress of our commitments; assess the effectiveness of our work; and align our resources with priorities, in order to get the results we want and Canadians deserve.

If we are to tackle the real challenges we face as a country – from a struggling middle class to the threat of climate change – Canadians need to have faith in their government's honesty and willingness to listen. I expect that our work will be informed by performance measurement, evidence, and feedback from Canadians. We will direct our resources to those initiatives that are having the greatest, positive impact on the lives of Canadians, and that will allow us to meet our commitments to them. I expect you to report regularly on your progress toward fulfilling our commitments and to help develop effective measures that assess the impact of the organizations for which you are answerable.

I made a personal commitment to bring new leadership and a new tone to Ottawa. We made a commitment to Canadians to pursue our goals with a renewed sense of collaboration. Improved partnerships with provincial, territorial, and municipal governments are essential to deliver the real, positive change that we promised Canadians. No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed,

nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership.

We have also committed to set a higher bar for openness and transparency in government. It is time to shine more light on government to ensure it remains focused on the people it serves. Government and its information should be open by default. If we want Canadians to trust their government, we need a government that trusts Canadians. It is important that we acknowledge mistakes when we make them. Canadians do not expect us to be perfect – they expect us to be honest, open, and sincere in our efforts to serve the public interest.

Our platform guides our government. Over the course of our four-year mandate, I expect us to deliver on all of our commitments. It is our collective responsibility to ensure that we fulfill our promises, while living within our fiscal plan. Other issues will arise or will be brought to our attention by Canadians, stakeholders, and the public service. It is my expectation that you will engage constructively and thoughtfully and add priorities to your agenda when appropriate.

As Minister, you will be held accountable for our commitment to bring a different style of leadership to government. This will include: close collaboration with your colleagues; meaningful engagement with Opposition Members of Parliament, Parliamentary Committees and the public service; constructive dialogue with Canadians, civil society, and stakeholders, including business, organized labour, the broader public sector, and the not-for-profit and charitable sectors; and identifying ways to find solutions and avoid escalating conflicts unnecessarily. As well, members of the Parliamentary Press Gallery, indeed all journalists in Canada and abroad, are professionals who, by asking necessary questions, contribute in an important way to the democratic process. Your professionalism and engagement with them is essential.

Canadians expect us, in our work, to reflect the values we all embrace: inclusion, honesty, hard work, fiscal prudence, and generosity of spirit. We will be a government that governs for all Canadians, and I expect you, in your work, to bring Canadians together.

You are expected to do your part to fulfill our government's commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.

As Minister of Indigenous and Northern Affairs, your overarching goal will be to renew the relationship between Canada and Indigenous Peoples. This renewal must be a nation-to-nation relationship, based on recognition, rights, respect, co-operation, and partnership. I expect you to re-engage in a renewed nation-to-nation process with Indigenous Peoples to make real progress on the issues most important to First Nations, the Métis Nation, and Inuit communities – issues like housing, employment, health and mental health care, community safety and policing, child welfare, and education.

In particular, I expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- To support the work of reconciliation, and continue the necessary process of truth telling and healing, work with provinces and territories, and with First Nations, the Métis Nation, and Inuit, to implement recommendations of the Truth and Reconciliation Commission, starting with the implementation of the United Nations Declaration on the Rights of Indigenous Peoples.
- Develop, in collaboration with the Minister of Justice, and supported by the Minister of Status of Women, an approach to, and a mandate for, an inquiry into murdered and missing Indigenous women and girls in Canada, including the identification of a lead minister.
- Undertake, with advice from the Minister of Justice, in full partnership and consultation with First Nations, Inuit, and the Métis Nation, a review of laws, policies, and operational practices to ensure that the Crown is fully executing its consultation and accommodation obligations, in accordance with its constitutional and international human rights obligations, including Aboriginal and Treaty rights.
- Work with the Minister of Finance to establish a new fiscal relationship that lifts the 2% cap on annual funding increases and moves towards sufficient, predictable and sustained funding for First Nations communities.
- Make significant new investments in First Nations education to ensure that First Nations children on reserve receive a quality education while respecting the principle of First Nations control of First Nations education.
- Work with residential school survivors, First Nations, Métis Nation, Inuit communities, provinces, territories, and educators to incorporate Aboriginal and treaty rights, residential schools, and Indigenous contributions into school curricula.
- Work, on a nation-to-nation basis, with the Métis Nation to advance reconciliation and renew the relationship, based on cooperation, respect for rights, our international obligations, and a commitment to end the status quo.
- Collaborate with the Ministers of Natural Resources, Environment and Climate Change and Fisheries, Oceans and the Canadian Coast Guard to ensure that environmental assessment legislation is amended to enhance the consultation, engagement and participatory capacity of Indigenous groups in reviewing and monitoring major resource development projects.
- Work with the Minister of Health to update and expand the Nutrition North program, in consultation with Northern communities.
- Work with the Minister of Families, Children and Social Development to launch consultations with provinces and territories and Indigenous Peoples on a National Early Learning and Childcare Framework as a first step towards delivering affordable, high-quality, flexible and fully inclusive child care.
- Work, in collaboration with the Minister of Infrastructure and Communities, and in consultation with First Nations, Inuit, and other stakeholders, to improve essential physical infrastructure for Indigenous communities including improving housing outcomes for Indigenous Peoples.
- Work with the Minister of Status of Women to support the Minister of Infrastructure and Communities in ensuring that no one fleeing domestic violence is left without a

place to turn by growing and maintaining Canada's network of shelters and transition houses.

- Work with the Minister of Employment, Workforce Development and Labour and the Minister of Innovation, Science and Economic Development to promote economic development and create jobs for Indigenous Peoples.

These priorities draw heavily from our election platform commitments. The government's agenda will be further articulated through Cabinet discussions and in the Speech from the Throne when Parliament opens.

I expect you to work closely with your Deputy Minister and his or her senior officials to ensure that the ongoing work of your department is undertaken in a professional manner and that decisions are made in the public interest. Your Deputy Minister will brief you on issues your department may be facing that may require decisions to be made quickly. It is my expectation that you will apply our values and principles to these decisions, so that issues facing your department are dealt with in a timely and responsible manner, and in a way that is consistent with the overall direction of our government.

Our ability, as a government, to successfully implement our platform depends on our ability to thoughtfully consider the professional, non-partisan advice of public servants. Each and every time a government employee comes to work, they do so in service to Canada, with a goal of improving our country and the lives of all Canadians. I expect you to establish a collaborative working relationship with your Deputy Minister, whose role, and the role of public servants under his or her direction, is to support you in the performance of your responsibilities.

In the coming weeks, the Privy Council Office (PCO) will be contacting you to set up a meeting with PCO officials, your Deputy Minister and the Prime Minister's Office to further discuss your plans, commitments and priorities.

We have committed to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards, and applies the utmost care and prudence in the handling of public funds. I expect you to embody these values in your work and observe the highest ethical standards in everything you do. When dealing with our Cabinet colleagues, Parliament, stakeholders, or the public, it is important that your behaviour and decisions meet Canadians' well-founded expectations of our government. I want Canadians to look on their own government with pride and trust.

As Minister, you must ensure that you are aware of and fully compliant with the Conflict of Interest Act and Treasury Board policies and guidelines. You will be provided with a copy of Open and Accountable Government to assist you as you undertake your responsibilities. I ask that you carefully read it and ensure that your staff does so as well. I draw your attention in particular to the Ethical Guidelines set out in Annex A of that document, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesty and impartiality, and both the performance of your official duties and the arrangement of your private affairs should bear the closest public scrutiny. This is an obligation that is not fully discharged by simply acting within the law. Please also review the areas of Open and

Accountable Government that we have expanded or strengthened, including the guidance on non-partisan use of departmental communications resources and the new code of conduct for exempt staff.

I know I can count on you to fulfill the important responsibilities entrusted in you. In turn, please know that you can count on me to support you every day in your role as Minister.

I am deeply grateful to have this opportunity to serve with you as we build an even greater country. Together, we will work tirelessly to honour the trust Canadians have given us.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Justin Trudeau', written in a cursive style.

Rt. Hon. Justin Trudeau, P.C., M.P.
Prime Minister of Canada

D. PRIMARY STAKEHOLDERS, PARTNERS AND CLIENTS

Minister of Justice Jody Wilson-Raybould Profile & Mandate Letter

**Profile: Minister of Justice and Attorney General of Canada, Jody Wilson-Raybould
(Vancouver Granville)**



Jody Wilson-Raybould is a lawyer, advocate, and leader among British Columbia's First Nations. As a former Regional Chief of the BC Assembly of First Nations, Jody brings extensive experience in law, public service, and First Nations governance to Cabinet.

After being called to the Bar in 2000, Jody began her legal career working as a provincial crown prosecutor in Vancouver. She later served as an advisor at the BC Treaty Commission, a body established to oversee treaty negotiations between First Nations and the Crown. In 2004, Jody was elected as Commissioner by the Chiefs of the First Nations Summit.

Since being elected Regional Chief of the BC Assembly of First Nations in 2009, Jody has devoted herself to the advancement of First Nations governance, fair access to land and resources, as well as improved education and health care services. She was re-elected as Regional Chief in 2012 and held responsibilities for governance and nation building on the Assembly of First Nations Executive. She has previously been involved with the Chiefs Committee on Claims and chaired the Comprehensive Claims joint working group.

An active volunteer in her community, Jody has served as a Director for Capilano College, the Minerva Foundation for BC Women, the Nuyumbalees Cultural Centre, and the National Centre for First Nations Governance. She was also a director on the First Nations Lands Advisory Board and Chair of the First Nations Finance Authority. She is the recipient of the alumni award from the Minerva Foundation and the University of Victoria.

Jody is a descendant of the Musgamagw Tsawataineuk and Laich-Kwil-Tach peoples, which are part of the Kwakwaka'wakw and also known as the Kwak'wala speaking peoples. She is a member of the We Wai Kai Nation and is married to Dr. Tim Raybould.

Mandate Letter:

Dear Ms. Wilson-Raybould:

I am honoured that you have agreed to serve Canadians as Minister of Justice and Attorney General of Canada.

We have promised Canadians a government that will bring real change – in both what we do and how we do it. Canadians sent a clear message in this election, and our platform offered a new, ambitious plan for a strong and growing middle class. Canadians expect us to fulfill our commitments, and it is my expectation that you will do your part in delivering on those promises to Canadians.

We made a commitment to invest in growing our economy, strengthening the middle class, and helping those working hard to join it. We committed to provide more direct help to those who need it by giving less to those who do not. We committed to public investment as the best way to spur economic growth, job creation, and broad-based prosperity. We committed to a responsible, transparent fiscal plan for challenging economic times.

I expect Canadians to hold us accountable for delivering these commitments, and I expect all ministers to do their part – individually and collectively – to improve economic opportunity and security for Canadians.

It is my expectation that we will deliver real results and professional government to Canadians. To ensure that we have a strong focus on results, I will expect Cabinet committees and individual ministers to: track and report on the progress of our commitments; assess the effectiveness of our work; and align our resources with priorities, in order to get the results we want and Canadians deserve.

If we are to tackle the real challenges we face as a country – from a struggling middle class to the threat of climate change – Canadians need to have faith in their government's honesty and willingness to listen. I expect that our work will be informed by performance measurement, evidence, and feedback from Canadians. We will direct our resources to those initiatives that are having the greatest, positive impact on the lives of Canadians, and that will allow us to meet our commitments to them. I expect you to report regularly on your progress toward fulfilling our commitments and to help develop effective measures that assess the impact of the organizations for which you are answerable.

I made a personal commitment to bring new leadership and a new tone to Ottawa. We made a commitment to Canadians to pursue our goals with a renewed sense of collaboration. Improved partnerships with provincial, territorial, and municipal governments are essential to deliver the real, positive change that we promised Canadians. No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed, nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership.

We have also committed to set a higher bar for openness and transparency in government. It is time to shine more light on government to ensure it remains focused on the people it serves.

Government and its information should be open by default. If we want Canadians to trust their government, we need a government that trusts Canadians. It is important that we acknowledge mistakes when we make them. Canadians do not expect us to be perfect – they expect us to be honest, open, and sincere in our efforts to serve the public interest.

Our platform guides our government. Over the course of our four-year mandate, I expect us to deliver on all of our commitments. It is our collective responsibility to ensure that we fulfill our promises, while living within our fiscal plan. Other issues will arise or will be brought to our attention by Canadians, stakeholders, and the public service. It is my expectation that you will engage constructively and thoughtfully and add priorities to your agenda when appropriate.

As Minister, you will be held accountable for our commitment to bring a different style of leadership to government. This will include: close collaboration with your colleagues; meaningful engagement with Opposition Members of Parliament, Parliamentary Committees and the public service; constructive dialogue with Canadians, civil society, and stakeholders, including business, organized labour, the broader public sector, and the not-for-profit and charitable sectors; and identifying ways to find solutions and avoid escalating conflicts unnecessarily. As well, members of the Parliamentary Press Gallery, indeed all journalists in Canada and abroad, are professionals who, by asking necessary questions, contribute in an important way to the democratic process. Your professionalism and engagement with them is essential.

Canadians expect us, in our work, to reflect the values we all embrace: inclusion, honesty, hard work, fiscal prudence, and generosity of spirit. We will be a government that governs for all Canadians, and I expect you, in your work, to bring Canadians together.

You are expected to do your part to fulfill our government's commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.

You have a double role as both Minister of Justice and the Attorney General of Canada. As Minister of Justice, you are the legal advisor to Cabinet. In this capacity you are responsible with the administration of justice, including policy in such areas as criminal law, family law, human rights law, public law and private international law, constitutional law and Aboriginal justice. As the Attorney General of Canada, you are the chief law officer of the Crown, responsible for conducting all litigation for the federal government and for upholding the Constitution, the rule of law, and respect for the independence of the courts.

As Minister of Justice and Attorney General of Canada, your overarching goal will be to ensure our legislation meets the highest standards of equity, fairness and respect for the rule of law. I expect you to ensure that our initiatives respect the Constitution of Canada, court decisions, and are in keeping with our proudest legal traditions. You are expected to ensure that the rights of Canadians are protected, that our work demonstrates the greatest possible commitment to respecting the Charter of Rights and Freedoms, and that our government seeks to fulfill our policy goals with the least interference with the rights and privacy of Canadians as possible.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Lead a process, supported by the Minister of Health, to work with provinces and territories to respond to the Supreme Court of Canada decision regarding physician-assisted death.
- Develop, in collaboration with the Minister of Indigenous and Northern Affairs, and supported by the Minister of Status of Women, an approach to, and a mandate for, an inquiry into murdered and missing Indigenous women and girls in Canada, including the identification of a lead Minister.
- Review our litigation strategy. This should include early decisions to end appeals or positions that are not consistent with our commitments, the Charter or our values.
- You should conduct a review of the changes in our criminal justice system and sentencing reforms over the past decade with a mandate to assess the changes, ensure that we are increasing the safety of our communities, getting value for money, addressing gaps and ensuring that current provisions are aligned with the objectives of the criminal justice system. Outcomes of this process should include increased use of restorative justice processes and other initiatives to reduce the rate of incarceration amongst Indigenous Canadians, and implementation of recommendations from the inquest into the death of Ashley Smith regarding the restriction of the use of solitary confinement and the treatment of those with mental illness.
- Work with the Minister of Public Safety and Emergency Preparedness and the Minister of Indigenous and Northern Affairs to address gaps in services to Aboriginal people and those with mental illness throughout the criminal justice system.
- Working with the Ministers of Public Safety and Emergency Preparedness and Health, create a federal-provincial-territorial process that will lead to the legalization and regulation of marijuana.
- Undertake modernization efforts to improve the efficiency and effectiveness of the criminal justice system, in cooperation with provinces and territories. This should include improved use of information technology to make the system more efficient and timely, exploration of sentencing alternatives and bail reform, and the creation of a unified family court.
- Support the Minister of Canadian Heritage to restore a modern Court Challenges Program.
- Work with the Ministers of Finance and National Revenue to develop a modernized regulatory and legal framework governing the Charitable and Not-for-Profit sectors.
- Engage all parties in the House of Commons to ensure that the process of appointing Supreme Court Justices is transparent, inclusive and accountable to Canadians. Consultations should be undertaken with all relevant stakeholders and those appointed to the Supreme Court should be functionally bilingual.
- Support the Minister of Public Safety and Emergency Preparedness in his efforts to repeal key elements of Bill C-51, and introduce new legislation that strengthens accountability with respect to national security and better balances collective security with rights and freedoms.

- Support the Minister of Public Safety and Emergency Preparedness in his efforts to repeal key elements of Bill C-42 and implement our commitment to reduce the number of handguns and assault weapons on our streets.
- Implement our platform commitments to toughen criminal laws and bail conditions in cases of domestic assault, in consultation with stakeholders and with the goal of keeping survivors and children safe. You should undertake this work in consultation with the Minister of Status of Women and the Minister of Public Safety and Emergency Preparedness.
- Work with the President of the Treasury Board to enhance the openness of government, including supporting his review of the Access to Information Act to ensure that Canadians have easier access to their own personal information, that the Information Commissioner is empowered to order government information to be released and that the Act applies appropriately to the Prime Minister's and Ministers' Offices, as well as administrative institutions that support Parliament and the courts.
- Introduce government legislation to add gender identity as a prohibited ground for discrimination under the Canadian Human Rights Act, and to the list of distinguishing characteristics of "identifiable group" protected by the hate speech provisions of the Criminal Code.

These priorities draw heavily from our election platform commitments. The government's agenda will be further articulated through Cabinet discussions and in the Speech from the Throne when Parliament opens.

I expect you to work closely with your Deputy Minister and his or her senior officials to ensure that the ongoing work of your department is undertaken in a professional manner and that decisions are made in the public interest. Your Deputy Minister will brief you on issues your department may be facing that may require decisions to be made quickly. It is my expectation that you will apply our values and principles to these decisions, so that issues facing your department are dealt with in a timely and responsible manner, and in a way that is consistent with the overall direction of our government.

Our ability, as a government, to successfully implement our platform depends on our ability to thoughtfully consider the professional, non-partisan advice of public servants. Each and every time a government employee comes to work, they do so in service to Canada, with a goal of improving our country and the lives of all Canadians. I expect you to establish a collaborative working relationship with your Deputy Minister, whose role, and the role of public servants under his or her direction, is to support you in the performance of your responsibilities.

In the coming weeks, the Privy Council Office (PCO) will be contacting you to set up a meeting with PCO officials, your Deputy Minister and the Prime Minister's Office to further discuss your plans, commitments and priorities.

We have committed to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards, and applies the utmost care and prudence in the handling of public funds. I expect you to embody these values in your work and observe the highest ethical standards in everything you do. When dealing with our Cabinet colleagues, Parliament,

stakeholders, or the public, it is important that your behaviour and decisions meet Canadians' well-founded expectations of our government. I want Canadians to look on their own government with pride and trust.

As Minister, you must ensure that you are aware of and fully compliant with the Conflict of Interest Act and Treasury Board policies and guidelines. You will be provided with a copy of Open and Accountable Government to assist you as you undertake your responsibilities. I ask that you carefully read it and ensure that your staff does so as well. I draw your attention in particular to the Ethical Guidelines set out in Annex A of that document, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesty and impartiality, and both the performance of your official duties and the arrangement of your private affairs should bear the closest public scrutiny. This is an obligation that is not fully discharged by simply acting within the law. Please also review the areas of Open and Accountable Government that we have expanded or strengthened, including the guidance on non-partisan use of departmental communications resources and the new code of conduct for exempt staff.

I know I can count on you to fulfill the important responsibilities entrusted in you. In turn, please know that you can count on me to support you every day in your role as Minister.

I am deeply grateful to have this opportunity to serve with you as we build an even greater country. Together, we will work tirelessly to honour the trust Canadians have given us.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Justin Trudeau', written in a cursive, flowing style.

Rt. Hon. Justin Trudeau, P.C., M.P.
Prime Minister of Canada

D. PRIMARY STAKEHOLDERS, PARTNERS AND CLIENTS

Aboriginal People in BC

Core Business: B.C. First Nation Overview

Demographics

British Columbia is home to 203 First Nation communities. 60% of all First Nations languages in Canada are spoken in BC. First Nations across the Province are unique based on distinctive social structures and traditions, languages, histories and territories.

Of the more than 232,000 Aboriginal people in BC, 67% are First Nations, 30% are Métis, and less than 1% are Inuit. Approximately 78% of the Province's Aboriginal population lives off-reserve. Aboriginal people living off reserve are represented by a number of umbrella organizations such as the BC Association of Aboriginal Friendship Centres and Métis Nation BC.

In 2011, there were about 82,690 Aboriginal people who were seniors aged 65 and over, accounting for 5.9% of the total Aboriginal population. This was less than half of the proportion of 14.2% for seniors in the non-Aboriginal population. As well, 46% of B.C.'s Aboriginal population are under the age of 24.

Aboriginal people face some serious health-related challenges, such as high rates of chronic and contagious diseases and shorter life expectancy.

- Current projections indicate that at the end of 2015 infant mortality rates for Status First Nations may only slightly improve from the following 2010 rates:
 - For Status First Nations, approximately 7 infants in 1,000 live births die during the first year of life compared to approximately 4 infants for other B.C. residents.
- It is expected that at the end of 2015 the gap in life expectancy will remain at 75 years for Status First Nations and 81 years for other B.C. residents.

The proportion of students who graduate within six years of the first time they enroll in grade 8 for Aboriginal students is 63% compared to 84% for all students.

Governance

First Nations systems of governance can vary widely based on the history and cultural practices of a particular First Nation and include hereditary systems, elected systems and blended models.

Governance structures in BC are varied. There are historical treaties in the Northeast of B.C. and on Vancouver Island as well as some modern-day treaties.

For ease of reference, information on First Nations communities has been organized into eight geographical regional areas. Some of these communities group themselves into larger councils or Alliances, like the Okanagan National Alliance. You will also find a pronunciation guide to First Nations names included in the information materials.

The First Nation Leadership Council (FNLC) is made up by the B.C. Assembly of First Nations, the Union of B.C. Indian Chiefs and the First Nations Summit, and provides high-level political representation; however, the FNLC does not legally represent the individual Nations in relation to rights and title.

The Métis Nation BC (MNBC) is the official governing body of the Métis in BC. MNBC develops and enhances opportunities for Métis people and the 37 Métis Chartered Communities in BC by providing culturally relevant social and economic programs and services.

The BC Association of Aboriginal Friendship Centres (BCAAFC) is the umbrella association for the 25 Friendship Centres located throughout the Province. Friendship Centres provide services to Aboriginal people living in urban settings.

The First Nations Health Council (FNHC) is a provincial-level political and advocacy organization that is representative of and accountable to BC First Nations. It is composed of fifteen members, with three members appointed by each of the five regions in BC. The FNHC's mandate includes providing political leadership for the implementation of health plans and agreements, supporting First Nations in achieving their health priorities and objectives, and supporting community-driven and nation-based approaches. In 2016, the FNHC and the Province signed the *Memorandum of Understanding* to develop a 10-year Social Determinants of Health Strategy for First Nations peoples in BC, and address the social determinants and support healthy child and family development.

The FNHC works closely with the First Nations Health Authority (FNHA), which is the service delivery arm of the BC First Nations Health governing structure. The FNHA is the first province-wide health authority of its kind in Canada. In 2013, the FNHA assumed the programs, services, and responsibilities formerly handled by Health Canada. The FNHA plans, designs, manages, and funds the delivery of First Nations health programs and services in BC.

The Minister's Advisory Council on Aboriginal Women (MACAW) was established in 2011 to provide advice to government on how to improve the quality of life for Aboriginal women in BC. MACAW is comprised of 10 Aboriginal women from across the Province who are appointed by the Minister of Aboriginal Relations and Reconciliation.

Guiding Documents

There are several foundational documents that guide our shared work, predominantly related to closing the socio-economic gap between Aboriginal and non-Aboriginal people in BC.

Transformative Change Accord (TCA)

The Transformative Change Accord (TCA) was signed in 2005 by the Province of BC, Canada, and First Nation leaders. The TCA commits the parties to work together to achieve substantial improvements in the areas of crown first nations relations, health, education, housing, infrastructure and economic opportunities.

Commitment Document

In September 2015, the Province of BC and the FNLC jointly presented the Commitment Document at the BC Cabinet and First Nations Leadership Gathering, articulating the joint commitment to a government-to-government relationship based on respect, recognition and accommodation of Aboriginal title and rights and to the reconciliation of Aboriginal and Crown titles and jurisdictions. The BC Cabinet and the FNLC endorsed the Commitment Document in early 2016.

At the September 2016 BC-FN Leadership Gathering, BC and the FNLC tabled an approach to implementing the Commitment Document: 1) a joint letter; 2) a set of concrete actions; and 3) a draft vision, guiding principles, goals and objectives document. In the Joint letter, BC and the FNLC committed to two deadlines: 1) finalize the Vision document by October 31, 2016; and 2) complete a multi-year draft work plan by November 1, 2016.

The Commitment Document work plan was completed by the deadline and is being managed through the BC-FNLC Joint Core Working Group co-chaired by the Premier's Office and Deputy Ministers from MARR, MCFD and JAG (as needed). A budget of \$805,000 was provided to the FNLC under a Contribution Agreement for year one (January to December 2017) of the work plan. Year one deliverables include: models for an independent indigenous commission; strategies for legislative and policy change in three priority areas (environmental assessment, forestry and children and families); new principles for negotiations and dispute resolution; and a comprehensive multi-year Reconciliation BC strategy.

Métis Nation Relationship Accord II (MNRA II)

In May of 2006, MNBC and the Province of BC (represented by MARR) signed the Métis Nation Relationship Accord (MNRA) to signify a positive working relationship for the self-identified Métis in British Columbia. In the spring of 2016, MNBC requested a renewed accord, Métis Nation Relationship Accord II (MNRA II), to build on the good work and ongoing relationship enjoyed by MNBC and the Province of BC. The MNRA II was signed on November 16, 2016.

E. Strategic Overview

Core Business: Treaty Agreements

ADM Responsible: ADM Douglas Scott, Negotiations and Regional Operations

Background:

- The Ministry of Aboriginal Relations and Reconciliation (the Ministry) represents the Province in tri-partite negotiations under the BC Treaty Process. Treaty agreements bring social and economic benefits to First Nations and surrounding communities while providing economic certainty over Crown land and resources.
- In February 2017, the Principals to the BC Treaty Process (BC, Canada and the First Nations Summit) agreed to appoint Celeste Haldane as the new BC Treaty Commission Chief Commissioner. With the appointment by Canada, the effective date of the Chief Commissioner appointment was April 12, 2017.
- To date, modern treaties have been implemented with the Nisga'a Nation, Tsawwassen First Nation, five Maa-nulth First Nations (west coast Vancouver Island), and the Tla'amin Nation (near Powell River).
- While the Yale Final Agreement has been ratified by the First Nation, B.C. and Canada, its effective date has been postponed by the First Nation due to implementation concerns.
- Lheidli T'enneh, concluded Final Agreement negotiations in 2006 but has not successfully ratified the agreement. Lheidli T'enneh has announced that they will be holding a second ratification vote this calendar year.
- The Principals have taken steps to improve the efficiency and effectiveness of the treaty process. The most recent steps are:
 - s.13
 - In June 2016, the Principals endorsed the tripartite report: "Multilateral Engagement Process to Improve and Expedite Treaty Negotiations in British Columbia" that sets out strategies to address some of the complex challenges that impede the timely and cost effective conclusion of treaty agreements.

s.13

E. Strategic Overview

Core Business: Non-Treaty Agreements

ADM Responsible: ADM Douglas Scott, Negotiations and Regional Operations

The provincial government engages with Aboriginal leaders, industry, federal and local governments, and the public to support reconciliation. Principles identified in the *Transformative Change Accord* (2005), *New Relationship Vision* (2005), and the *Proposed Commitment Document* (2015), as well as court decisions and the Canadian Constitution, set out the legal and policy context for the provincial government and First Nations relationship.

There are many paths to reconciliation. Treaties are one tool that is used on the reconciliation path; the Province has developed a number of additional agreement tools, generally distinguished as non-treaty agreements.

Reconciliation Agreements

The term 'Reconciliation Agreement' is used broadly to refer to a range of agreement types that are not treaties, but which can incorporate a range of substantive elements, such as land transfers and jurisdiction. Often they include provisions for operational consultation processes and revenue sharing. In March 2017 Tsartlip First Nation and the Province signed an interim Reconciliation Agreement, marking the 15th Reconciliation Agreement in BC.

There has been increasing First Nations demand for inclusion of socio-economic interests as a core component of agreement negotiations. These interests include, but are not limited to: cultural, health, governance, justice, education, skills and training, and economic development.

Strategic Engagement Agreements

Strategic Engagement Agreements (SEA) establish mutually agreed upon procedures and structures for consultation and accommodation. For First Nations in the treaty process, SEAs can help to build the mechanisms to support decision making in a post-treaty environment. For First Nations outside the treaty process, SEAs provide an opportunity for First Nations to take a more active role in decision making processes and develop a stronger Government to Government (G2G) relationship with the Province.

Typically SEAs have a three year term, after which they are renegotiated. A streamlined approach was approved for SEAs that are within policy and fiscal mandate. Specific mandates for this streamlined approach are not required to be approved by Cabinet. Currently British Columbia has seven active SEAs with First Nations.

Economic and Community Development Agreements

Economic and Community Development Agreements (ECDAs) are agreements between government and First Nations for sharing the direct mineral tax revenue on new mines and

E. Strategic Overview

major mine expansions, and resorts. The Province committed to share revenue with First Nations as a means to create certainty on the land and to partner with First Nations in resource development. More than \$26 million in mineral tax revenue from mining has been shared with First Nations since payments began in 2013. To date, B.C. has signed 32 agreements to share mineral tax revenue with 44 First Nations.

Forest Consultation and Revenue Sharing Agreements

Forest Consultation and Revenue Sharing Agreements (FCRSA) provide First Nation communities with economic benefits returning directly to their communities, based on harvest activities in their traditional territory. Typically FCRSAs have a three (3) year term, after which they are renegotiated. A strategic, programmatic approach was approved for FCRSAs by Treasury Board and Cabinet. Specific mandates are not required. In 2016, British Columbia had over 120 active FCRSAs with First Nations.

Atmospheric Benefit Sharing Agreements

Atmospheric Benefit Sharing Agreements (ABSAs) enable First Nations to sell carbon credits. Specifically, these agreements clarify First Nations ownership and the right to sell tonnes of carbon in local or international carbon markets. The agreements are in effect from the date that BC and each of the First Nations sign them, and continue until March 31, 2025. The agreements are not standalone, and are entered into once the First Nation has signed a Reconciliation Protocol Agreement. British Columbia has signed three ABSAs with First Nations.

Liquefied Natural Gas Facility Agreements

Liquefied Natural Gas Facility Agreements are agreements between Government and First Nations that are part of the BC Government's approach to partnering with First Nations on LNG opportunities. British Columbia has signed 3 LNG Benefits Agreements and 4 Coastal Fund Agreements with First Nations.

Natural Gas Pipeline Benefit Agreements

Natural Gas Pipeline Benefits Agreements (PBA) are agreements between Government and First Nations that includes development skills training and environmental stewardship projects with First Nations. British Columbia has signed 64 PBAs with First Nations.

E. Strategic Overview

Core Business: Federal/Provincial Engagement

ADM Responsible: ADM Douglas Scott and ADM Laurel Nash

Provincial/Federal Overview

- The Ministry of Aboriginal Relations and Reconciliation has a deep level of interaction with a number of Federal Departments.
- This is necessitated by the Federal Government having the primary Constitutional responsibility for Aboriginal citizens.
- The Federal Government administers and/or funds a number of programs across the Province for both on and off-reserve aboriginal people.
- The Federal Government is also a required participant in order to conclude treaties with First Nations, and within the British Columbia context, most of the Province is absent historic or modern day treaties.
- Key Federal Departments and Issues of Interaction:
 - Indigenous and Northern Affairs Canada (INAC)
 - Treaty Cost Sharing Agreement
 - Treaty Negotiations
 - Off-Reserve Aboriginal Action Plan
 - Aboriginal Economic Development
 - Aboriginal Skills Training
 - Remote Community Electrification/Energy Diversification
 - Remote Community Internet/Connectivity
 - Federal/Provincial Territorial Indigenous Forum.
 - Western Economic Diversification (WED)
 - On-reserve infrastructure funding
 - First Nations Procurement Opportunities
 - Joint intake of First Nation clean energy investment applications.
 - Major Projects Management Office- West (MPMO-W)
 - Interactions on all energy-related infrastructure
 - Aboriginal participation related to Kinder Morgan Trans Mountain Expansion Project
 - Coordination of First Nation Strategic Priorities Initiatives Funding
 - First Nation participation in LNG projects and LNG ESI
 - Natural Resources Canada (NRCAN)
 - Federal/Provincial Territorial Working Group on Climate Action
 - Species at Risk management and mitigation collaboration opportunities

E. Strategic Overview

Core Business: Tsilhqot'in Nation - Nenqay Deni Accord

Associate DM Responsible: Neliane Mayhew

The Nenqay Deni Accord (the Accord), signed on February 12, 2016, is a five-year agreement intended to produce immediate improvements in living conditions, help transition of the declared title lands and guide longer-term negotiations between the Province and the Tsilhqot'in National Government (TNG) to reach a reconciliation agreement. The TNG represents Xeni Gwet'in (Nemiah Valley), Tsi Deldel (Alexis Creek/Redstone), ?Esdilagh (Alexandria), Yunesit'in (Stone), and Tlet'incox (Anahim).

The Accord applies to the title lands declared in the June 26, 2014 Supreme Court of Canada *Tsilhqot'in* decision and the broader traditional territory of the Tsilhqot'in Nation.

Through the Accord the Province provided \$ 4.2 million in 2016 and \$ 3 million in 2017 for negotiation and implementation capacity. Another \$ 3 million is due in 2018. The amounts for the last two years of the agreement have yet to be determined. The Accord also commits to interim revenue sharing amounts of \$1.6 million for forestry and \$0.4 million for Gibraltar mine. These amounts exceed current formula amounts but are locked in until the parties negotiate "enduring, innovative agreements to share benefits from resource development".

Through the Accord, bridging agreements have been to allow grazing, guiding, angling, trapping, recreation and emergency responses on the title area.

On January 27, 2017, Canada and the Tsilhqot'in Nation signed a Letter of Understanding (LOU) to negotiate towards long term reconciliation. s.13,s.16

s.13,s.16

According to their financial report, in the first year they spent \$ 1.1 million of the initial \$ 4.2 provided to them.

Progress has been made on an economic development plan, community safety issues and in collaborative resource management planning and public engagement on the Accord. Funding was recently provided under the BC Rural Dividend program to assist in establishment of a post and rail plant operation.

Ongoing issues within the territory of the Tsilhqot'in Nation include the proposal for development of the New Prosperity Mine, mineral exploration work by Amarc Resources Limited, concerns of adjacent nations regarding the breadth of the Accord, title land access and

general concerns about the impact of longer term reconciliation.

Priorities for this year include:

- Continued engagement with stakeholders, adjacent First Nations and the public to increase understanding and comfort with the Accord.
- Securing ongoing access for private land owners and addressing the concerns of lodge operators located within the title area boundaries.
- Understanding the longer-term vision of the Tsilhqot'in Nation for the title lands and developing a plan to address the impacts of that vision on existing tenure holders.
- Finalizing and implementing an economic development plan.
- s.16
-
- Commence substantive negotiations on the principles of land selection and governance.

E. Strategic Overview

Core Business: Off-Reserve Aboriginal Action Plan

ADM Responsible: Laurel Nash

BACKGROUND:

- 78 percent of all aboriginal people in BC live off reserve
- The 2011 speech from the throne acknowledged the importance of the off-reserve Aboriginal population and committed the provincial government to work with Aboriginal partners, the federal government and local governments to develop an Off-Reserve Aboriginal Action Plan (ORAAP) to improve socio economic outcomes for off-reserve Aboriginal people in BC.
- ORAAP is overseen by the Provincial Co-ordination Team (PCT) with representation from the BC Association of Aboriginal Friendship Centres, Métis Nation BC, Indigenous and Northern Affairs Canada, the Union of BC Municipalities, and MARR
- A key goal of ORAAP is to advance, raise awareness and seek solutions to urban Aboriginal issues across the broad social continuum.

CONSIDERATIONS/SUCESSES:

- **Union of BC Municipalities:** UBCM worked in partnership with the BCAAFC to deliver Reconciliation Canada workshops in communities across BC.
- Métis Chartered Communities around British Columbia held a variety of public events including flag raisings at municipal offices, potlucks and presentations at local community centres featuring jigging, fiddle playing, and storytelling.
- **Metro Vancouver Aboriginal Executive Council** partnered with the Aboriginal Community Career Employment Services Society (ACCESS) to develop an Urban Indigenous Workforce Development Strategy for Metro Vancouver with support from a cross-section of six corporate partners from different sectors.
- Elder participation in the New Westminster Aboriginal Family Court Project.
- BC Association of Aboriginal Friendship Centres hosted the 2nd BC Indigenous Funding Conference, a two and a half day gathering held on September 21-23, 2016 to help connect Aboriginal organizations and communities with potential funding/investment partners.

FUNDING:

In 2016/17, the Province provided \$438,200 in funding for ORAAP comprising \$385,000 from eleven ministries and an additional \$53,200 contributed by MARR toward the Gathering Our Voices Youth Conference through the BC Association of Aboriginal Friendship Centres (BCAAFC).

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Core Business: Aboriginal Skills Development /Employment

ADM Responsible: Laurel Nash

- The Ministry of Aboriginal Relations and Reconciliation (MARR) is providing up to \$30 million over three years (2015/16 – 2017/18) through the Aboriginal Skills Training Development Fund (ASTDF).
- ASTDF supports Aboriginal skills training and employment initiatives focused primarily on Aboriginal communities (on and off reserve).
- The fund was designed for and with Aboriginal communities and in collaboration with the sector, provincial ministries and the federal government.
- Projects are community based/driven and support transferable skills.
- Examples of training projects funded include (but are not limited to):
 - Essential Skills/Job Readiness
 - Environmental Monitoring/Stewardship Training
 - Pre-Trades/Bridging to Trades
 - Driver's Training
 - IT Training
- Key outcomes of ASTDF to date include:
 - Over 40 training projects funded
 - More than 2500 Aboriginal people trained
 - 46% of the people trained in 2015/16 found employment
 - At least 19% of the people trained in 2015/16 went on to further education and training
- 2016/17 outcomes information is expected over the next few months.
- MARR's incoming Minister will be briefed on recommended year-3 ASTDF proposals. Aboriginal communities will then be informed of the successful proposals and year-3 funding agreements will be prepared.
- s.13

E. Strategic Overview

Core Business: BC Assembly of First Nations Economic Development strategy

DM Responsible: Doug Caul

- The Province committed to increase Aboriginal participation in the economy to improve economic and social outcomes for Aboriginal people, and to promote economic certainty for investors.
- In the Fall of 2015, the BC Assembly of First Nations Chief Shane Gottfriedson proposed to develop a First Nations Economic Strategy and Fiscal Framework.
- In January 2016, a BCAFN proposal for five regional sessions was approved and co-funded by the Ministry of Jobs, Tourism, Skills Training and Labour (JTSTL) (\$200,000) and the Ministry of Aboriginal Relations and Reconciliation (MARR) (\$100,000).
- In early 2016, five regional sessions were held and produced the report Towards a BCAFN Regional Economic Development Strategy. The report's key priorities were: improving Aboriginal participation in the economy; Aboriginal people owning and operating businesses; resource and land management; and, improving the reliability of revenues received by First Nations governments.
- In July 2016, BCAFN requested the Province to provide \$2.5 million over three years to support a First Nations Economic Development Strategy.
- In August 2016, the Province agreed to provide financial assistance for up to \$500,000 in 2016/17, and up to \$1 million in each of 2017/18 and 2018/19.
- In January and February 2017, BCAFN held eight regional sessions to further discuss and gather information on the economic development strategy. The follow up report has been provided to MARR.

E. Strategic Overview

Core Business: Memorandum of Understanding on the Social Determinants of Health

ADM Responsible: Laurel Nash

Background

- The Province and the First Nations Health Council signed a Memorandum of Understanding: A Regional Engagement Process and Partnership to Develop a Shared Ten-Year Social Determinants Strategy for First Nations People in BC.
- The Ministries of Aboriginal Relations and Reconciliation, Health, Children and Family Development, Education, Advanced Education, Justice, and Public Safety and Solicitor General participated in regional caucus sessions with the FNHC in their 5 regions of the province. The goal being to develop five regional, multi-year social determinant strategies that reflect regional priorities and perspectives with a strong focus on supporting child and family development.
- Guiding principles from the MOU, include:
 - Community driven, Nation based;
 - Increase First Nations Decision making and control;
 - Improve services;
 - Foster meaningful collaboration and partnership;
 - Develop human and economic capacity;
 - Be without prejudice to First Nations interests; and,
 - Function at high operational standard.
- The FNHC signed an MOU with Canada in the spring of 2017 with Canada participating in Regional Caucus sessions in May and June 2017
- The FNHC sees this process as the basis for an ongoing ten-year social determinants strategy and anticipates it will evolve into a tripartite agreement.

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Core Business: Minister's Advisory Council on Aboriginal Women (MACAW)

ADM Responsible: Laurel Nash

Background

- In 2011, the Province and the Native Women's Association of Canada (NWAC) co-hosted the National Aboriginal Women's Forum: Collaboration to End Violence. At the conclusion of the event, the province announced the creation of the Minister's Advisory Council on Aboriginal Women (MACAW).
- MACAW provides advice to government on how to improve the quality of life for Aboriginal women in BC. MACAWs recent priorities include advising on the best ways to support family members and loved ones during the National Inquiry on Missing and Murdered Indigenous Women and Girls; and, recommending inclusion of an Indigenous gender-based analysis when determining impacts of natural resource projects.

Membership

- MACAW is comprised of 10 Aboriginal women from across BC, including a Chair and Vice-Chair, as well as one Elder and one Youth representative.
- Council members are selected based on criteria of diversity, experience, and regional representation.
- MACAW currently has 9 appointed members and 1 vacant position.

Strategic Priorities

- MACAW recently completed its *Strategic Plan 2017-2020*, which outlines MACAW's vision, mission, philosophy, priorities, and goals.

Highlighted Activities

- Facilitated the signing of the 2014 *Memorandum of Understanding Regarding Stopping Violence Against Aboriginal Women and Girls* – a document that commits the Provincial and Aboriginal Leadership to work together to improve the safety of Aboriginal women and girls in BC.
- Provided advice to develop strategic government documents, such as the *Violence Free BC Strategy* and *Highway 16 Action Plan*.
- Allocated \$420,000 to 50 Giving Voice projects that support community-led and community-engaged action that addresses issues of violence in Aboriginal women's lives and communities.

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- Participated in allocation of \$2.35 million to 24 Aboriginal Domestic Violence Funding projects.
- 2016 Provincial Gathering for Families of Missing and Murdered Indigenous Women and Girls.
- Informed the Province's submission to the Federal Government regarding the design of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

Current Members

Name		Position	Term
Chastity Davis	Tla'amin Nation	Chair	2012 – Present
Barbara Ward-Burkitt	Fort McKay First Nation and Executive Director of the Prince George Native Friendship Centre	Vice-Chair	2014 – Present
Paulette Flamond	Métis	Member	2011 – Present
Dr. Lorna Williams	Lil'wat	Member, Elder	2014 – Present
Coreen Child	Kwakiutl First Nation	Member	2016 – Present
Karen Joseph	Kwakwaka'wakw and CEO of Reconciliation Canada	Member	2016 – Present
Linda Thomas	Tk'emlúps te Secwépemc	Member	2016 – Present
Sarah Robinson	Fort Nelson First Nation and Saulteau First Nation	Member	2016 – Present
Raven Lacerte	Carrier and Lake Babine Nation Co-founder Moosehide campaign	Member, Youth	2017 – Present

E. Strategic Overview

Core Business: Tri-Partite Children and Families Working Group

ADM Responsible: Laurel Nash

- The Province, in partnerships with Canada and the First Nations Leadership Council have formed a tripartite working group to address current policy and legislative frameworks related to First Nations children and families, and to focus on ways to bring about real change in child welfare in BC.
- The working group is informed by:
 - Grand Chief Ed John's November 2016 report: *Indigenous Resilience, Connectedness and Reunification – From Root Causes to Root Solutions*. The report states that the child welfare system requires an overhaul, and that systemic change should be guided by a number of recent national and international documents and frameworks, including the Constitution Act; and,
 - Provincial commitments from the FN Children and Family Gathering in May 2017:
 - To work at a local level with First Nations to improve services and outcomes.
 - To engage in discussions with First Nations on the current funding framework.
 - To engage in tripartite discussions on jurisdiction and the legislative framework for First Nations child welfare.
- Working Group parties have signed a *Reconciliation Charter*, which outlines shared objectives and mutual commitments related to achieving meaningful reconciliation in the caring of First Nations children and youth. As noted in the Charter, the parties will determine a work plan with short, medium and long term objectives. The work plan will be revisited at a minimum once per year.

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Core Business: Métis People of BC

ADM Responsible: Laurel Nash

BACKGROUND:

- Métis people in B.C. are separate and distinct Aboriginal people with their own language, history and culture. As of 2011, the BC Métis population in BC was 69,470 which equals 30 percent of the total Aboriginal population in BC and 16 percent of the total Métis population in Canada (fourth largest among all provinces and territories).
- Métis Nation British Columbia (MNBC) was established in 1996 as a self-governing body representing Métis interests. MNBC is recognized as the official representative of Métis in BC by the provincial and federal governments and the Métis National Council (MNC).
- MARR works to address social and economic gaps of Metis people through the Métis Nation Relationship Accord II (MNRA II), signed in November 2016.
- Under the **Powley case (2003)**, the Supreme Court of Canada set out criteria for defining Métis rights under s. 35 of the *Constitution Act 1982*, referred to as the Powley Test. Based on this decision the Province does not recognize Métis asserted rights or consult with Métis on land and resource use applications. Under the **Daniels case (2016)**, the Federal Court determined that Métis and non-status Indians are “Indians” within the meaning of s. 91(24) of the *Constitution Act, 1867* which gives rise to a duty to consult on the part of the federal government. This decision does not affect the Province’s policy regarding consultation with the Métis but strengthens the need to work with Metis people to address social and economic gaps.
- The **Kelly Lake Metis Settlement Society (KLMSS)** are a unique Métis community who assert Section 35 rights and have brought litigation against both the Federal government and the Province asserting both “rights” and “title” claiming a large traditional territory in the north east of the province.^{s.14}

FUNDING:

In 2016/17 the Province provided the following funding for MNBC:

- Capacity and Governance : \$385,000.00
- Off Reserve Aboriginal Action Plan (ORAAP): \$100,000.00

The Province funded youth participation on Unified Aboriginal Youth Collective, \$36,000.00.

The recent federal budget committed \$25 million over five years to support economic development in Métis communities.

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Core Business: Aboriginal Youth

ADM Responsible: Laurel Nash

BACKGROUND:

- The Aboriginal population is a disproportionately younger demographic than the provincial average. In 2011, 45 percent of the 232,290 Aboriginal people in British Columbia were under the age of 25.
- MARR supports the following Aboriginal youth focused initiatives:
 - Unified Aboriginal Youth Collective – a five member consortium of Aboriginal Organizations in B.C. with a strong youth focus and youth representatives;
 - Annual support for the Gathering Our Voices youth conference, and
 - BC Aboriginal Youth Workers Network – a cross-province peer mentorship based network with nearly 300 members consisting of service providers and leaders to Aboriginal youth from First Nations communities and Aboriginal organizations;
- Other initiatives that support Aboriginal Youth include:
 - Aboriginal Skills Training Development Fund for communities along the LNG corridors.

FUNDING:

2016/17 Allocations:

\$191,000 for the Unified Aboriginal Youth Collective:

- \$144,000 to support the organizations
- \$25,000 for a youth leadership training session
- \$22,000 to support quarterly meetings, reporting, and planning.

\$77,000 for the BC Aboriginal Youth Workers Network:

- \$40,000 to support the Youth Workers Forum
- \$25,000 for an Art of Hosting training session
- \$12,000 to support quarterly meetings, reporting, and planning

\$53,000 for the Gathering Our Voices youth conference

(note this was one-time targeted funding, MARR also supports this conference generally through the annual capacity transfer agreement with the BC Association of Aboriginal Friendship Centres)

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Core Business: Socio Cultural Working Groups

ADM Responsible: Laurel Nash

BACKGROUND:

- Aboriginal communities are seeking provisions and commitments from government to strengthen capacity and promote social and community wellbeing.
- MARR supports Aboriginal community wellbeing initiatives within a variety of reconciliation agreements including:
 - Northern Nations (Kaska, Tahltan, Taku River Tlingit First Nations)
 - Nanwakolas First Nations
 - Tahltan Nation
 - Tsilhqot'in Nation
 - Carrier Sekani Tribal Council
 - Shishalh Nation
 - Lake Babine Nation
 - Cheslatta First Nation

CONSIDERATIONS/SUCESSES:

- Existing Community Wellbeing Initiatives have demonstrated success in addressing socio-cultural and economic priorities of First Nations in a variety of areas including:
 - strengthening community wellbeing;
 - protecting and renewing culture and language;
 - improving social cultural economic outcomes for citizens and families;
 - participating in and benefiting from economic development; and
 - engaging in meaningful and productive government to government relationships aimed at enhancing regional stability and prosperity.

FUNDING:

Ongoing operations of Socio-cultural Working Groups (SCWGs) are managed through contractual arrangements on an annual or multi-year basis. To date, SCWGs have been funded under the Non-Treaty Agreement Funding Envelope on a year to year basis based on approved annual workplans.

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Core Business: 4th Annual Cabinet and First Nations Leaders Gathering (The Gathering)
DM Responsible: Doug Caul

Background:

- The Gathering is booked at the Vancouver Convention Centre all day September 6th and the morning of September 7th.
- The Province and First Nation Leadership Council co-organize and co-host the Gathering.
- All 203 First Nations are expected to attend (typically the Chief and at least one councilor)
- In previous years all Cabinet Ministers and Deputy Ministers have been in attendance.
- Based on discussions with First Nations Leadership Council (FNLC) and expectations of First Nations from previous gatherings, they expect the following:
 - Focus on 1:1 First Nation leader and Cabinet Minister meetings;
 - Report out on the BC/First Nation Leadership Council Commitment Document work plan;
 - Report out on the Assembly of First Nations' economic development strategy; and
 - Discussion on tangible actions regarding aboriginal child welfare, including follow up Grand Chief Ed John's report and partnership with the federal government.
- First Nation Leaders can be expected to continue to press for BC's formal position on the United Nations Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission's Calls to Action.
- The Commitment Document work plan calls for the following by Fall 2017:
 - Identify models for the creation of an independent Indigenous Commission to support indigenous nation and governance building
 - Key strategies for implementation of legislative changes regarding child and family jurisdiction and self-government, environmental assessment and forestry.
 - Innovative and creative principles for how negotiations may be conducted; and
 - A comprehensive multi-year public strategy to educate British Columbians on First Nations history and contributions.

Decision required:

s.13,s.16

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Core Business: Missing and Murdered Indigenous Women and Girls (MMIWG)

ADM Responsible: Laurel Nash

Background

- A number of initiatives are underway across government committed to ending violence against Aboriginal women and girls
- The provincial and federal governments are well-aligned in their interest to significantly improve outcomes and promote healing.

Provincial Gathering for Families of Missing and Murdered Indigenous Women and Girls

- The Provincial Gathering for Families of Missing and Murdered Indigenous Women and Girls (Family Gathering) was the result of a commitment made on behalf of the Provincial and Aboriginal political signatories to the *Memorandum of Understanding Regarding Stopping Violence Against Aboriginal Women and Girls* in June 2015.
- From January 31 to February 2, 2016, the Family Gathering was held in Prince George, and brought together approximately 350 family members for three days of healing and memorial.
- Families were offered a safe space to share their experiences, including trauma and recovery workshops, sharing circles, meetings with Ministers, and sessions with traditional healers.
- The Family Gathering was an important step towards healing and reconciliation and identified opportunities to address historical and systemic root causes of violence against Indigenous women and girls in British Columbia.

BC Memorial Quilt and Accompanying Book

- The BC Memorial Quilt (BC Quilt) was designed to commemorate the Family Gathering.
- During the Family Gathering, family members were invited to create quilt patches to honour their lost loved ones.
- The BC Quilt was unveiled at an event held May 10, 2016 in Victoria, and was on display in the BC Legislature during summer 2016.
- An accompanying book entitled *Our Sacred Sisters: A Book of Honour, Love and Remembrance* was developed to capture stories from family members about their loved ones, as well as photographs of the quilt patches.
- A proposed plan for the display of the Quilt is under development.

Ending Violence Against Aboriginal Women and Girls Advisory Session

- From November 24 to 25, 2016 MARR hosted an Advisory Session that brought together family members of MMIWG, leaders from Aboriginal communities and organizations) and representatives from provincial ministries.
- The Advisory Session built on discussions about community engagement and healing

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that began at the Family Gathering.

- The intent of the Advisory Session was to solicit input from family members on what could be done within BC, particularly within communities, regarding ending violence against Indigenous women and girls, without interfering with the independent National Inquiry on MMIWG.
- Participants wish the province to consider Community Conversations across the province.

The Role of the Minister's Advisory Council on Aboriginal Women

- Please see transition note E– 2e.

National Inquiry on Missing and Murdered Indigenous Women and Girls

- Please see transition note E – 5a.

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Core Business: United Nations Declaration on the Rights of Indigenous People (UNDRIP)
ADM Responsible: Laurel Nash

Background

The United Nations Declaration on the Rights of Indigenous People (UNDRIP) articles reference Indigenous Peoples’:

- right to self-determination (#3)
- right to self-government in internal and local affairs (#4)
- right to maintain and strengthen their political, legal, economic, social and cultural institutions (#5)
- right to the lands, territories and resources which they have traditionally owned, occupied or otherwise acquired (#26,1)
- And does not override the rights contained in treaties and agreements with individual states (37,1)

First Nations are asking for BC to make a commitment to implement UNDRIP. BC is prepared to engage and have begun the process by using UNDRIP-based language as a guiding principle in the Commitment Document. As this point, UNDRIP has no legal effect in Canada and the federal government has confirmed that adopting UNDRIP does not confer a veto power to First Nations

s.13

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Core Business: TRC Calls to Action

ADM Responsible: Laurel Nash

Background

On June 2, 2015, the Truth and Reconciliation Commission released its findings and calls to action representing the first steps in redressing the legacy of Indian Residential Schools and advancing the process of reconciliation.

The TRC's calls to action include steps to protect child welfare, preserve language and culture, promote legal equity, and strengthen information on missing children.

The role of education in the report was highlighted: governments were called on to eliminate educational gaps between Aboriginal and non-Aboriginal people, equalize education funding for children living on and off reserve, and increase access to post-secondary education for Aboriginal youth.

The need to educate Canadians on residential schools and their impacts was also stressed: the TRC called for the development of age-appropriate curriculum on residential schools, treaties, and Aboriginal peoples' historical and contemporary contributions.

On July 13, 2015, a copy of the TRC's summary report was presented in the B.C. Legislature, further highlighting the report's importance to British Columbians.

The TRC report and findings point to the critical role the Federal Government must play in achieving reconciliation. The majority of recommendations are federally-focused.

Next Steps

MARR has been working with colleagues throughout government to track the Province's actions in relation to the Recommendations.

A number of actions are underway across government to implement the 94 calls to action including changes to curriculum and a proposal for an aboriginal social policy framework.

Another example of actions that align with the TRC is the Aboriginal Family Healing Case Conference pilot program that serves vulnerable indigenous families involved in child protection proceedings. Up to 15 families will take part in the project delivered by Spirit of the Children Society in New Westminster which began in February 2017. With community and stakeholder support, families will create a healing plan with treatment options and cultural ceremonies to support their progress.

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Core Business: National Inquiry on Missing and Murdered Women and Girls

ADM Responsible: Laurel Nash

Background

- On August 3, 2016, the federal government announced a National Inquiry to examine and report on systemic causes of violence experienced by Indigenous women and girls and their greater vulnerability to violence.
- An independent Commission was established to lead the Inquiry. The Commission's formal mandate runs from September 1, 2016 to December 31, 2018. The Commission is currently required to submit an interim report in the fall of 2017 and a final report and recommendations by the end of 2018. However, the Chief Commissioner indicated in a press conference in May 2017 that the Commission will be seeking an extension beyond the Inquiry's original two year mandate.
- A variety of processes will be utilized by the Commission to obtain information to inform the report and recommendations, including formal hearings as well as 'statement taking' processes, which will not be open to the public. The inquiry will be conducted in three phases:
 - **Family / Survivor Hearings** to hear the stories and concerns of family members and survivors. The first Family Hearings were held in Whitehorse the week of May 29, 2017. Dates have not yet been provided for Family Hearings in B.C.;
 - **Institutional Hearings** will include hearing from governments, police agencies, service providers and Aboriginal communities / groups. These hearings will commence after the Family Hearings have concluded (no dates scheduled); and
 - **Expert panels** will be established on key topics.
- BC, along with other provincial and territorial governments and the Government of Canada, has applied for Standing as a party to the Inquiry to enable BC to provide comprehensive submissions and fully participate in the national inquiry process. The Commission has not yet provided a response to the Standing Application.
- Ministry of Justice has been identified as the lead engaging with the Commission and Federal Government.

Family Information Liaison Unit (FILU)

- In August 2016, the Department of Justice Canada (DOJ) announced funding to establish new Family Information Liaison Units (FILUs) to assist families of missing and murdered Indigenous women and girls.
- These new FILUs are intended to provide a point of consistent contact for families seeking information related to the loss of their loved one in a culturally grounded and trauma informed manner. This may be information specific to their loved one's case (e.g., actions taken in the investigation), or more general information about system policies and processes (e.g., on what basis child protection decisions are made).
- FILU staff are to assist families by seeking the information from various agencies and services (including police, prosecutors, social services, child protection services and coroners) and

E. Strategic Overview

sharing any information that can be provided in a culturally-grounded and trauma-informed manner.

- FILU services and supports will be provided to families independent of, but complementary to, any on-site supports that will be provided, through the commission, to families during the national inquiry hearings process.
- The Province submitted a proposal to the federal government for the establishment of a FILU in BC, which was approved in November 2016. The total value of the agreement is \$1,260,033 (\$216,566 in 2016/17, \$564,584 in 2017/18, and \$478,883 in 2018/19).
- A project team has been established to support the development of the BC FILU.
- A project team has been engaging with families of missing or murdered Indigenous women and girls, Indigenous leadership, and other key stakeholders to ensure the design of the BC FILU will be responsive to identified needs and priorities.
- Based on federal funding requirements, the BC FILU will be located within the Victim Services and Crime Prevention Division of the Ministry of Public Safety and Solicitor General provincial in Vancouver. However, one of the two frontline support worker positions will be located in Northern BC.
- A toll-free number and website will be developed so that family members will be able to access BC FILU services directly. As well, family members may be referred to the BC FILU by the National Inquiry Commission and / or community service providers.
- It is anticipated that the BC FILU will be operational by summer 2017.

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Core Business: Federal Working Group to Review Canada's Indigenous Laws and Policies

ADM Responsible: Laurel Nash

Background:

- In February 2017, as part of the Government of Canada's commitment to Nation-to-Nation relationships, Prime Minister Justin Trudeau launched a review of all federal laws and policies related to Indigenous people.
- The Federal Working Group of ministers responsible for the review will examine relevant federal laws, policies, and operational practices to help ensure the Crown is meeting its constitutional obligations with respect to Aboriginal and treaty rights; adhering to international human rights standards, including the United Nations Declaration on the Rights of Indigenous Peoples; and supporting the implementation of the Truth and Reconciliation Commission's Calls to Action.
- The Federal Working Group will partner with Indigenous leaders, youth, and experts on various legal and policy questions relating to Indigenous Peoples.
- Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada, chairs the Federal Working Group, which comprises six ministers who have significant responsibilities for the relevant statutes and policies to be reviewed.
- As its first order of business, the Federal Working Group will develop a rigorous work plan and principles, which will reflect a whole-of-government.
- The Federal Government is currently completing a number of bilateral agreements with National Indigenous Organizations that will be the operationalizing mechanism that conducts the review of federal laws and policies in partnership with Indigenous organizations.
- The latest bilateral Federal/National Indigenous Agreement was announced on June 12, 2017 with the Assembly of First Nations.
- There is no set date for which the review of federal laws and policies will be complete, but has been identified as a joint priority and is anticipated to be part of ongoing operational business between Federal officials and indigenous partners.

E. Strategic Overview

Core Business: Federal Working Group to Review Canada's Indigenous Laws and Policies

ADM Responsible: Laurel Nash

Background:

- In February 2017, as part of the Government of Canada's commitment to Nation-to-Nation relationships, Prime Minister Justin Trudeau launched a review of all federal laws and policies related to Indigenous people.
- The Federal Working Group of ministers responsible for the review will examine relevant federal laws, policies, and operational practices to help ensure the Crown is meeting its constitutional obligations with respect to Aboriginal and treaty rights; adhering to international human rights standards, including the United Nations Declaration on the Rights of Indigenous Peoples; and supporting the implementation of the Truth and Reconciliation Commission's Calls to Action.
- The Federal Working Group will partner with Indigenous leaders, youth, and experts on various legal and policy questions relating to Indigenous Peoples.
- Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada, chairs the Federal Working Group, which comprises six ministers who have significant responsibilities for the relevant statutes and policies to be reviewed.
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E. Strategic Overview

Core Business: Fiscal Relations

ADM Responsible: Laurel Nash

Treaty cost-sharing arrangements with Canada under the BC treaty process

- Treaties are cost- shared with Canada based on the 1993 federal-provincial cost sharing Memorandum of Understanding (1993 MOU).
- The 1993 MOU determines how treaty costs are divided between the Parties. It does not commit the Parties to conclude treaties or determine the size of treaties. The size and composition of treaty settlements are determined through negotiations and according to the financial mandates obtained by the Parties.
- Under the MOU, the Parties agreed that BC would contribute primarily Crown land, and Canada would contribute primarily cash. This arrangement ensured treaties would have a limited impact on the provincial fiscal plan, since only cash contributions are budgetary costs. Contributions of provincial lands and resources generally do not impact the fiscal plan – however there can be significant survey and transfer costs incurred.
- To date the MOU has enabled the tabling of offers at 26 negotiating tables worth \$3.1 billion (2016\$) in cost sharing value.
- In addition to the 1993 MOU, the Parties are guided under three additional related MOUs signed in 2003 on sharing the costs of Treaty Related Measures, Resource Revenue Sharing in treaty-related agreements, and the costs of First Nation self-government.
- The parties are required under the 1993 MOU to undertake periodic reviews of the effectiveness of the MOU. A review is currently underway - Canada has raised concerns that treaty costs are not being shared equally; BC has proposed to expand the scope of the MOU to include non-treaty agreements such as Reconciliation Agreements that are currently bi-lateral between BC and First Nations.
- A final review report of the 1993 MOU is expected to be completed by the end of calendar year 2017.

Federal Collaborative Fiscal Policy Development Process

- The Federal government has primary responsibility for funding the establishment and implementation of aboriginal self-government across Canada and under the BC treaty

process.

- In April 2016, the Federal Minister of Indigenous and Northern Affairs Canada (INAC) agreed to a collaborative policy development process with self-governing indigenous governments to revise federal fiscal policies related to implementing and funding indigenous self-government.
- This is a national policy engagement with 25 self-governing First Nations (FN) across Canada – within BC there are 10 treaty and non-treaty self-governing FNs participating.
- The process is a substantial change from previous federal approaches - setting up a number of collaborative working groups with Indigenous representatives to examine :
 - Closing socio-economic gaps in FN communities;
 - Access to more revenues and review of the federal Own Source Revenue policy; and
 - Establishing the costs of delivering self-government.
- Provinces and territories have had no direct participation within the working groups to date, but have been provided with updates from Canada.

- s.16

- s.13

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E. Strategic Overview

Core Business: Rights, Recognition and Self-determination Tables (formerly called Federal Exploratory Tables)

ADM Responsible: Laurel Nash

Background:

- In spring 2016, Indigenous and Northern Affairs Canada (INAC) launched a national engagement process called the Exploratory Tables recently renamed “Rights, Recognition and Self-determination Tables”.
- The tables are a series of bilateral, non-binding discussion groups, described as “co-development”, that seek consensus on core principles to potentially guide federal indigenous rights recognition policy. Discussions focus on broad, key principles to support an agreement, with a goal of reaching a Letter of Understanding.
- First Nations who expressed interest were admitted to the process on the basis of a workplan and budget that included community engagement and capacity building necessary to support negotiations. No First Nation that expressed interest was turned away.
- There are currently 16 exploratory tables in BC; 46 in total across Canada. All are bilateral except for Esquimalt First Nation, which is tripartite. If First Nations are interested in discussing topics related to provincial jurisdiction, the province would be brought into the discussions.
- At the request of Ktunaxa Nation, Canada has established an exploratory table to discuss the concepts of core treaty and rights recognition certainty.
- INAC does not have a mandate at any of these tables, but exploratory discussions may lead to an approach that requires additional internal review and if supported, to INAC seeking a mandate to negotiate.

30-60-90 day issues:

s.13,s.16

Page 252 to/à Page 256

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E. Strategic Overview

Core Business: Stakeholder Engagement

ADM Responsible: ADM Douglas Scott and ADM Laurel Nash

Stakeholder Engagement Strategy

- In March 2016, the Ministry of Aboriginal Relations and Reconciliation led the development of a sector-wide Stakeholder Engagement Strategy, which brings a unified consistent approach to stakeholder engagement.
- The purpose of the Stakeholder Engagement Strategy is to strengthen transparency, dialogue, and support among stakeholders for provincial agreements with First Nations and BC's approach to reconciliation with Aboriginal people.
- Goals specific to the strategy include:
 - identifying stakeholders and potential impacts for stakeholders;
 - ensuring provincial negotiators understand and consider the interests of stakeholders;
 - increasing understanding and support for First Nations agreements;
 - using stakeholder input to inform negotiations policy and mandates; and,
 - collaborating with stakeholders and First Nations on engagement efforts.
- Engagement is facilitated under three tiers:
 - **Provincial** – Strategic outreach and collaboration with key provincial-level stakeholders
 - **Regional** – Area-based coordination of NRS priorities and aligning associated stakeholder engagement efforts
 - **Negotiations/table-specific** – Senior official targeted engagement with stakeholders potentially impacted by specific FN agreement negotiations
- All NRS agencies must confirm stakeholder engagement has occurred prior to seeking approval on mandates/agreements
- MARR has developed a series of external guidance pieces for mining and forestry engagement, and internal guidance pieces related to local government engagement and Forest Consultation and Revenue Sharing Agreements (FCRSAs).
- MARR continues to explore ways to improve on the process with our partner agencies.



May 23, 2017

Dear Minister of Aboriginal Relations and Reconciliation:

Re: Opportunity to conclude treaties and advance reconciliation

Congratulations on your appointment as Minister of Aboriginal Relations and Reconciliation. As a Principal to the B.C. treaty negotiations process, the Treaty Commission looks forward to working with you and the B.C. government to conclude treaties over your term. The Treaty Commission has long stated that modern treaties, fairly negotiated and honourably implemented, are the best expression of reconciliation. Your government has the opportunity to expedite the negotiations and lead the country in reconciliation.

There are a number of negotiations in advanced stages that, with political will and commitment from all parties, can be concluded in the next two to three years. These include two large multi-community First Nations, representing 9 *Indian Act* Bands, and another 8 First Nations, representing 11 *Indian Act* Bands. This is a significant opportunity to advance treaties in the province, and to bring prosperity to First Nations and the surrounding regions.

The Treaty Commission is committed to expediting and concluding these negotiations. To this end, I bring to your attention an important commitment made by the Principals last spring when they endorsed the proposals from the Multilateral Engagement Process to Improve and Expedite Treaty Negotiations in British Columbia. It includes the following direction:

"The Principals will instruct the British Columbia Treaty Commission to request, at Agreement-in-Principle signing, a Stage 5, multi-year, tripartite strategy to conclude a Final Agreement within a specified time frame, endorsed by the leadership of the First Nation and federal and provincial ministers."

I bring this to your attention because you will be asked to endorse these multi-year strategies in the near future. These strategies will represent the political will from each of the parties to each other in order to conclude final agreement negotiations in a timely way.

I enclose for your information our 2016 Annual Report and the Deloitte Report. We hope this will assist as you take on your important responsibilities as Minister. I look forward to working with you and your cabinet colleagues to advance reconciliation in British Columbia.

Sincerely,

Celeste Haldane
Chief Commissioner

Enclosures: (2) BCTC's 2016 Annual Report and Deloitte Report



NEGOTIATIONS › TREATIES › RECONCILIATION ›
DECLARATION

NEGOTIATIONS › TREATIES › RECONCILIATION
UN DECLARATION

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Letter From the Commissioners

There is no greater expression of reconciliation than a modern treaty, fairly negotiated and honourably implemented. The British Columbia Treaty Commission emphasizes this foundational concept in all facets of its work.

RECONCILIATION AND NEGOTIATIONS

This year was another milestone for the BC treaty negotiations process with the coming into effect of the Tla'amin treaty. The success of Tla'amin is a model of self-determination and reconciliation.

This year was also significant with the election of a new federal government which for the first time in Canada's history has made reconciliation a priority across the entire government.

In his recent mandate letters Prime Minister Trudeau states, "No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed, Nation-to-Nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership." The British Columbia Treaty Commission [Treaty Commission or BCTC] looks forward to working with the federal government to implement this mandate through treaty negotiations.

Recently the dialogue around reconciliation has grown, which now includes the role of the *United Nations Declaration on the Rights of Indigenous Peoples* [UN Declaration or UNDRIP].

A strength of the *UN Declaration* is its potential to mobilize change when efforts towards reconciliation stall or stumble. In September, the Minister of Justice, Jody Wilson-Raybould stated in her address to BC First Nations Chiefs, "Our collective challenge now is to implement the UNDRIP and

to make those words our words — and to turn words into action — to translate them into practical benefits on the ground in communities."

The *UN Declaration* can also breathe life into negotiations by encouraging new approaches when needed. It reminds all the Parties — Canada, British Columbia, and First Nations — that these are negotiations of the highest importance to our country. Treaty negotiations are not a program. They are negotiations for constitutionally entrenched and protected reconciliation.

The principles of UNDRIP that structure our dialogue today are consistent with the 1991 *Report of the British Columbia Claims Task Force Report* [Task Force Report], the blueprint for the treaty negotiations process in BC, including the establishment of the Treaty Commission. The *Task Force Report* describes reconciliation as "the establishment of a new relationship based on mutual trust, respect, and understanding — through political negotiations."

While the *UN Declaration* constitutes the minimum standards "for the survival, dignity and well-being of the indigenous peoples of the world" [Article 43], the *Task Force Report* provides a solid framework to implement those standards through good faith negotiations.

Self-determination is a core principle of the *UN Declaration*, a core goal of treaty negotiations, and a founding principle of the BCTC.

Treaties take time, reconciliation takes time, and negotiations are not without challenges. The Tla'amin treaty demonstrates how true reconciliation can be achieved. There is no one pathway to achieve reconciliation, but the treaty negotiations process offers an established framework leading to the highest expression of reconciliation: constitutionally entrenched modern treaties with self-governance.

In May 2016, the Treaty Commission attended the Fifteenth Session of the UN Permanent Forum on Indigenous Issues [Permanent Forum or UNPFII] to highlight the potential that negotiations hold for the advancement of Indigenous rights and reconciliation in Canada. BCTC believes the connections between UNDRIP, the benefits of modern treaties, and the BC treaty negotiations process is vital to the dialogue on reconciliation in Canada. Recognizing and respecting the potential of the negotiations process will assist in focusing commitment and political will of all the Parties — Canada, British Columbia and First Nations — to make progress, achieve treaties, and create lasting reconciliation.

CLOSING THE GAP

Treaties must empower First Nations to prosper and benefit in their traditional territories. A study from Deloitte LLP, commissioned by BCTC and released concurrently with this report, confirms the significant economic benefit of treaties for First Nations, BC, and Canada — a range between \$1.2 billion to \$5.8 billion. Broader benefits from treaties will assist in closing the gaps between First Nations and non-First Nations communities.

As the Treaty Commission has often said, when a First Nation prospers, the entire region prospers.

THE FUTURE OF NEGOTIATIONS AND FACILITATION

On May 24 of this year, the Principals endorsed its report the *Multilateral Engagement Process to Improve and Expedite Treaty Negotiations in British Columbia* [Multilateral Engagement Report]. In doing so, they confirmed their commitment to treaty negotiations and made a number

of proposals, including an increased role for the Treaty Commission. This includes an enhanced role in supporting Stage 5 final agreement tables to set time frames and tripartite multi-year strategies to achieve them. These strategies will be endorsed by the leadership of the First Nation and by federal and provincial ministers — an important expression of political will.

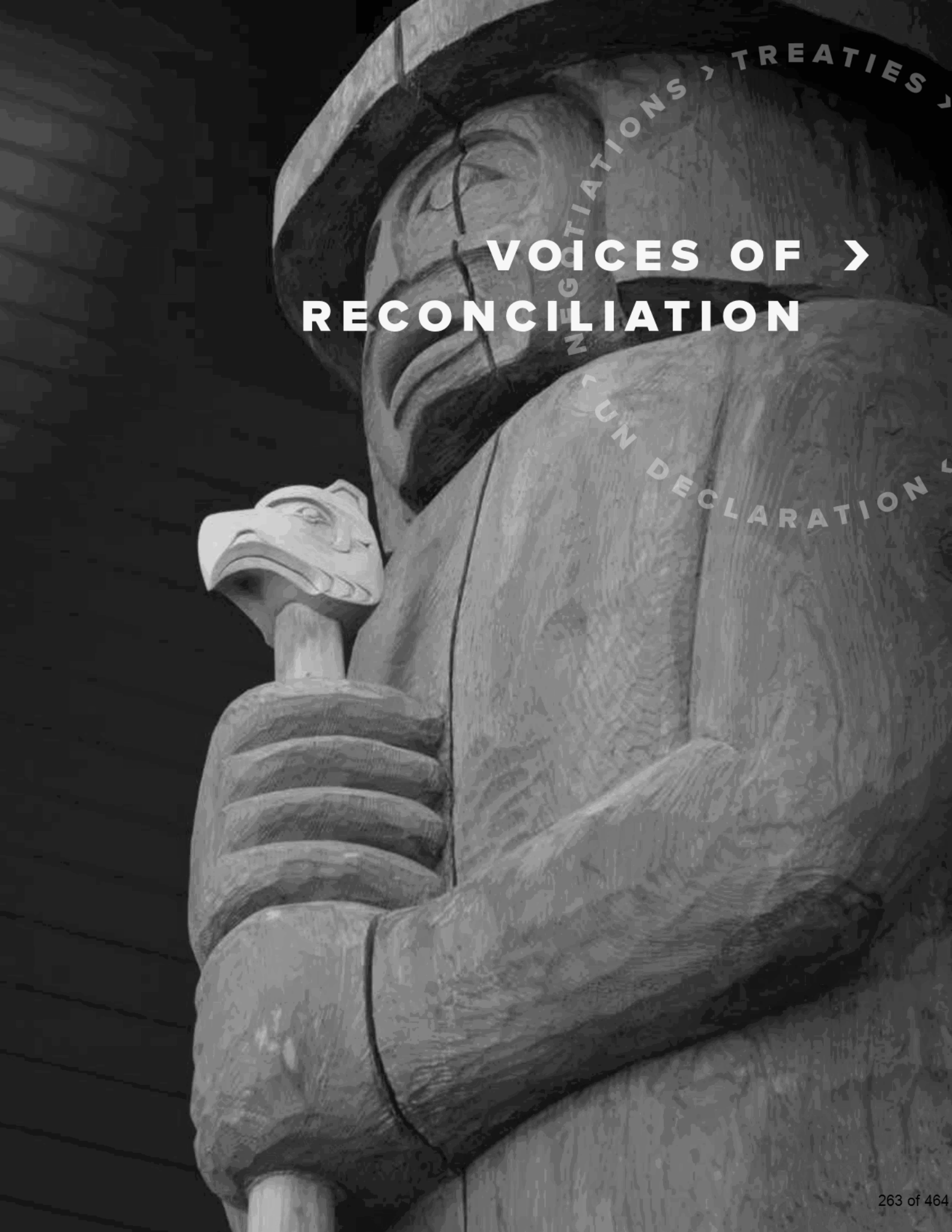
Some tables will explore new concepts, such as condensed agreements in principle, stepping stone approaches, incremental treaty agreements, sectoral agreements, and core treaties. The Treaty Commission may assist in the facilitation of these new developments. Many of these are consistent with Recommendation 16 of the *Task Force Report*, the use of interim measures to support the negotiations, and which is also consistent with Article 37 of the *UN Declaration*, emphasizing treaties, agreements and other constructive arrangements.

The Treaty Commission will continue to assist in the resolution of overlapping and shared territory issues by assessing not only the efforts of First Nations to address issues among themselves, but also Canada's and British Columbia's support of these efforts.

In carrying out its commitment to facilitate reconciliation through treaty negotiations, the BCTC will continue to look to its roots in the *Task Force Report* as it draws from the relevant articles and standards of the *UN Declaration* and gives them life as they are articulated in unique ways through negotiations.

COMMISSIONERS

Celeste Haldane, Jerry Lampert,
Tom Happynook, Francis Frank



VOICES OF RECONCILIATION

Reconciliation Today

Who better to speak to reconciliation than those living it today. The following pages are interviews with seven First Nation leaders, six from modern-day treaty First Nations. They talk about how treaty embodies their vision of self-determination and how treaties reflect the principles of the *UN Declaration*.

Hegus [Tla'amin word for leader] Clint Williams speaks about how the Tla'amin treaty empowers the Tla'amin people, protects their rights and traditional territory, creates a Nation-to-Nation relationship, and has made Tla'amin the largest fee simple land holder in the region. The Tla'amin treaty is the latest treaty to come into effect, demonstrating that reconciliation through negotiations is achievable with will and commitment from all three governments.

Grand Chief Edward John — the longest serving First Nations Summit Task Group member and an Expert Member of the Permanent Forum — shares his valuable knowledge and wisdom on reconciliation, negotiations, and the power of the *UN Declaration*. He describes Article 3 on self-determination as the “heart”, and Article 25 as its “spirit,” affirming the rights of Indigenous Peoples as something much deeper — they are responsibilities to future generations. This right to a deeper connection to traditional territory underlies the importance of self-government to Indigenous rights, and is the promise that constitutionally entrenched treaties have for reconciliation.

The *UN Declaration* offers a lens through which to reflect on the success of reconciliation for the First Nations interviewed. Self-determination and self-government, and the change that treaty has brought to First Nations, features prominently. Free, prior, and informed consent is reflected in the role the treaty has solidified for First Nations throughout their territories. Cultural repatriation has formed an important part of modern treaties,

focusing political will from governments to address this element of reconciliation.

Consent is also mirrored in strength. Tla'amin is now the largest landholder in its region. Toquaht owns and governs 42 km of waterfront lands, and has purchased a forest company with a forest licence that covers almost the whole of its territory. Nisga'a underscores that nothing happens in its territory without its consent. Tsawwassen is developing a billion-dollar retail and residential development, the Tsawwassen Mills and Tsawwassen Commons malls, the largest non-resource development on First Nations land in Canadian history.

The process of reaching a treaty means choices have to be made by all Parties to resolve outstanding issues. The discussion on “extinguishment” continues to feature prominently in negotiations. The *Task Force Report* established from the outset that extinguishment should not be part of reconciliation, and this position is reinforced in the *UN Declaration*. The Nisga'a state, “We have never extinguished our rights. We have perfected them and they are protected.” Tsawwassen view on-the-ground change as more significant than the model set out in its treaty, and is focusing on governance, economic development, and building a successful, sustainable community.

The Treaty Commission appreciates the time these First Nations leaders generously provided.

Tla'amin Treaty Empowers Reconciliation

Moving away from the *Indian Act* is the biggest part of this process, to get away from the *Indian Act* shackles, and move forward and succeed as the Tla'amin Nation. — CLINT WILLIAMS

RECONCILIATION GIVEN EFFECT

On April 5, 2016 at 12:01 am, the Tla'amin Final Agreement came into effect, ushering in a new era of reconciliation for the governments of Canada and BC and for the Tla'amin people as a self-governing First Nation. With this achievement, Tla'amin will strengthen its culture and government, and create a more prosperous future for its families and the Powell River region.

Tla'amin Nation became the eighth First Nation to implement a constitutionally protected modern treaty in BC. The Tla'amin legislature passed over 50 laws beginning its vision of self-government. Tla'amin citizens and the Tla'amin Nation continue to exercise their inherent right of self-determination through the Tla'amin treaty.

Citizens and leaders gathered to celebrate this momentous milestone. Copies of the *Indian Act* were burned in the memorial fire pit in front of the Government House to acknowledge this historic change and the beginning of a new relationship.

KEY STATEMENTS FROM LEADERS

Hegus Clint Williams Tla'amin Nation

Our Nation has always been very progressive. It's not surprising that we have evolved past the point of the *Indian Act* to take our rightful place as a self-governing Nation. The *Indian Act* never defined us or made us Tla'amin people; if anything, it has held us back.

This is an incredible tribute to our ancestors, elders, and our entire community. I want to also acknowledge our youth because they were so passionate about wanting this change.

I also acknowledge the leadership shown by the City of Powell River and the Regional District for working together with us to improve our relationships over the years. These types of developments and accomplishments are still rare in BC, and across Canada, and we celebrate them today.

Carolyn Bennett Minister of Indigenous and Northern Affairs

Today is a historic day, a real testament to what can be achieved when we work together in the spirit of co-operation to resolve outstanding issues and reconcile with Indigenous people in Canada. The Tla'amin can now take control of their future and chart their own path to social and economic growth. This treaty benefits all Canadians and has set us on a path towards true reconciliation and

a renewed relationship with Tla'amin based on recognition of rights, respect, co-operation, and partnership.

John Rustad
Minister of Aboriginal Relations
and Reconciliation

I congratulate the Tla'amin people on this generational achievement. Through the Tla'amin treaty, we've reconciled our past and created a foundation for a brighter future. Certainty and opportunity afforded by the final agreement will support economic growth for Tla'amin Nation, and strengthen its culture and traditions.

Today, the hard work of self-governance begins, as do the enduring benefits of being a treaty First Nation in the Province of British Columbia.

KEY STATEMENTS FROM TLA'AMIN YOUTH: NEXT GENERATION OF LEADERS

Drew Blaney
Tla'amin Nation Citizen

When the Statement of Intent for our treaty was put into place, back in December of 1993, I was 22 days old. Today, when our treaty is being implemented, I am 22 years old. It is a great achievement for our Nation, and over that time I have seen a lot of great effort from a lot of our leaders, and I've seen a lot of progress.

Ryan Pielle
Tla'amin Nation Citizen

Words can't express how I feel today. I am happy, excited, exhilarated. It's amazing. Especially knowing that my kids will not have to live a day under the *Indian Act*. That's a good feeling.

Tla'amin Nation

Clint Williams

On August 30, 2016, the Treaty Commission interviewed Hegus Clint Williams in Tla'amin's newly opened Government House, a proud feature of its new governing body.

Since then, the Tla'amin Nation had its first non-Indian Act election for their leadership and legislature. Clint Williams was the last Indian Act Chief Councillor, and is now the first elected Tla'amin Nation Hegus.

PATH TO SELF-GOVERNMENT

The road to self-government was a difficult road for us. There was miscommunication out there that our rights are totally removed. We were looking and weighing the options of self-government early in the process. We felt that it was important to establish that high level of protection within our traditional territory. Treaty empowers our people to protect our rights within our traditional territories.

We have a whole new set of tools, including fee simple lands, cash, and some economic development monies. So with this, we now are the largest fee simple land owner in the Powell River area.

We've always had our traditional territory to work with, but we've never had any of these resources available to us before self-government.

I think the symbolism of our new Government House shows what we can achieve as self-governing people heading into the future.

I don't want this to be the limit: I want this to be the minimum that our people look at as what we can achieve as a self-governing Nation. We've come from some pretty humble buildings down below, in our old band office.

EMBRACING THE UN DECLARATION

Canada acknowledging the *UN Declaration* is huge, and it complements our Constitution and our laws. Our community developed our own Constitution and that is what our laws are all created on.

One of the big things that we have in our final agreement is kind of an "us too" clause. If some new policy comes about and things are improved upon, then we are not excluded from any of these developments. This was all prior to the *UN Declaration* being acknowledged. It is very good that our final agreement with BC and Canada acknowledges this.

RECONCILIATION

This is not just our agreement; it is our agreement with BC and Canada. Their names are on it too. We entered self-government making a statement to our people that the sky is the limit and we can achieve a lot by working through this process and working collaboratively with our people for the benefit of our entire Nation.

The roundabout in front of the entrance to our Government House is a dedicated memorial to people that have passed on. We have a brick wall set up around there and a fire pit and we are trying to tie in the change that took place. That is where we burned the *Indian Act* to progress forward as a self-governing Nation.

REPATRIATION AND CULTURE

It's very exciting. The Royal BC Museum will return some artefacts here to our new Tla'amin Government House as part of our final agreement.

It is very powerful to see this new self-governing status acknowledged and to have the follow-through as promised in the final agreement. It is so powerful to see these returned home, and we look forward to more in the future.

Nisga'a Nation

Mitchell Stevens

Kevin McKay

Nisga'a President Mitchell Stevens and Executive Chairperson Kevin McKay were interviewed in Vancouver on Coast Salish territory on September 8, 2016.

SELF-DETERMINATION

Mitchell In order to know where you are going, you have to know where you have come from. In 1913 the Nisga'a Nation filed its petition to the Privy Council. It said, number one, they wanted to be out from the *Indian Act*. That is the most archaic piece of legislation this country has ever written. Number two, they wanted to be autonomous. They wanted to govern their own people as they have done for centuries. Number three, they wanted land with absolute control. Number four, they wanted to pay their own way; and number five, they wanted to provide for all Nisga'a citizens.

Now if that isn't a statement of the *UN Declaration* what is? The Nisga'a Final Agreement embodies all of those principles.

I will give you a good example. Vancouver wanted to protect its property from foreign investment. They couldn't do it. They had to get the provincial government to change the *Vancouver Charter* because the Vancouver City Council is under the auspices of the Minister of Municipal Affairs. That is a delegated authority. If the Nisga'a Nation wants to change its Constitution, it changes it. It does not have to ask BC's, nor Canada's, permission.

We have never lost our cultural capacity. We are a cultural people, and that is why the Nisga'a Final Agreement is so strong. When the Nisga'a people decided to negotiate, the Hereditary Chiefs of the day said we will surely get beaten if we go there

as individual families and houses. So they used a common bowl, "Sayt-K'il'im-Goot," it means we all eat out of the same bowl. All the Hereditary leaders took their landholdings and put them in a bowl. And they went there with one voice and whatever comes out of this it belongs to us, every Nisga'a person. Now that is culture at its utmost. That is why our treaty is so strong. It is based on our culture and values.

RECONCILIATION

Mitchell Treaty may not be for everybody. There are those who don't have treaty who have done very well because of geographic location. For most Aboriginal people who live in outlying and remote areas, they must have that autonomy to deal with the resources so that they can provide for their people the services that are required.

May 11, 2000 we got political independence. We are now left with the tools to bring our people forward. And through that document we will gain our financial independence. We respect the decision of all our neighbours. There will come a time when they have to make a decision for their people. We were very fortunate early on — in the birth of this country — that our hereditary leaders had the vision and the foresight to make that decision on our behalf.

Aboriginal people must walk through that door that the *Calder* case opened. They have to take that step. Then and only then can they get those rights constitutionally protected. As a Nisga'a person I am very pleased about the *UN Declaration*, but it is useless unless Aboriginal people step forward and walk through that door and start taking care of their own interests.

In their decision-making for one common bowl, our Hereditary Chiefs understood that they were part of the land, so they said, "We are not going to be separate from this country. **One heart, one path, one nation.**" It doesn't say one Aboriginal Nation. It says one Nation, which means Canada, because we all share the same space. That is what non-Aboriginal people have to understand. It says: one heart, one path, one nation. We are going to remain one Nation.

Kevin We knew that we were going to have to give up something, we were going to have to compromise. We were not going to get 100%, but we had the peace of mind knowing that we accepted it on our own terms and conditions. People like to throw around the word sovereign. Well guess what? The Nisga'a Nation was every bit as sovereign as any other Aboriginal group in Canada. We exercised our sovereignty by entering into BC's first modern treaty on our own terms and conditions.

The Nisga'a treaty is not a book of guarantees, rather the Nisga'a treaty is a book of opportunities. When you look at it that way it's a more realistic way in which you maximize the provisions of the treaty.

PERFECTION OF RIGHTS

Mitchell We have not lost one speck of dirt and we will not ever lose any dirt to anyone. That, in itself, is what true self-government is about. It's giving the people the choice, giving them the power.

Our treaty provides certainty. There is no question about the perfected, protected rights of the Nisga'a citizens. We have never extinguished our rights. We have perfected them and they are protected.

This is the closest thing you get to sovereignty. People talk about sovereignty. How much closer do you get to sovereignty than the Crown saying, "we are out of here." We [Nisga'a Nation] occupy the tax base. Tell me, what government gives up tax?

The Supreme Court of Canada is reluctant to prescribe the rights of Aboriginal people. There is coming a time, and it's going to be a very sad day, that the Supreme Court of Canada prescribes the rights of Aboriginal people in this country. It will be very prescriptive just like the *Indian Act*. Aboriginal people should be the decision-makers of their own rights.

Kevin It will not only be prescriptive, it will be the modern version of the *Indian Act*. So the people who are reluctant to negotiate treaties do so at their own risk.

NISGA'A CONSENT

Mitchell Nothing goes on within the 26,000 km² of our traditional territory without consulting us. If the Nisga'a Nation says "no" within that area, it means "N-O", full stop.

Chapter 10 of the Nisga'a treaty, *Environmental Assessment and Protection*, is our free, prior, and informed consent. There is no economic chapter in the Nisga'a treaty. The rights and interest of the Nisga'a citizens are in Chapter 10, and they are perfected and constitutionally protected to provide certainty for all Parties. Through our treaty we will gain our financial independence.

For example, we had a disagreement with a mining company about their proposed tailings and management plan. They changed their engineering. It cost them one third of \$1 billion to do it, but they did it, and that was because of the requirements of Chapter 10.

Kevin I've heard the consultation provisions of the Nisga'a treaty described as the best in Canada. They go far beyond the assertive rights of consultation and accommodation. With respect to free, prior and informed consent, on 2,000 km² of Nisga'a land, we have exclusive jurisdiction, including sub-surface on the Nass wildlife area and the Nass area. All those three categories of land in the Nisga'a treaty comprise the 26,000 km² that were described by legal survey reference in the 1913 petition. This is really remarkable.

Tsawwassen First Nation

Bryce Williams

Tom McCarthy

The Treaty Commission sat down with Chief Bryce Williams [elected September 2012] and Tom McCarthy, Chief Administrative Officer of Tsawwassen First Nation [TFN] on September 19, 2016 in their administration building.

The Tsawwassen Final Agreement was implemented seven years ago, on April 3, 2009. Since that time, TFN has developed a billion-dollar retail and residential development, the Tsawwassen Mills and Tsawwassen Commons retail malls. It is the largest non-resource development on First Nations land in Canadian history.

OUR SELF-DETERMINATION AND SELF-GOVERNMENT

Bryce Our treaty reflects our self-determination and self-government. It's been a journey, and quite a learning curve getting set-up and getting it rolling. But it's really becoming a true, effective body and a true reflection of that self-governance we envisioned.

It's been great to be a part of, and good to see how it's really evolving and taking its rightful place within the governance system that is set up around BC and Canada. We are really happy to be able to have such a big say in the region. Now being a treaty First Nation we are part of the Metro Vancouver region, we have a spot on the Translink board and it's just been really great so far.

We have put more resources into our core programs, particularly our health and education programming have seen important investments and have delivered better services. We are also working on a number of important new priorities.

These include putting together a housing initiative with other partners, BC Housing and non-profit housing providers; a major review of our *Membership Act*; a facilities plan for the next stage of infrastructure — the renewal of all of our buildings; and working on the land tenure question for our community housing.

I think that our treaty has changed people. It seems to me more people want to be involved in governance, being able to have a say for the people. People have grown together in certain areas, and the community has grown together. It's really interesting to see how it has sparked involvement from some of the youth.

This would not have been possible without treaty. Both the practical elements — such as access to water from the region — as well as setting TFN on a new and different legal footing. Being in the room at the Metro Vancouver table has been an opportunity to voice concerns to a different regional audience — this has been a neat opportunity for reconciliation. We have been able to do more — way more — than under the *Indian Act*.

Tom The *Indian Act* is fundamentally contradictory to the *UN Declaration*.

The treaty doesn't really impact the kind of agreements you enter into with commercial partners, and you still have to negotiate. If you screw it up it is on you. The difference of course is that you don't have to go back to the Department [of Indigenous Affairs] for approvals. The advantage of having a strong set of laws and self-government legislation is that your process is well defined; it makes you a lot more attractive to talk to as a potential partner. Tsawwassen knew that on day

one it was going to get tons of pressure from the external development community to build right away, to buy land. So setting out those rules under Tsawwassen's jurisdiction was critical.

CULTURAL RESURGENCE

Bryce One of our main priorities is incorporating language and culture into modern life, and upholding the old values and traditions. For us, we have a lot of developments on the go: residential, commercial, and industrial. And involved in all of those is a lot of cultural elements. With the mall being developed, there has been so much opportunity for TFN artists. There's a Coast Salish section in the mall. It's really going to uplift: not only our community members, but also any Coast Salish person that walks in will be able to recognize the strong Coast Salish values.

We have paved the road to renewing language and culture. This has been a major achievement that I am very proud of. Our business partnerships have generated huge amounts of work for artists, carvers, and weavers alike. We also have had language classes since 2013 in an effort to keep the Hul'qumi'num language alive in the community.

ECONOMIC PROSPERITY

Bryce Since 2009, TFN has attracted over \$1 billion of private sector investment onto Tsawwassen lands. Approximately \$750 million in commercial development, over \$200 million in industrial development, and the remainder in residential investment. This will continue to grow over the next 10 years.

TFN has also invested over \$100 million into renewing its infrastructure. The INAC legacy left us with poor infrastructure, a small sewer treatment plant at capacity, one paved road, and poor housing. We have renewed most of our infrastructure: new water and sewer pipes, new roads, including a major road, Salish Sea Drive.

There are more job opportunities than our Nation can fill, with industrial, commercial, and residential developments. Through our development partnerships there's been member benefit opportunities, and employment opportunities.

The great success of the treaty is our ability to create strong partnerships not only with developers but with private sector investors. A lot of partners came in when they realized that we have other big partners involved with us. They see that we are serious.

We are here to stay. We are here to develop. We are here to self-govern and be successful in this modern day and age. So it's really cool just to see everything roll together and it is really great to see how progressive we are and how successful we are along the way.

Tom I think what we would say is that the debate about extinguishment or modification or assertion is behind us — Tsawwassen is moving forward down the path to build this successful, sustainable community. The on-the-ground change is a lot more relevant than the model that's set out in the document.

Toquaht Nation

Anne Mack

Chief Anne Mack was interviewed in her home in the traditional Toquaht village of Macoah on September 1, 2016.

Toquaht Nation determined its own destiny and achieved self-government when the Maa-nulth treaty came into effect on April 1, 2011. During our interview, in the background, a new wastewater system was being built to accompany a new water treatment facility. These major infrastructure upgrades support the Toquaht vision of bringing citizens home to a thriving community.

TOQUAHT GOVERNANCE

My traditional name is Wii-tsuts-koom. My father traditionally seated me in 2009. The new Toquaht governance system keeps our traditional system intact: two traditional chiefs, the “Tyee,” head chief, and “Chaa-maa-taa,” the second chief. To be democratic we vote in three councillors to work with us. We determined this; it is in our Constitution.

The [UN Declaration] article about self-governance is really important for First Nations to be able to take on their own responsibility, whether it be economics, social development, land, ownership over their land and how they want to manage it, is all something that is attainable through the treaty.

Since governing under treaty, we have a different relationship with Canada. There is more open communication with different agencies. We are regarded differently — I can feel that respect of us being a government, and we are treated as such. It is a good feeling.

What I say to new treaty Nations: it's very liberating, not instantly, but you do feel that you are in control. You have the ability to plan for the future with your citizens as you please, without having to get agreement from anyone else.

SELF-DETERMINATION

Land was one of the most difficult issues at the negotiation table. To see my father sit down and choose something that he knew was already ours was a little bit difficult. We got 42 km of waterfront which is very valuable, but there is a difference in value of the land in the minds of First Nations people. It is not just valuable because it is waterfront lands. Through our culture, we know our territories. My father and his father before him have told us exactly where our boundaries are, and that never changes regardless of if we only have a portion of it back. Our whole traditional territory will always be acknowledged within our people's minds as Toquaht territory.

In this day and age, in order to be a part of the economy, you have to plan on what is going to sustain your people. These 42 km are some of the best waterfront lands in the world and will do just that.

CONSENT OVER OUR TERRITORY

We have fee simple land and control over economic development. We purchased a forest license which covers just about the entire Toquaht traditional territory, which means that we manage what happens to that forest, and our next generation will have a forest that they can manage themselves.

Everyone is ruled by the economy, but now we have the ability to work more within our territory, with the resources and how we would like to achieve that. We have a campsite with 66 sites just down the road which is fairly new. It is just now, like I said, that things seem to be moving, and it's a really good feeling after all the work and time we put in to see things visually. It is a great thing to see.

BUILDING OUR NATION VISION

In year five now, we have electricity, clean water, a water treatment system, and today we are almost completing our wastewater system for the community. The community is now able to expand, whereas in the previous *Indian Act* government system, we were on a wait list. You know how that is across Canada — it's not working for a lot of communities. With all this infrastructure that we put into place, we now have the ability to expand and develop our own housing for members to come home. That is our vision. Our biggest vision is to bring people home.

My father had the intuition that, in order for his people ever to be able to come home, he

would have to develop the economy and work at building our own base. We are going through that process now, because of our treaty, with all of the infrastructure we are putting into place and having our two top leaders as traditional leaders working together to incorporate traditions into our government.

It is not an easy task, but, wherever we can, our tradition comes before our laws, and we learn how to incorporate them into the laws. That all comes through cultural revival, getting back to your land. That is how I see our vision: to bring people home and live again as once we had.

Huu-ay-aht First Nations

John Jack

John Jack was interviewed in Vancouver on Coast Salish territory on September 20, 2016.

Huu-ay-aht First Nations became self-governing on April 1, 2011, when the Maa-nulth Final Agreement came into effect. John Jack has worked for his Nation for many years, and is now serving his second term as an elected councillor.

SELF-DETERMINATION

First Nations want a degree of self-determination, rule of their lands and access to the wealth that is generated from living on the land. For Huu-ay-aht, it started with the generation immediately before my own, seeing all of the wealth that was generated on the land and how none of it was being shared with us. We saw that it was only by accessing the wealth generated on our lands, we would be able to dig ourselves out of the underdevelopment created by colonization.

Treaty provides tools to go in almost any direction. You can achieve the things you hope to set up to do and treaty should be neutral on the successes.

I think treaty allows leaders to actually lead their people in a direction that they see as an improvement over what came before and what is now.

Our failures are our own, but our successes are our own, and those successes allow us surplus energy, willingness, goodwill, and resources to be a part of BC, and part of Canada, in a way that may not be expected.

It turns out the solution isn't a one-time thing, but rather a system of systems that will allow us to make better decisions and improve over time. I think that is what First Nations have been asking for and wanting to pursue over generations: not

necessarily having everything now in some grand set of reparations, but rather the power to make their own decisions and let their chips fall where they may.

Treaty allows First Nations to pursue what they believe should have been if they were included in Canada from the get-go, if the fathers of Confederation were so enlightened to allow for that to happen, then maybe this is what we might have been.

UN DECLARATION

There are certain things that need to be established in order for First Nations to effectively and actually have those principles that are aspired to in the *UN Declaration*. These cannot be given. They are created for oneself, if you have the tools to create them. The treaty does that. Our treaty does that.

There will be better ways to put treaties together and negotiate them, but until such time, we have the best tool available to us to attempt to achieve the principles of the *UN Declaration*.

There are calls to action for BC, Canada, local governments, courts — but what are the calls to actions for First Nations? I think the idea behind the *UN Declaration* and treaty is that First Nations choose what those calls to action will be.

Some may focus inward, others may focus outward, and still others may try to find a different path. But in order to even get to that point, they have to have the ability to make those decisions, and the resources to get them there. The treaty sets the framework for that to happen.

RECONCILIATION THROUGH NEGOTIATIONS

The negotiation process was tough. The ratification process was harrowing and exciting, and overall I knew that I was completely, as an individual, committed to the good of my Nation and what the treaty could represent. Not only was the

treaty good for Huu-ay-aht, but also it was good for British Columbia and Canada in terms of the process by which the Crown was able to reconcile.

For reconciliation, you need a degree of willingness, seeded with the understanding that forgiveness is possible. There needs to be a point in which communities won't hold past transgressions over one or another. An age-old grudge can't be held onto if you truly want to reconcile.

If you have a lot of historical baggage that prevents those relationships from being productive, then you are inherently blocked from the network of opportunities that could be around you: ecologically, economically, socially, politically, legally, and spiritually. Treaty allows for those relationships to exist with the new impetus for interaction because of the legal certainty, political stability, and economic possibility.

We are just now understanding what it means to exist as a community in the modern political economy and what tools we need in order to exist somewhat like how we wanted to exist before. Treaty is the number one step in allowing for us to do that, free of the baggage of what's come before, or at least giving us the opportunity to put that baggage down at some point and move on and see what happens.

Treaty establishes a degree of certainty not just for the Crown. As long as the legal and political groundwork can be laid, that legal certainty can be created, effective self-governance can be achieved, and economic sustainability can be attempted.

First Nations in treaty have the best chances amongst all First Nations to achieve what they aspire to as a people.

UNPFII Expert Member

Edward John

Grand Chief Edward John was interviewed in Vancouver on Musqueam territory on September 9, 2016.

THE UN DECLARATION

The reason I got involved with the UN was because of what was going on locally. I saw the limitations in Canada and wanted to help create international standards and then have those standards work their way back domestically. So it took us a long time, a very circuitous route.

That's why the *UN Declaration* is so important. There is now a set of standards that can help shape Section 35 of the *Constitution*. Article 43 of the *Declaration* states they are the minimum standards for the rights of Indigenous Peoples' survival, dignity, and well-being. What is the relationship between Section 35 and the *Declaration*? Well, Section 35 are just a few words, right? Are you going to litigate everything to the Supreme Court of Canada to find resolution? What you ought to do is take this human rights standard in the *Declaration*, and use that to help shape Section 35, not the other way around.

The most important of the articles in the *Declaration*, in my opinion, is Article 25. This is really the spirit of the *Declaration*. This is where the word responsibility comes in. In all of our teachings, the teachings that we have don't talk about rights. They talk about responsibilities first and foremost. The teachings we as Indigenous Peoples always learn is about responsibilities to our lands, to everything around that.

These agreements should do that. They should be premised on these principles. We want our responsibility to our territories reflected in our agreements. The government wants to view this as a real estate transaction. We have really completely different visions of what these agreements are.

A really big part of the strategy [to advance Indigenous rights] has been around redress. There's a number of articles in the *Declaration*, from 25 onwards, that deal with issues relating to redress. Article 28 talks about how Indigenous people have the right to redress by a means that can include restitution, or, where it's not possible, just, fair, equitable compensation.

INDEPENDENT BODY

There's a couple of places where it's mentioned in the *Declaration* about mechanisms for fair, independent bodies. And in a way we're ahead of the game in BC, and in a way not, because of limitations on the Treaty Commission. There's only one mandate in there that's really clear. It's about facilitating negotiations. It doesn't say chair meetings, it says to facilitate negotiations. It's broader than how that power has been exercised over the years, and I've encouraged the Treaty Commission to be more pro-active in this regards.

We saw early on, in all the negotiations that were taking place in Canada, there was a very tight control over the process of negotiations by Canada in all aspects: funding, agenda, outcomes. Pretty much predetermined outcomes that were not the earmarks of good-faith negotiations between equals, or between Parties that had a legitimate legal interest. It's really the whole assimilation strategy deeply embedded in laws, in policies and practices of Canada.

I think that articles in the *Declaration* like this about independent processes are matters that need to be reviewed, including the mandate of the Treaty Commission. There should be an impartial adjudication body as well. If negotiations are not working in BC, then there should be an impartial process for adjudicating.

NEGOTIATIONS FOR TREATIES, AGREEMENTS AND OTHER CONSTRUCTIVE ARRANGEMENTS

Ultimately it's about three parties sitting down at a table to negotiate resolution, and that there's a commission in place to help facilitate that, and that the product of that could be many different things, including, interim agreements, and ultimately a treaty. Article 37 talks about treaties, agreements, and other constructive arrangements. That's the new standard now. Even though the highest of those standards might be treaties, there's still a whole lot of multilateral or even bilateral agreements that can be entered into between Indigenous Peoples and the state.

Read recommendation 16 [of the *Task Force Report*]. It's there, and it's one that's not been properly used. Canada has its treaty related measures, and BC has its program. But they unilaterally developed these, instead of sitting down and working out an interim measures agreement with the First Nations. And they want to limit the scope.

RECONCILIATION

Every peoples globally have the right to self-determination. We've articulated that in articles 3 and 4 of the *UN Declaration*, the right to self-determination, the right to self-government. Then you read that with article 46 [the territorial integrity or political unit of states, and human rights and fundamental freedoms, are to be respected], and that creates a sense of balance.

Within the traditional territories of ancient tribal governments and entities that have been here for thousands of years, you have new states, like Canada, that is 150 years old, and the colonial exercise of their own powers. The court cases are clear: Indigenous laws were not extinguished, and continue. The problem is the political will to find resolution for co-existing governments.

We do have co-existing governments. It's called federalism in this country. In the Nisga'a case involving Gordon Campbell, BC and Canada

argued that Section 91 and 92 exhaustively shared power between the two governments, therefore there was no room for First Nations governments. The Court completely rejected that, and said there is an independent source of power and authority in First Nations. They still exist.

So what is the intention of these treaties? To find coexisting legal relationship structures. In the *Haida* decision, the Supreme Court of Canada says that treaties serve to reconcile pre-existing Aboriginal sovereignty with assumed Crown sovereignty. That's the essence of co-existence — and then it's written into agreements.

The intention should always be to see these treaties as part of the constitutional framework of Canada. Elevate these agreements, not as final full and final settlement agreements. Not minor agreements, not contracts, but part of the constitutional framework of this country on a Nation-to-Nation basis, as Prime Minister Trudeau says. It's coexistence at the very highest level.

In *Delgamuukw*, the Supreme Court of Canada states that we are all here to stay. I think those words are a good framework: that we're all here to stay in this multi-cultural framework within a federal state. And the federal state has been slow to recognize that place of sovereignty of Indigenous Peoples as part of the coexistence framework.

FREE PRIOR AND INFORMED CONSENT

Does free, prior and informed consent [Article 19] mean a veto? I am going to say "it means veto," if necessary. But it's not that. Veto assumes that you're in an inferior position. Free, prior and informed consent, the way I see it is that you're on an equal position with governments.

Free, prior and informed consent is about decision-making. The right to make decisions. You exercise that authority in many ways, but it's a decision making right. The ability to make decisions really underscores free, prior and informed consent.

BCTC Submission

United Nations

TREATY NEGOTIATIONS AN OPPORTUNITY TO LEAD RECONCILIATION

At the opening ceremony of the Fifteenth Session of the United Nations Permanent Forum on Indigenous Issues [UNPFII], the Minister of Justice and Attorney General of Canada stated, “We must complete the unfinished business of Confederation. Rebuilding the Nation-to-Nation relationship and achieving reconciliation lies at the heart of a strong Canada.” Rebuilding the Nation-to-Nation relationship also lies at the heart of the BC treaty negotiations process and mirrors the goals of the *UN Declaration*. When fully embraced and supported, treaties will achieve Canada’s goal of rebuilding a Nation-to-Nation relationship.

In May this year, the Treaty Commission attended the UNPFII to highlight negotiations as an established mechanism to advance Indigenous rights and reconciliation in Canada. In turn, endorsement of the principles and articles in the *UN Declaration* provides an opportunity to reinvigorate treaty negotiations in British Columbia and to build on this foundation.

While the *Task Force Report* provides a solid framework for reconciliation, and there are success stories being lived through modern treaties, misinformation and misunderstandings have become widespread. This misinformation can lead to the erosion of support for treaty negotiations within First Nations, the federal and provincial governments, and the general public. This situation does not advance reconciliation.

Negotiations, including self-governance, facilitated by an independent body and leading to constitutionally entrenched treaties, make the BC negotiations process one of the most unique and promising in the world. As with any complex

multi-party negotiation, there are challenges. However, recognizing the potential and promise of negotiations will assist in focusing commitment and political will of all the Parties — Canada, British Columbia and First Nations — to make progress in achieving treaties and lasting reconciliation.

The Treaty Commission emphasized the shared goals of the treaty negotiations process and the *UN Declaration* at the UNPFII, and submitted recommendations that were accepted into the Fifteenth Session UNPFII final report.

NATION-TO-NATION

Reconciliation is today — and has always been — the fundamental goal of the BC treaty negotiations process. The 1991 *Report of the British Columbia Claims Task Force*, which stands as the foundation of the BCTC and the blueprint for the negotiations process, describes reconciliation as “the establishment of a new relationship based on mutual trust, respect and understanding — through political negotiations” [*Task Force Report* Recommendation 1]. It further states that “recognition and respect for First Nations as self-determining and distinct nations with their own spiritual values, histories, languages, territories, political institutions and ways of life must be the hallmark of this new relationship” [*Task Force Report*, pages 7-8].

Self-determination is at the heart of the BC negotiations process and is one of the primary principles of the *UN Declaration*. It leads to the recognition of Nation-to-Nation relationships, a recognition that shapes the negotiations and leads to constitutionally entrenched treaties.

Although self-determination is a foundational principle, it is challenging for Indigenous Peoples to enact as they work through the process of Nation building. Forcing amalgamation of Nations

into collective approaches to negotiations is contrary to self-determination and is bound to fail [*Task Force Report*, page 19].

The Treaty Commission's submission to the Permanent Forum emphasized that lasting Nation-to-Nation relationships through treaty negotiations require recognition — not extinguishment of Indigenous rights. The concept of extinguishment was rejected by the architects of the treaty negotiations process who recognized that First Nations should not be required to abandon fundamental constitutional rights simply to achieve certainty [*Task Force Report*, page 11].

OVERLAPPING AND SHARED TERRITORIAL CLAIMS

Overlapping and shared territory issues are best resolved by First Nations [*Task Force Report*, Recommendation 8]. These issues — and their unique solutions — have long been part of traditional Indigenous governance, are essential to Nationhood, and are foundational to self-determination and self-governance.

Overlap disputes between Indigenous Nations interfere with reconciliation. These issues are more complex because of the fracturing of Indigenous Peoples and by the creation of colonial and neo-colonial Indigenous entities.

Governments have an important role in supporting First Nations — not imposing solutions — in their efforts to resolve overlapping and shared territory disputes. This important support was recognized by the Permanent Forum in endorsing the Treaty Commission's recommendation, and it was also accepted into the *Multilateral Engagement Report* of the Principals in May of this year.

NEW ERA OF RECONCILIATION

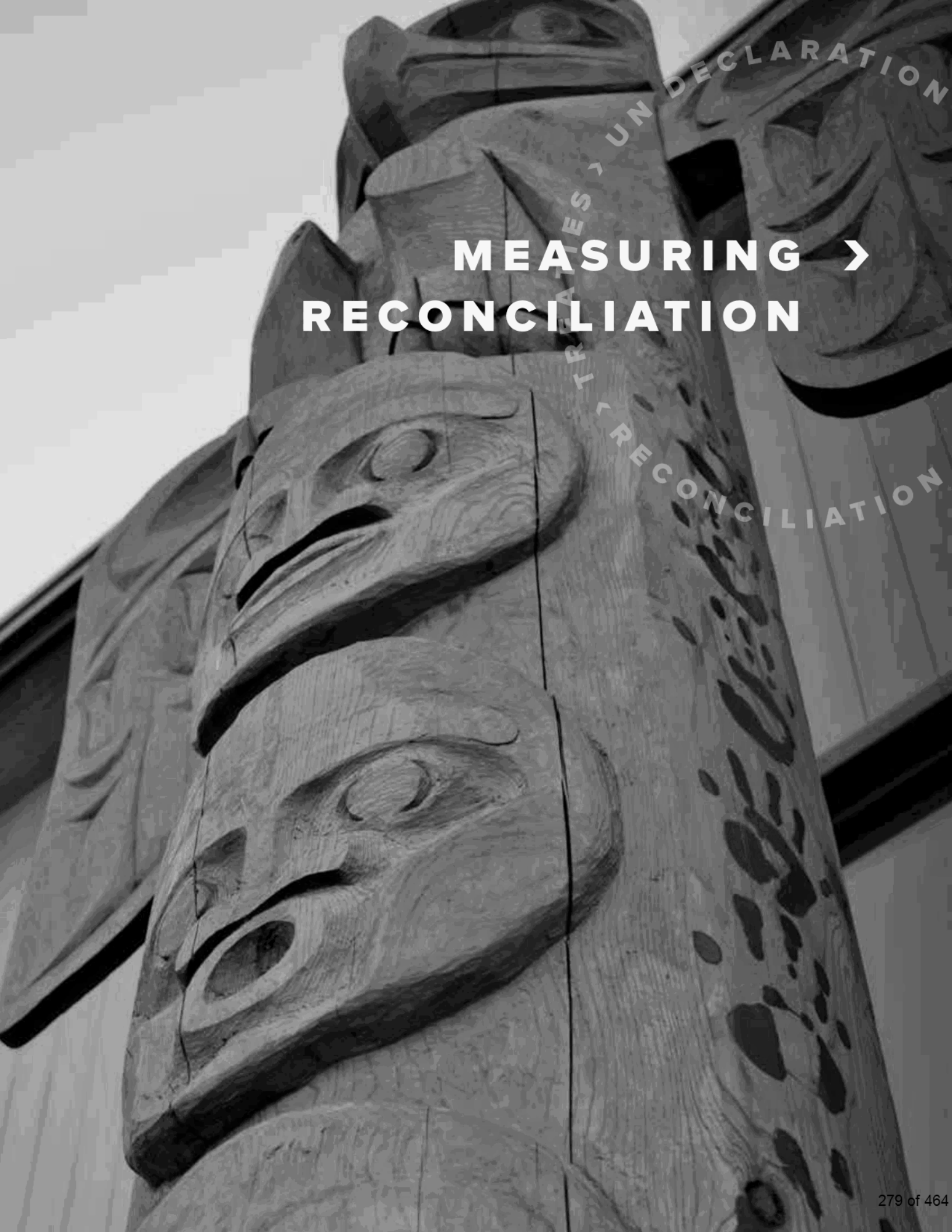
The Treaty Commission's submission contained recommendations, that were endorsed by the Permanent Forum in its final report, urging states to engage in "good-faith negotiations of treaties, agreements and other constructive agreements," based on "the unequivocal recognition of indigenous peoples' rights;" to "fully reject the extinguishment of indigenous rights;" and to "address the call for full and effective redress for the loss of lands, territories and resources and State breaches of treaties, agreements and other constructive arrangements." The recommendation reiterates the need for "high-level oversight bodies to guide and oversee the conduct of negotiations and implementation of treaties, agreements and other constructive arrangements in the light of ongoing negotiation and implementation issues."

Flexibility is an essential part of negotiation [*Task Force Report*, Recommendation 2] and efforts to develop new mechanisms and approaches, such as those proposed in the recent *Multilateral Engagement Report*, are promising. These approaches are consistent with the *UN Declaration*, informed by the World Outcome Document¹ and influenced by past recommendations of the Permanent Forum related to treaties.²

Rebuilding the Nation-to-Nation relationship lies at the heart of treaty negotiations in Canada, and mirrors the goals of the *UN Declaration*. The BC treaty negotiations process is well established to lead the country in reconciliation and embrace the opportunities the *UN Declaration* offers.

1 Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples, Adopted by the GA on September 22, 2014

2 See recommendation 36, Report of the 14th session of the Permanent Forum on Indigenous Issues, 20 April – 1 May, 2015, E/2015/43-E/C.19/2015/10



MEASURING > RECONCILIATION

Closing The Gaps

One of the goals of treaties is the reconciliation of Aboriginal title, including its inescapable economic component. For treaties to achieve reconciliation, they must enable First Nations to prosper and benefit in their traditional territories.

FINANCIAL BENEFIT TO FIRST NATIONS AND BRITISH COLUMBIA

Closing the social gaps between Indigenous and non-Indigenous people is a key goal of reconciliation. A new study from Deloitte commissioned by BCTC, *Socio-Economic Benefits of Modern Treaties, 2016* [Deloitte Report], validates the findings of previous studies that there are significant future economic benefits from treaties to First Nations, ranging between \$1.2 and \$5.8 billion total dollars. The *Deloitte Report* also begins to examine the broader socio-economic benefits that come from self-determination and self-government.

The *Deloitte Report* quantifies the benefits of treaties to all British Columbians. Negotiations result in a considerable infusion of federal capital into BC's regions where First Nations are implementing a modern treaty.

As the Treaty Commission has often said, when a First Nation prospers, the entire region prospers.

INVESTMENT IN THE LOCAL ECONOMY

The majority of benefits assumed in the *Deloitte Report* are generated from direct cash settlements and resource revenue sharing paid to First Nations as part of the settlement, resulting in positive financial growth to the surrounding local economies.

These financial benefits are used by treaty First Nations in a variety of ways to grow First Nation businesses, invest in financial securities for long term wealth creation and income, develop community projects and infrastructure, and for direct consumption on goods and services.

The broader "multiplier" effect of this investment is determined by the actual allocation of capital transfers and resource revenue sharing determined by each treaty Nation.

The billion-dollar retail and residential development, the Tsawwassen Mills and Tsawwassen Commons malls, which resulted in the largest non-resource development on First Nations land in Canadian history, exemplifies this.

CLOSING THE GAPS

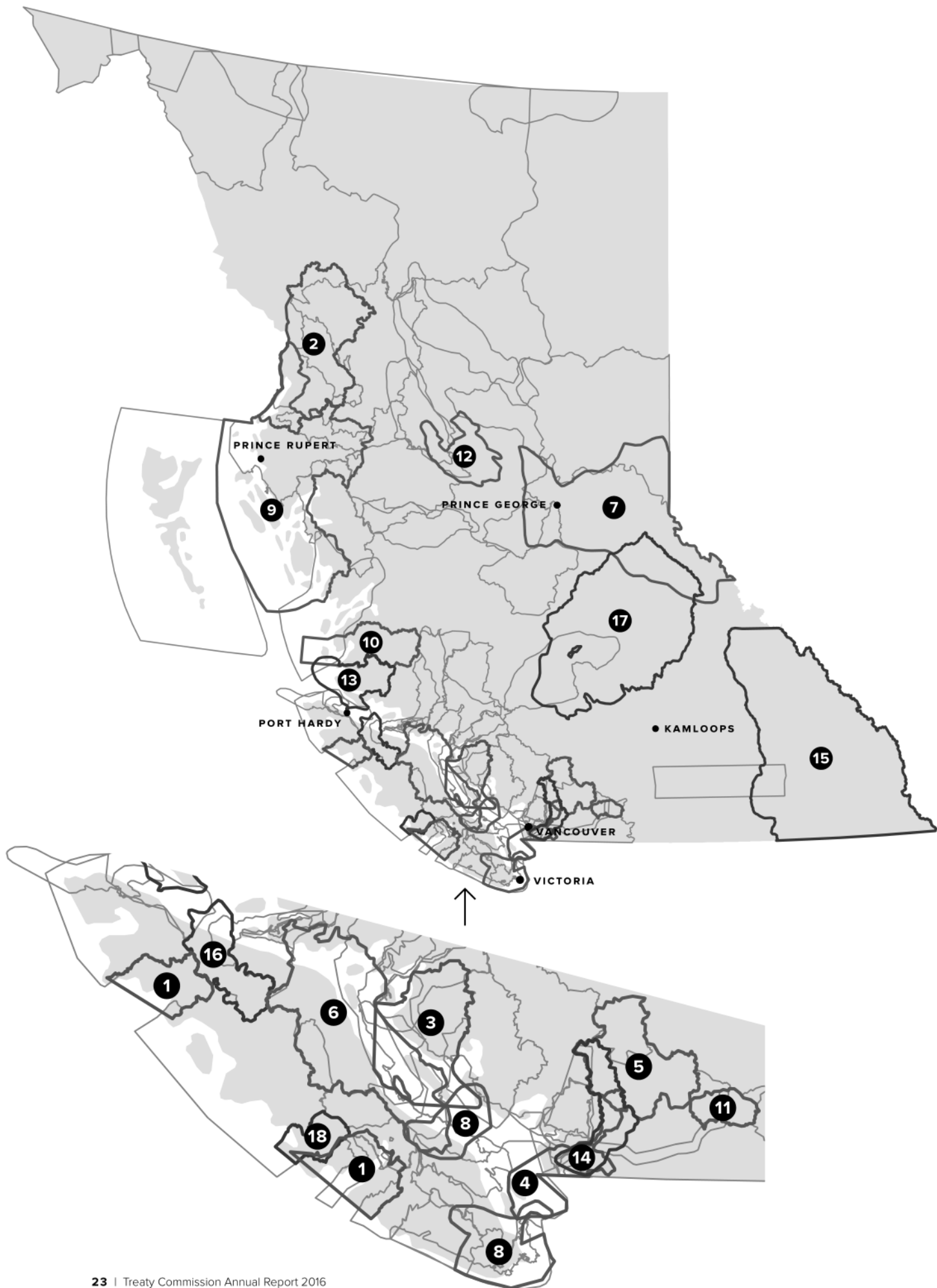
Deloitte explored the socio-economic benefits of treaty using the Community Wellbeing Index. In reviewing this data for a First Nation with a modern treaty, it appears that there are benefits during the treaty negotiations period through to the implementation period. Further work is needed to better quantify the benefits of treaties on community well-being.

Through interviews with leaders from treaty First Nations, the *Deloitte Report* provides insight to a broader range of benefits resulting from treaties and negotiations. These include addressing historical damage related to the *Indian Act* by providing a framework for reconciliation consistent with Articles 3 and 4 of the *UN Declaration* and Section 35 of the *Constitution Act, 1982*. Other benefits include decision-making and implementation of systems of government grounded in First Nations values.



**RECONCILIATION >
UPDATE**

TREATIES &
NEGOTIATIONS



Implemented Treaties*

- 1 Maa-nulth First Nations
- 2 Nisga'a Nation
- 3 Tla'amin Nation
- 4 Tsawwassen First Nation

*Representing 11 former *Indian Act* Bands

Final Agreement Negotiations*

- 5 In-SHUCK-ch Nation
- 6 K'ómoks First Nation
- 7 Lheidli T'enneh First Nation
[second ratification vote]
- 8 Te'mexw Treaty Association
- 9 Tsimshian First Nations
[Kitselas and Kitsumkalum]
- 10 Wuikinuxv Nation
- 11 Yale First Nation [effective date postponed]
- 12 Yekooche First Nation

*Representing 14 *Indian Act* Bands

Initialled AIPs / Land and Cash Offers*

- 13 Gwa'Sala-'Nakwaxda'xw Nation
[land and cash offer]
- 14 Katzie First Nation [second AIP vote]
- 15 Ktunaxa Kinbasket Treaty Council
[land and cash offer]
- 16 'N̓amgis Nation [initialled AIP;
membership voted not to accept]
- 17 Northern Shuswap Tribal Council
[AIP approved by NStQ; Canada
and BC approvals pending]
- 18 Tla-o-qui-aht First Nations [initialled AIP;
membership voted not to accept]

*Representing 12 *Indian Act* Bands

Other First Nations in Treaty Negotiations*

*Representing 72 *Indian Act* Bands

A VIEW OF PROGRESS

The First Nations highlighted in the map represent 37 *Indian Act* Bands, or 18.5% of all *Indian Act* Bands in BC. The territories represented in the Statements of Intent of these First Nations cover approximately a third of BC.

A VIEW OF PROGRESS

The First Nations highlighted in the map represent 37 *Indian Act* Bands, or 18.5% of all *Indian Act* Bands in BC. The territories represented in the Statements of Intent of these First Nations cover approximately a third of BC.

- 65 First Nations, representing 105 current and former *Indian Act* Bands out of all 200 *Indian Act* Bands in BC, are participating in, or have completed treaties through, the treaty negotiations process. This is 52.5% of all BC *Indian Act* Bands.
- Active or completed negotiations involve 40 First Nations, representing 76 *Indian Act* Bands in BC and one in North-west Territories. This means 38% of all BC *Indian Act* Bands are actively negotiating or are already implementing a modern treaty.
- There are seven First Nations implementing modern treaties in British Columbia: the five Maa-nulth First Nations, Tla'amin Nation, and Tsawwassen First Nation.
- When Nisga'a is included with other implemented modern treaties, the total increases to eight modern treaties, implemented by 11 former *Indian Act* Bands. The Nisga'a Final Agreement concluded as the BC treaty negotiations process was unfolding.
- The Yale Final Agreement is ratified, but the effective date has been postponed.
- There are seven First Nations, representing 13 *Indian Act* Bands, in Stage 5 final agreement negotiations: In-SHUCK-ch, K'ómoks, Lheidli T'enneh, Te'mexw Treaty Association, Tsimshian [Kitselas and Kitsumkalum], Wuikinuxv, and Yekooche.
- In 2016, the four *Indian Act* Bands represented by Northern Shuswap Tribal Council [NStQ] voted to accept the AIP.
- Land and cash offers have been tabled at the Ktunaxa Kinbasket Tribal Council and Gwa'Sala-'Nakwaxda'xw Nation negotiation tables. Together these two First Nations represent five *Indian Act* Bands.
- Two First Nations are preparing for second votes: Lheidli T'enneh for its final agreement, and Katzie for its AIP.

NEGOTIATIONS › TREATIES › RECONCILIATION
UN DECLARATION

Table

Negotiations Report

AIP: Agreement in Principle
ITA: Incremental Treaty Agreement
TRM: Treaty Related Measure

The overlap and/or shared territory information comes from each First Nation's Statement of Intent and Readiness documents. Approximate population numbers are from the First Nations Community Profiles: www.aandc-aadnc.gc.ca.

65 First Nations, representing over half of all *Indian Act* Bands in BC, are participating in, or have completed treaties through, the treaty negotiations process.

Active or completed negotiations involve 40 First Nations, representing 76 *Indian Act* Bands, totalling 38% of all *Indian Act* Bands in BC.

A “First Nation” in the BC treaty negotiations process is a self-defined governing body, established and mandated by its people within its traditional territory in BC to enter into treaty negotiations with Canada and British Columbia. The *BCTC Agreement* and legislation set out this principle of self-definition.

For statistical purposes the Treaty Commission continues to refer to “Indian Act Bands” to provide a common reference point.

› COMPLETED TREATIES

First Nations Implementing Treaties [7]

MAA-NULTH FIRST NATIONS

The Maa-nulth First Nations Final Agreement effective date was April 1, 2011. These five former *Indian Act* Bands implemented the Maa-nulth treaty as five independent governments. Huu-ay-aht, Ka:'yu:'k't'h'/Chek'tles7et'h', Toquaht, Uchucklesaht, and Yuułuʔiłʔatḥ [Ucluelet] First Nations, and Canada and British Columbia are five years into the implementation of the new relationship.

The treaty provides the First Nations with 24,550 hectares of treaty settlement land and a one-time capital transfer payment of \$73.1 million over ten years. In addition, it provides \$1.2 million annually in resource royalty payments for 25 years, and \$9.5 million annually for program funding.

Huu-ay-aht has approximately 720 citizens; Ka:'yu:'k't'h'/Chek'tles7et'h' has approximately 570 citizens; Toquaht has approximately 150 citizens; Uchucklesaht has approximately 225 citizens; and Ucluelet has approximately 670 citizens. The traditional territory is located on the west coast of Vancouver Island surrounding Barkley and Kyuquot Sounds. Maa-nulth has overlapping and/or shared territory with its First Nation neighbours: Ditidaht, Hupacasath, Tla-o-qui-aht and Tseshaht.

HUU-AY-AHT FIRST NATIONS

Since treaty implementation, Huu-ay-aht First Nations has enacted approximately 21 acts and 30 regulations. The HFN Development LP pursues economic development opportunities for the First Nation. These ventures include forestry, fisheries, gravel, a campground, a market, and a gas station. Huu-ay-aht joined the Alberni-Clayoquot Regional District Board in 2012.

KA:'YU:'K'T'H'/CHEK'TLES7ET'H'
FIRST NATIONS

Since treaty implementation, Ka:yu:'k't'h'/Chek'tles7et'h' First Nations has enacted approximately 37 acts and 13 regulations.

TOQUAHT FIRST NATION

Since treaty implementation, Toquaht First Nation has enacted approximately 39 laws and 20 regulations. The First Nation has built a water treatment plant after being on boil water restrictions for 20 years, and it added 68 hectares of treaty settlement lands. The construction of a waste water system has recently broken ground, with a scheduled completion of December 2016. These infrastructure upgrades will allow new homes to be built, enable tourism ventures, and bring citizens home. Toquaht also entered into the Barkley Sound Community Forest partnership with the District of Ucluelet, purchased an area-based forest licence, and created two corporations to carry out operations associated with the forest licence.

UCHUCKLESAHT FIRST NATION

Since treaty implementation, Uchucklesaht First Nation has enacted 47 acts and 26 regulations. This fall the First Nation will open a new administration and cultural building in Port Alberni, with residential tenancies above. The First Nation has also upgraded its water system and built new roads. Uchucklesaht joined the Alberni-Clayoquot Regional District Board in 2014.

YUULU?IL?ATH [UCLUELET] FIRST NATION

Since treaty implementation, Ucluelet First Nation has enacted approximately 33 laws and 30 regulations. This summer the First Nation completed a water treatment pumping system, and in 2015 opened its new Government House. Yuulu?il?ath. added treaty settlement lands when it purchased a significant economic development property at the highway juncture between Ucluelet and Tofino. The First Nation currently operates Wya Point Resort, Wya Welcome Centre, and the Thornton Motel. Ucluelet joined the Alberni-Clayoquot Regional District Board in 2012.

TLA'AMIN NATION

The Tla'amin Final Agreement effective date was April 5, 2016. Tla'amin Nation, Canada, and British Columbia have begun implementing the new relationship. The treaty provides the First Nation with 8,323 hectares of treaty settlement land and a one-time capital transfer payment of approximately \$31.1 million over ten years. In addition, it provides economic development funding of approximately \$7.3 million and a fishing vessel fund of \$0.3 million. The Tla'amin Nation will also receive \$0.7 million annually in resource revenue sharing payments for 50 years. All dollar amounts are in 2012 dollars and were adjusted for inflation.

Since treaty implementation, Tla'amin Nation has enacted approximately 50 laws and opened its Government House. In March 2016, Tla'amin purchased and began operating the historic Lund Hotel, which is now situated on treaty settlement land.

There are approximately 1,085 Tla'amin citizens, with traditional territory around the Powell River area, including Lasqueti and Texada Islands, and down through Cortes Island and the Comox Valley. Tla'amin has overlapping and/or shared territory with its First Nation neighbours: K'ómoks, Klahoose, Homalco, Sechelt, and Qualicum.

TSAWWASSEN FIRST NATION

The Tsawwassen First Nation Final Agreement effective date was April 3, 2009. Tsawwassen First Nation, Canada, and British Columbia are seven years into the implementation of the new relationship. The treaty provides the First Nation with 724 hectares of treaty settlement land and a one-time capital transfer payment of \$13.9 million over ten years. In addition, it provides \$2 million for relinquishing mineral rights under English Bluff, \$13.5 million for start-up and transition costs, \$7.3 million for a number of funds for the purposes of resource management and economic development, and \$2.6 million annually for ongoing programs and services.

AIP: Agreement in Principle
ITA: Incremental Treaty Agreement
TRM: Treaty Related Measure

The overlap and/or shared territory information comes from each First Nation's Statement of Intent and Readiness documents. Approximate population numbers are from the First Nations Community Profiles: www.aandc-aadnc.gc.ca.

Since treaty implementation, Tsawwassen First Nation has enacted approximately 23 acts and 82 regulations. This year Tsawwassen held its third election as a self-governing First Nation. Tsawwassen First Nation signed the biggest real estate, non-resource development agreement in BC of 2014. The Tsawwassen Mills and Tsawwassen Commons malls will open this fall and are creating thousands of jobs. Tsawwassen did not sell its treaty settlement land for this development, and leased 108 acres for ninety-nine years. Tsawwassen joined the Board of Metro Vancouver in 2009.

There are approximately 365 Tsawwassen citizens, with traditional territory in the Lower Mainland, from the watersheds that feed into Pitt Lake to Burns Bog to the Salish Sea, including Saltspring, Pender, and Saturna Islands. Tsawwassen has overlapping and/or shared territory with its First Nation neighbours: Cowichan Tribe, Hwlitsum, Musqueam, Tsleil-Waututh, and Semiahmoo.

› FINAL AGREEMENT

First Nations in Final Agreement Negotiations [8]

IN-SHUCK-CH NATION

The In-SHUCK-ch treaty table is in Stage 5 negotiations. The Parties have substantially completed negotiations, and In-SHUCK-ch is engaging community and addressing internal governance matters before moving forward with a final agreement ratification vote.

The AIP was signed on August 25, 2007 and sets out the land and cash basis for final treaty negotiations. In-SHUCK-ch will receive approximately 14,518 hectares of treaty settlement land, including former reserves, and a capital transfer of approximately \$21 million. The final agreement will establish how the First Nation's laws interact with federal and provincial laws,

recognize harvesting and resource rights throughout its territory, and establish the complete land, cash, and governance provisions of the treaty.

There are approximately 780 In-SHUCK-ch members from the two communities of Skatin and Samahquam. In-SHUCK-ch traditional territory is located between the middle point of Harrison Lake, northward to the middle point of Lillooet Lake. In-SHUCK-ch Nation has overlapping and/or shared territory with its First Nation neighbours: Chehalis, Douglas, Katzie, Lil'wat, Squamish, Stó:lō, and Tsleil-Waututh.

K'ÓMOKS FIRST NATION

The K'ómoks treaty table is in Stage 5 negotiations. The Parties have been working on final agreement outstanding items, and the land and cash package. K'ómoks continues to engage its membership on the treaty as negotiations advance. TRM funding supported transition activities related to fisheries and governance, engagement with local governments on an official community plan for the area, economic development research, land and resource planning, and water and sewer issues.

The AIP was signed on March 24, 2012 and sets out the land and cash basis for final treaty negotiations. K'ómoks will receive approximately 2,043 hectares of land, including former reserves, and a capital transfer of approximately \$17.5 million. The final agreement will establish how the First Nation's laws interact with federal and provincial laws, recognize harvesting and resource rights throughout its territory, and establish the complete land, cash, and governance provisions of the treaty.

There are approximately 330 K'ómoks members, with traditional territory spanning the central eastern part of Vancouver Island, extending into Johnstone Strait. K'ómoks has overlapping and/or shared territory with its First Nations neighbours: Homalco, Hul'qumi'num Treaty Group, Snaw-naw-AS, Nuu-chah-nulth Tribal Council, Sechelt, Snuneymuxw,

Tla'amin, T'emexw Treaty Association, Laich-Kwil-Tach Council of Chiefs, and Wei Wai Kum/Kwiakah.

LHEIDLI T'ENNEH FIRST NATION

The Lheidli T'enneh treaty table is in Stage 5 negotiations. Lheidli T'enneh is moving forward with a second final agreement vote. In 2007, the membership voted not to accept the agreement. The Parties have been completing ratification preparations and Lheidli T'enneh has undertaken extensive community engagement. TRM funding supported Lheidli T'enneh governance transition activities, a traditional use study, and further work to update its Constitution.

The Lheidli T'enneh treaty will provide the First Nation with 4,330 hectares of treaty settlement land and a one-time capital transfer payment of approximately \$16 million over 10 years. In addition, the First Nation will receive \$493,000 annually in resource revenue sharing payments for 50 years, and a combination of \$16.4 million in one-time funding and \$2.3 million in annual funding to support programs and implementation of the treaty. All dollar amounts are in 2016 dollars.

There are approximately 420 Lheidli T'enneh members, with traditional territory around Prince George, including the Nechako and Fraser River basins to the Alberta border. Lheidli T'enneh has overlapping and/or shared territory with its First Nation neighbours: McLeod Lake, Lhtako Dene, Nak'azdli, Sai-Kuz, and Simpcw.

TE'MEXW TREATY ASSOCIATION

The Te'mexw treaty table is in Stage 5 negotiations. The five Te'mexw First Nations are developing constitutions and addressing the transition of land-holdings. ITAs with British Columbia have resulted in the transfer of lands for all five communities. The Te'mexw First Nations are also Douglas treaty beneficiaries and are negotiating an approach on fisheries that will reflect their Douglas treaty rights. Te'mexw is in discussion with the Department of National Defence [DND] for lands held by DND. These discussions are important given the scarcity of available lands in the area. TRM funding supported transition activities, including research on fisheries and land interests, and constitution development.

The AIP was signed on April 10, 2015, and sets out the land and cash basis for final treaty negotiations. The five First Nations will receive approximately 1,565 hectares of land, including former reserves, and a capital transfer of approximately \$142 million, including a land fund. The final agreement will establish how the First Nation's laws interact with federal and provincial laws, recognize harvesting and resource rights throughout its territory, and establish the complete land, cash, and governance provisions of the treaty.

There are approximately 1,675 Te'mexw members, with traditional territory located in two main areas: on southern Vancouver Island in the Greater Victoria area and on the east coast of Vancouver Island around Nanoose Bay. Te'mexw Treaty Association represents five First Nations: Scia'new [Beecher Bay], Malahat, Snaw-naw-AS [Nanoose], Songhees, and T'Sou-ke [Sooke]. Te'mexw has overlapping and/or shared territory with its First Nation neighbours: Esquimalt, Saanich, Sechelt, Qualicum, Snuneymuxw, Pacheedaht, and some of the Nuw-chah-nulth and Hul'qumi'num First Nations.

TSIMSHIAN FIRST NATIONS [KITSELAS AND KITSUMKALUM]

The Tsimshian First Nations are in varying stages of treaty negotiations. Kitselas and Kitsumkalum negotiate together and are in Stage 5 negotiations; Metlakatla is in advanced Stage 4 negotiations [see page 34]; Gitga'at is in Stage 4 negotiations [see page 38], and Kitasoo/XaiXais remains inactive.

The Kitselas and Kitsumkalum treaty table made significant progress in final agreement negotiations. The Parties focused on fisheries, forestry, and lands technical work for a land and cash offer in the near future. Both Kitselas and Kitsumkalum continue to engage their respective communities on treaty and on the development of their constitutions. TRM funding supported governance transition activities, environmental assessment work, shared land use planning, and a multi-year fisheries study.

The AIPs were signed on August 4, 2015 in two separate community celebrations. Each agreement sets out the land and cash basis for final treaty negotiations. Kitselas will receive over 36,158 hectares of land, including former reserves, and a capital transfer of \$34.7 million. Kitsumkalum will receive over 45,406 hectares of land, including former reserves, and a capital transfer of \$44.2 million. The final agreements will establish how the First Nation's laws interact with federal and provincial laws, recognize harvesting and resource rights throughout its territory, and establish the complete land, cash, and governance provisions of the treaty.

The five Tsimshian First Nations total approximately 3,580 members. Kitselas has approximately 655 members, and Kitsumkalum has approximately 745. Its traditional territory spans the northwest coast, including the Prince Rupert and Terrace areas. The Tsimshian First Nations have overlapping and/or shared territories with its First Nation

neighbours: Gitxsan Hereditary Chiefs, Haida, Heiltsuk, Allied Tribes of Lax Kw'alaams, Gitxaala, Nisga'a, and Wet'suwet'en Hereditary Chiefs.

WUIKINUXV NATION

The Wuikinuxv treaty table is in Stage 5 negotiations. The Parties have been working on a number of final agreement negotiation items, including fisheries, roads, and governance. TRM funding supported cultural artefact identification, as well as the second phases of multi-year land and resource planning and management initiatives.

The AIP was signed on July 23, 2015, and sets out the land and cash basis for final treaty negotiations. Wuikinuxv will receive over 14,646 hectares of land, including former reserves, and a capital transfer of \$7.3 million. The final agreement will establish how the First Nation's laws interact with federal and provincial laws, recognize harvesting and resource rights throughout its territory, and establish the complete land, cash, and governance provisions of the treaty.

There are approximately 290 Wuikinuxv members, with traditional territory located around its main community on the north side of Wannock River, between Owikeno Lake and the head of Rivers Inlet on BC's mid-coast. Wuikinuxv has overlapping and/or shared territory with its First Nation neighbours: Gwa'Sala-'Nakwaxda'xw and Heiltsuk.

AIP: Agreement in Principle
ITA: Incremental Treaty Agreement
TRM: Treaty Related Measure

The overlap and/or shared territory information comes from each First Nation's Statement of Intent and Readiness documents. Approximate population numbers are from the First Nations Community Profiles: www.aandc-aadnc.gc.ca.

YALE FIRST NATION

The Yale First Nation treaty table has concluded Stage 5 negotiations. On June 19, 2013 the Yale First Nation Final Agreement received Royal Assent. The effective date has been postponed from the original date of April 2016.

The Yale treaty will provide the First Nation with 1,966 hectares of treaty settlement land and a one-time capital transfer payment of approximately \$10.7 million. In addition, it will provide approximately \$2.2 million in economic development funding, \$0.7 million annually in program funding, and a combination of \$1.4 million in one-time funding and \$0.6 million in annual funding to support implementation.

There are approximately 170 Yale members, with traditional territory located around Yale and in the Fraser Canyon, north of Hope. Yale has overlapping and/or shared territory with its First Nation neighbours: Stó:lō communities from Stó:lō [SXTA], Stó:lō Nation, and Stó:lō Tribal Council.

YEKOOCHÉ FIRST NATION

The Yekooche treaty table is in Stage 5 negotiations. In 2015 the Parties re-engaged in final agreement negotiations after being stalled for multiple years due to Canada's suspension of fish and to governance challenges within the First Nation. Since then the treaty table has been working to finalize the treaty. TRM funding supported two economic development feasibility studies and constitution development.

The AIP was signed on August 22, 2005 and sets out the land and cash basis for final treaty negotiations. Yekooche will receive approximately 6,400 hectares of land, including former reserves, and a capital transfer of \$6.5 million. The final agreement will establish how the First Nation's laws interact with federal and provincial laws, recognize harvesting and resource rights throughout its territory, and establish the complete land, cash, and governance provisions of the treaty.

There are approximately 235 Yekooche members, with traditional territory near Stuart Lake, Cunningham Lake, and Lake Babine. Yekooche has overlapping and/or shared territory with its First Nation neighbours: Lake Babine, McLeod Lake, Nadleh Whut'en, Nak'azdli, Saik'uz, Stellat'en, Takla, Tl'azt'en, Ts'il Kaz Koh, and Treaty 8.

» ADVANCED

First Nations in Advanced Agreement in Principle Negotiations [9]

DITIDAHT AND PACHEEDAHT FIRST NATIONS

Ditidaht and Pacheedaht are separate First Nations negotiating together and the treaty table is in Stage 4 negotiations. The Parties are working to complete AIP negotiations in 2017 and are committed to intensified negotiations to complete the AIP as well as to substantially complete some final agreement chapters. Federal parks continue to be discussed between Pacheedaht, Ditidaht, and Canada. TRM funding supported governance capacity development, economic development research, land and resource planning and management, community engagement, an aquaculture feasibility study, phase three of a comprehensive community plan, and a communications strategy.

There are approximately 770 Ditidaht members and approximately 280 Pacheedaht members. Ditidaht and Pacheedaht traditional territory spans the southwestern corner of Vancouver Island. Ditidaht and Pacheedaht share a boundary. Ditidaht has overlapping and/or shared territory with its First Nation neighbours: Huu-ay-aht and Lake Cowichan. Pacheedaht has overlapping and/or shared territory with its First Nation neighbours: T'Sou-ke and Lake Cowichan.

GWA'SALA-'NAKWAXDA'XW NATION

The Gwa'Sala-'Nakwaxda'xw [GNN] treaty table is in Stage 4 negotiations. Gwa'Sala-'Nakwaxda'xw completed extensive community engagement, and the Parties are approaching a significant milestone of a land and cash offer to bring to the GNN membership. The Parties continue to negotiate to complete the AIP. TRM funding supported phase two of the First Nation's heritage study, as well as governance research and development.

There are approximately 990 Gwa'Sala-'Nakwaxda'xw members. Many reside at the Tsulquate reserve where the community was relocated half a century ago. Gwa'Sala-'Nakwaxda'xw traditional territory is located on the BC mainland across from the northern tip of Vancouver Island. Gwa'Sala-'Nakwaxda'xw has overlapping and/or shared territory with its First Nation neighbours: Kwicksutaineuk, Kwa-wa-aineuk, Kwakiutl, 'N̓am̓gis, Tlatlasikwala, Tsawataineuk, and Wuikinuxv.

KATZIE FIRST NATION

The Katzie treaty table is in Stage 4 negotiations. The Parties substantively completed AIP negotiations and signed a negotiators' letter of understanding, which acknowledged that outstanding substantial issues will be addressed in final agreement negotiations. In April, Katzie held its community AIP vote and the membership voted not to accept the AIP. Katzie is engaging its membership and will have a second vote in the future. TRM funding supported community engagement.

There are approximately 575 Katzie members, with traditional territory around Pitt Meadows, Maple Ridge, Coquitlam, Surrey, Langley and New Westminster. Katzie has overlapping and/or shared territory with its First Nation neighbours: In-SHUCK-ch, Kwikwetlem, Kwantlen, Musqueam, Stó:lō, Tsawwassen, and Tsleil-Waututh.

KTUNAXA KINBASKET TREATY COUNCIL

The Ktunaxa treaty table is in Stage 4 negotiations. Ktunaxa Kinbasket Treaty Council [KKTC] has undertaken extensive community engagement on the AIP negotiations to date, including the potential land and cash components of the treaty.

There are approximately 1,100 Ktunaxa members, with traditional territory including the Kootenay, Flathead, and Columbia River watersheds within the area that extends from the Arrow and Kinbasket Lakes east to the Alberta border. KKTC represents ?akisq' nuk [Columbia Lake], ?aqam [St. Mary's Indian Band], ?akinkumasnuqti?it [Tobacco Plains Band] and Yaqaan nu?kiy [Lower Kootenay Band]. Ktunaxa has overlapping and/or shared territory with its First Nation neighbours: Osoyoos, Okanagan, Penticton, Shuswap Nation Tribal Council, Spallumcheen, Upper and Lower Similkameen, Upper Nicola, and Westbank.

'N̓AM̓GIS NATION

The 'N̓am̓gis treaty table is in Stage 4 negotiations. The Parties completed an AIP that sets out the land and cash basis for final treaty negotiations. In March 2013 the 'N̓am̓gis membership voted not to accept the AIP. In 2016, after a period of hiatus, the Parties began to meet again. There has been active community engagement, including consideration of next steps. TRM funding supported a fisheries study to address a gap in negotiations related to rights and title.

There are approximately 1,855 'N̓am̓gis members, with traditional territory at the north end of Vancouver Island, extending from the Nimpkish watershed to the east and west. 'N̓am̓gis Nation has overlapping and/or shared territory with its First Nation neighbours: Kwakiutl, Tlowitsis, Tlatlasikwala, Mamalilikulla-Qwe'Qwa'Sot'Em, Kwikwasut'inuxw Haxwa'mis, Da'naxda'xw/Awaetlala, Mowachaht/Muchalaht, Gwawaenuk, Gwa'sala-'Nakwaxda'xw, and Dzawada'enuxw.

NORTHERN SHUSWAP TRIBAL COUNCIL

The Northern Shuswap Tribal Council [NStQ] treaty table is in Stage 4 transitioning into Stage 5 negotiations. The Parties have concluded AIP negotiations, and the four NStQ communities are focusing on community engagement. AIP votes were held in February and April. All votes resulted in community support to move forward into final agreement negotiations. All three Parties must sign the AIP. On February 5, 2016 the Government of British Columbia and NStQ signed an ITA agreement which provides for the transfer of up to 3,760 hectares to the four communities in advance of treaty implementation. TRM funding supported community engagement activities and governance-related work for post-treaty programs and services.

There are approximately 2,600 NStQ members, with traditional territory in the central Cariboo from Valemont and McBride in the northeast, to the Fraser River in the west. NStQ represents four communities: Tsq'escen' [Canim Lake], Stswecem'c/Xgat'tem [Canoe Creek/Dog Creek], Xats'ull/Cmetem' [Soda Creek], and T'exelc [Williams Lake]. NStQ has overlapping and/or shared territory with its First Nation neighbours: Lheidli T'enneh, Lhtako Dene Nation, Esk'etemc, the Secwepemc Nations, and the Tsilhqot'in National Government.

STÓ:LŌ XWEXWILMEXW TREATY ASSOCIATION

The Stó:lō [SXTA] treaty table is in Stage 4 negotiations. The Parties are nearing completion of a land and cash package and expect to finalize it by end year. SXTA continues to engage its membership on treaty and strengthen its intergovernmental relations. TRM funding supported community engagement through the development of outreach tools, and governance community planning.

There are approximately 1,410 Stó:lō members, with traditional territory in the Lower Mainland of

south-western BC, centralized around the upper Fraser and Chilliwack River Valleys, lower Harrison Lake and the lower Fraser Canyon. SXTA represents seven communities: Aitchelitz, Leq'á:mel, Popkum, Skowkale, Skawahlook, Tzeachten and Yakweakwioose. SXTA has overlapping and/or shared territory with its First Nation neighbours: Chawathil, Cheam, Peters, Chehalis, Katzie, Kwantlen, Kwawkwawapilt, Kwikwetlem, In-SHUCK-ch, Matsqui, Musqueam, New Westminster, Nl'akapamux, Semiahmoo, Scowlitz, Seabird, Shxw'owhámél, Soowahlie, Sumas, Skwah, Skway, Squamish, Squiala, Tsawwassen, Tsleil-Waututh, Union Bar, and Yale.

TIA-O-QUI-AHT FIRST NATIONS

The Tla-o-qui-aht treaty table is in Stage 4 negotiations. The Parties completed an AIP that sets out the land and cash basis for final treaty negotiations, and in November 2012 the Tla-o-qui-aht membership voted not to accept the AIP. Tla-o-qui-aht continues to engage internally to determine if a second AIP vote should take place.

There are approximately 1,120 Tla-o-qui-aht members, with traditional territory extending from Tofino, including the ocean, to Kennedy Lake in the south, Adder Mountain in the east, and Rhine Peak to the north. Tla-o-qui-aht has overlapping and/or shared territory with its First Nation neighbours: Ahousaht, Ucluelet, Hupacasath, and Toquaht.

TSIMSHIAN FIRST NATIONS [METLAKATLA]

The Tsimshian First Nations are in varying stages in treaty negotiations. Kitselas and Kitsumkalum negotiate together and are in Stage 5 negotiations [see page 31]; Metlakatla is in advanced Stage 4 negotiations; Gitga'at is in Stage 4 negotiations [see page 38], and Kitasoo/XaiXais remains inactive.

The Metlakatla treaty table continues to work on a land package and address outstanding

AIP issues. Metlakatla is approaching treaty negotiations in conjunction with key resource and economic developments in its territory, including LNG interests. The Nation completed foreshore and marine resource planning, and continues to engage its neighbours on potential collaborative initiatives. TRM funding supported a multi-year land and resource management study.

The five Tsimshian First Nations total approximately 3,580 members. Metlakatla has approximately 905 members. Its traditional territory spans the northwest coast, including Prince Rupert and Terrace areas. The Tsimshian First Nations territories have overlapping and/or shared territories with their First Nation neighbours: Gitxsan Hereditary Chiefs, Haida, Heiltsuk, Allied Tribes of Lax Kw'alaams, Gitxaala, Nisga'a, and Wet'suwet'en Hereditary Chiefs.

➤ ACTIVE

First Nations in Active Negotiations [16]

DA'NAXDA'XW/AWAETLALA NATION

The Da'naxda'xw/Awaetlala treaty table is in Stage 4 negotiations. Da'naxda'xw/Awaetlala is finalizing a multi-year governance TRM. Canada and Da'naxda'xw/Awaetlala had discussions on a potential bilateral federal ITA.

There are approximately 225 Da'naxda'xw/Awaetlala members, with traditional territory on the BC mainland across from northern Vancouver Island. Da'naxda'xw/Awaetlala has overlapping and/or shared territory with its First Nation neighbours: Mamalilikulla-Qwe'Qwa'Sot'Em and Mumtagila.

GITANYOW HEREDITARY CHIEFS

The Gitanyow treaty table is in Stage 4 negotiations. Tripartite meetings resumed in 2014, and Gitanyow and British Columbia continue to implement a reconciliation agreement. The First

Nation is exploring governance initiatives with both Canada and BC, as the Parties continue to engage on lands, resources, and governance. In April 2016, Gitanyow recommenced a legal action from 2003 for title to its traditional territory.

There are approximately 855 Gitanyow members, with traditional territory in areas of the Kitwanga and Nass watersheds, and the upper Kispiox River in the Swan Lakes area. Gitanyow has overlapping and/or shared territory with its First Nation neighbours: Gitxsan Hereditary Chiefs and Nisga'a.

GITXSAN HEREDITARY CHIEFS

The Gitxsan treaty table is in Stage 4 negotiations. This year the tripartite table focused primarily on fisheries and governance. Gitxsan has also been working with neighbouring First Nations to explore possible collaborative initiatives in the area.

There are approximately 6,805 Gitxsan members. In treaty negotiations, the Gitxsan Hereditary Chiefs represent the majority of the house groups and membership. Gitxsan traditional territory is located in the Hazelton area and watersheds of the upper Skeena and Nass rivers. Gitxsan has overlapping and/or shared territory with its First Nation neighbours: Carrier Sekani Tribal Council, Gitanyow Hereditary Chiefs, Nisga'a, Tahltan, Tsimshian First Nations, and Wet'suwet'en Hereditary Chiefs.

HOMALCO INDIAN BAND

The Homalco treaty table is in Stage 4 negotiations. This year the First Nation focused on overlap and shared territory disputes that exist with three of its First Nations neighbours. Resolving these overlaps will assist in moving forward with an updated provincial ITA. On September 16, 2016, Homalco hosted the Tsilhqot'in Nation as an initial step in renewing traditional trading relations between the nations. Homalco has already implemented a community engagement plan and a reconciliation agreement with British Columbia.

There are approximately 475 Homalco members, with traditional territory extending from Phillips Arm, west of the mouth of Bute Inlet, to Raza Passage and Quantum River and to Stuart Island and Bute Inlet and its watershed. Homalco has overlapping and/or shared territory with its First Nation neighbours: K'ómoks, Klahoose, Qualicum, Wei Wai Kum/Kwiakah, Tla'amin, and Laich-Kwil-Tach Council of Chiefs.

HUL'QUMI'NUM TREATY GROUP

The Hul'qumi'num [HTG] treaty table is in Stage 4 negotiations. The Parties are negotiating outstanding chapters, and are continuing to address the critical issue of available private lands for treaty settlement. The tripartite table is on target to complete AIP chapter work in 2017.

There are approximately 7,570 HTG members, with traditional territory encompassing part of southern Vancouver Island, a narrow corridor on the mainland to Yale in the east, and sections of the Salish Sea. HTG represents six communities: Cowichan Tribes, Halalt, Lake Cowichan, Lyackson, and Penelakut. HTG has overlapping and/or shared territory with its First Nation neighbours: Ditidaht, Katzie, Musqueam, Snuneymuxw, Te'mexw Treaty Association, Tsawwassen, and Yale.

KASKA DENA COUNCIL

The Kaska Dena treaty table is in Stage 4 negotiations. The Parties are nearing completion on outstanding chapters and are working towards a land and cash offer. The First Nation completed its draft Constitution, and British Columbia and Kaska are implementing a Strategic Engagement Agreement and an ITA. TRM funding supported land and resource planning and economic development research.

There are approximately 740 Kaska Dena members, with traditional territory stretching from north-central BC into Yukon and the Northwest Territories. The Kaska Dena Council represents

three communities: Kwadacha, Daylu Dena Council, and Dease River First Nations. Kaska Dena Council has overlapping and/or shared territory with its First Nation neighbours: Carrier Sekani Tribal Council, Liard, Ross River Dena, and Tahltan.

LAICH-KWIL-TACH COUNCIL OF CHIEFS

The Laich-Kwil-Tach Council of Chiefs [LCC] treaty table is in Stage 4 negotiations. The tripartite table continues to negotiate AIP chapters. The Communications Protocol signed by We Wai Kai, Wei Wai Kum, and Kwaikah in 2014 is being implemented. TRM funding supported community planning, land and resource planning, and a governance capacity assessment.

There are approximately 1,130 LCC members. LCC is now comprised solely of We Wai Kai, with traditional territory around Campbell River, Quadra Island, and surrounding inlets. LCC has overlapping and/or shared territory with its First Nation neighbours: D'anateuk, Homalco, Klahoose, K'ómoks, Kwiakah, Mamalilikulla-Qwe'Qwa'Sot'Em, 'Nāmgis, Snaw-naw-AS, Qualicum, Tla'amin, Tlowitsis, Snuneymuxw, and Wei Wai Kum/Kwiakah.

LAKE BABINE NATION

The Lake Babine [LBN] treaty table is in Stage 4 negotiations. The Parties continue to negotiate and address outstanding AIP issues. LBN continues to engage its membership on areas of interests for a future land package. In March 2014, British Columbia and LBN signed an ITA that will transfer four land parcels for economic opportunities and provide funding to support capacity development. TRM funding supported governance capacity building, and land and resource planning.

There are approximately 2,490 LBN members representing the communities of Woyenne, Old Fort, Tache, Donald's Landing, and Fort Babine. LBN traditional territory spans the area from Burns Lake in the south to the Babine and Nilkitaw

rivers to the north, including most of Lake Babine. LBN has overlapping and/or shared territory with its First Nation neighbours: Carrier Sekani Tribal Council, Wet'suwet'en Hereditary Chiefs and Yekooche.

NAZKO FIRST NATION

The Nazko treaty table is in Stage 4 negotiations. The First Nation took time out from negotiations to work on community engagement. Since then, Canada and Nazko resumed negotiations, and are beginning to explore the potential of a bilateral federal ITA.

There are approximately 385 Nazko members, with traditional territory extending from Quesnel to Prince George. Nazko has overlapping and/or shared territory with its First Nation neighbours: Lhtako Dene, Lhoozk'us Dene, and Alexandria.

TAKU RIVER TLINGIT FIRST NATION

The Taku River Tlingit treaty table is in Stage 4 negotiations. The Parties completed some AIP chapter work and addressed some outstanding issues. Taku River Tlingit are also focusing on community engagement.

There are approximately 410 Taku River members, with traditional territory in northwest BC and southwest Yukon. Taku has overlapping and/or shared territory with its First Nation neighbours: Carcross/Tagish and Teslin Tlingit Council.

TLATLASIKWALA NATION

The Tlatlasikwala treaty table is in Stage 4 negotiations. Canada and Tlatlasikwala negotiated an incremental treaty agreement in principle, and are now working on the Framework Agreement. TRM funding is supporting a multi-year fisheries study and lands strategic planning.

There are approximately 65 Tlatlasikwala members, with traditional territory located on the northern tip of Vancouver Island. Tlatlasikwala Nation has overlapping and/or shared territory with its First Nation neighbours: Kwakiutl and Quatsino.

TLOWITSIS FIRST NATION

The Tlowitsis treaty table is in Stage 4 negotiations. In 2014, the table re-engaged in tripartite negotiations. The Parties continue to explore land options — Tlowitsis' reserves are isolated and without housing and infrastructure. TRM funding supported fisheries and marine knowledge development to inform fisheries negotiations.

There are approximately 420 Tlowitsis members, with traditional territory spanning part of northeastern Vancouver Island and an area on the mainland just northwest of Sayward. Tlowitsis has overlapping and/or shared territory with its First Nation neighbours: Da'naxda'xw/Awaetlala, Tnak-teuk, 'Namgis, Homalco, K'ómoks, Mamalilikulla-Qwe'Qwa'Sot'Em, and Laich-Kwil-Tach Council of Chiefs.

TSAY KEH DENE BAND

The Tsay Keh Dene treaty table is in Stage 4 negotiations. The tripartite table continues to meet and engage on the treaty settlement lands, land quantum, shared decision-making, and resource revenue sharing. TRM funding supported land and resource planning and management related to fisheries.

There are approximately 485 Tsay Keh Dene members, with traditional territory from Mount Trace in the north, South Pass Peak in the west, Nation River in the south and Mount Laurier in the east. Tsay Keh Dene has overlapping and/or shared territory with its First Nation neighbours: Carrier Sekani Tribal Council Nations, Kaska Dena Council, Gitxsan Hereditary Chiefs, Wet'suwet'en Hereditary Chiefs, Tahltan, and Treaty 8 Tribal Council.

TSIMSHIAN FIRST NATIONS [GITGA'AT]

The Tsimshian First Nations are in varying stages in treaty negotiations. Kitselas and Kitsumkalum negotiate together and are in Stage 5 negotiations [see page 31]; Metlakatla is in advanced Stage 4 negotiations [see page 34]; Gitga'at is in Stage 4 negotiations, and Kitasoo/XaiXais remains inactive.

The Gitga'at treaty table has been making substantial AIP progress. TRM funding is supporting a multi-year land and marine resource planning to identify areas of interests for economic, cultural, and community development and protection.

The five Tsimshian First Nations total approximately 3,580 members. Gitga'at has approximately 755 members. Its traditional territory spans the northwest coast, including the Prince Rupert and Terrace areas. The Tsimshian First Nations territories have overlapping and/or shared territories with its First Nation neighbours: Gitxsan Hereditary Chiefs, Haida, Heiltsuk, Allied Tribes of Lax Kw'alaams, Gitxaala, Nisga'a, and Wet'suwet'en Hereditary Chiefs.

TSLEIL-WAUTUTH NATION

The Tsleil-Waututh treaty table is in Stage 4 negotiations. The tripartite table has completed most of its chapter work, but the lack of available urban land remains a challenge in reaching agreement on a land package. Tsleil-Waututh continues to engage its community as well as local government.

There are approximately 580 Tsleil-Waututh members, with traditional territory around North Vancouver and the Lower Mainland. Tsleil-Waututh has overlapping and/or shared territory with its First Nation neighbours: Katzie, Kwikwetlem, Musqueam, Squamish, and Stó:lō.

WEI WAI KUM/KWIAKAH FIRST NATIONS

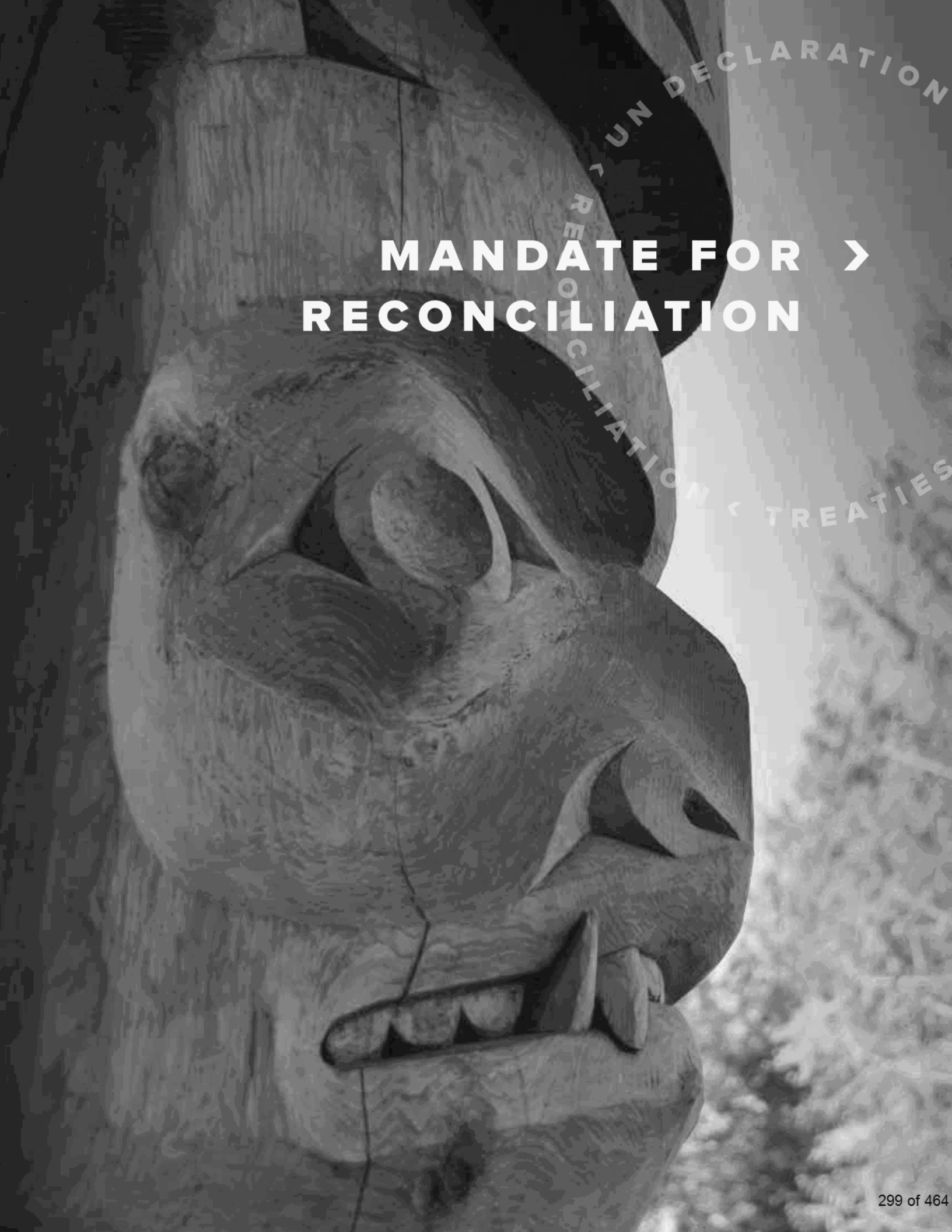
Wei Wai Kum/Kwiahkah First Nations [WKTS] treaty table is in Stage 4 negotiations. In 2014 WKTS formed its own treaty negotiations table when it separated from Laich-Kwil-Tach Council of Chiefs [LCC]. A Communications Protocol between WKTS and LLC is being implemented. The Parties have been negotiating AIP chapters. TRM funding supported constitution development, a water reserve availability study, and a fish resource planning study.

There are approximately 835 Wei Wai Kum/Kwiahkah members. WKTS traditional territory is located around the east-central area of Vancouver Island and mainland coastal watersheds. WKTS has overlapping and/or shared territory with its First Nation neighbours: Homalco, Klahoose, K'ómoks, Mamalilikulla-Qwe'Qwa'Sot'Em, Mowachaht, Muchalaht, 'N̓am̓gis, Snaw-naw-AS, Qualicum, Snuneymuxw, Tanaktek, Tla'amgis, and Laich-Kwil-Tach.

WET'SUWET'EN HEREDITARY CHIEFS

The Wet'suwet'en treaty table is in Stage 4 negotiations. The First Nation is conducting extensive community engagement on governance while working to finalize its constitution, including discussions for integrating the Wet'suwet'en hereditary system.

There are approximately 3,160 Wet'suwet'en members, with traditional territory in the Bulkley River drainage area in northwest BC. Wet'suwet'en represents four communities: Hagwilget, Moricetown, Skin Tyee, and Nee Tahi Buhn. Wet'suwet'en Hereditary Chiefs have overlapping and/or shared territory with its First Nation neighbours: Carrier Sekani Tribal Council, Gitxsan, and Lake Babine.



MANDATE FOR RECONCILIATION

UN DECLARATION

RECONCILIATION

TREATIES

The BC Treaty Negotiations Process

An independent commission is central to the BC treaty negotiations process. Independence is at the heart of facilitation, and the mandate and work of the Treaty Commission. The right to fair, independent, impartial, and transparent mechanisms to assist with the recognition of Indigenous rights is also enunciated in the *UN Declaration* [Article 27].

THE TREATY COMMISSION'S WORK — in today's era of reconciliation — encompasses three main roles across a broad range of activities: facilitating negotiations including assisting the Parties in finding solutions and resolving disputes, allocating negotiation support funding to enable First Nation participation in the negotiations, and educating the public about treaty negotiations by engaging the public about the constitutional imperative of treaty making.

The **Principals** to the BC treaty negotiations process are the Government of Canada, represented by the Minister of Indigenous and Northern Affairs Canada, the Government of British Columbia, represented by the Minister of Aboriginal Relations and Reconciliation, and the First Nations Summit, represented by the three-member Task Group.

In 1991, the three Principals set out their responsibilities with the acceptance of the 19 recommendations of the *Task Force Report*. The recommendations called for the creation of the Treaty Commission and the six-stage made-in-BC treaty negotiations process, which were both officially established in 1992 when the Principals signed the *BC Treaty Commission Agreement*.

The Treaty Commission does not negotiate treaties and is not a party to the negotiations. The **Parties** to negotiations are the governments of Canada, British Columbia, and individual or collective First Nations. The First Nations Summit is not a Party to treaty negotiations. Instead it acts as a forum for First Nations in the BC treaty negotiations process.

The operating costs of the Treaty Commission are funded by the federal and provincial governments. In the 2015-16 fiscal year, operating funding was \$2.55 million. The Government of Canada contributes 60% of the Treaty Commission's budget, and the Government of British Columbia contributes 40%.

The Treaty Commission is comprised of a Chief Commissioner, four Commissioners, and ten staff members. Currently there is a vacancy in the Chief Commissioner position, and one of the Commissioners is Acting Chief Commissioner.

INDEPENDENT FACILITATOR

The Treaty Commission is the only tripartite statutory body in the country whose mandate is to support reconciliation. The *BCTC Agreement* and associated legislation states that the primary role of the Treaty Commission is to assist the Parties and the Principals as an independent facilitator of the negotiations.

The BCTC assists in advancing reconciliation through the made-in-BC treaty negotiations process by ensuring the work of the Parties is effective and is making progress.

To do this, the Treaty Commission:

- assists the Parties in developing solutions and in resolving disputes
- observes and reports on negotiations progress and encourages timely negotiations
- chairs key meetings at negotiating tables
- reports publicly on key opportunities and obstacles
- works with the Principals on improving the treaty negotiations process
- monitors and reports on progress and encourages timely negotiations

Commissioners and staff are involved in an increasing variety of facilitation initiatives. This increased demand has arisen from a number of circumstances, including: intensified treaty negotiations at Stage 5 and Stage 4 tables, completion of final agreement negotiations and the ratification requirements for First Nations, stalled treaty negotiations, intensified inter-First Nation dialogue on overlapping and shared territories and complex consultations between the Crown and First Nations affected by overlaps, as well as intensified internal First Nations dialogue, especially in multi-community First Nations with respect to issues of shared territory, governance, and capacity.

In recent years, the Treaty Commission has begun to take on special initiatives to support treaty negotiations and provide First Nations with more tools. These have included:

- hosting forums that create a venue for sharing knowledge, experiences, and best practices, especially between First Nations currently negotiating and First Nations that are implementing modern treaties
- publishing resources, such as the *Ratification Guide*, created to assist First Nations with community approval and ratification votes, and the *Human Resource Capacity Tool Kit*, to support First Nations in preparing for self-government
- providing assistance to address overlaps and shared territory disputes so First Nations can resolve these issues earlier in negotiations

MULTILATERAL ENGAGEMENT PROCESS

Treaty negotiations in British Columbia have been complex, lengthy, and challenging for all Parties. Between June 2015 and May 2016 the Principals took part in a Multilateral Engagement Process exploring ways to improve and expedite treaty negotiations in BC. The Treaty Commission participated in this process in an advisory capacity. The Multilateral Engagement Process resulted in affirmation by all the Principals of their commitment to treaty negotiations, and adoption of proposals to expedite and improve negotiations.

Two committees were established: A Senior Officials Group monitored progress and provided direction, and a Technical Working Group developed action items for the Senior Officials

and Principals to consider. The committees were tasked with developing proposals in five key areas:

- Process efficiencies
- Negotiation support funding
- Shared territory and overlap issues
- Certainty
- Role of the Treaty Commission

On May 24, 2016, the Principals endorsed the 24 proposals and action items in the *Multilateral Engagement Report*. It can be read online on the websites of both Indigenous and Northern Affairs Canada [INAC] and the Ministry of Aboriginal Relations and Reconciliation [MARR].

The *Multilateral Engagement Report* recognizes the role of the Treaty Commission in supporting negotiating tables as they advance to final agreement negotiations, and proposed that the Treaty Commission “request, at agreement in principle signing, a Stage 5, multi-year, tripartite strategy to conclude final agreement within a specified time frame, endorsed by the leadership of the First Nation and federal and provincial ministers” [p. 13].

Overlaps and shared territory disputes have become increasingly challenging. In recent years, the BCTC has increased its facilitation role in overlap and shared territory discussions both directly and indirectly, and has been able to provide contribution-only allocations to First Nations for overlap work when surplus funds are identified. The Treaty Commission welcomes the

recommendation of the *Multilateral Engagement Report* that the BCTC play a larger and more direct role in evaluating shared territory work. This increased role includes working with Canada and BC, as well as individual First Nations, in finding constructive solutions and accessing efforts.

FUNDING

The Treaty Commission is the independent funding authority for treaty negotiations in BC, as recommended in the *Task Force Report* and set out in the *BCTC Agreement* and associated legislation.

The role of the BCTC is to “ensure that the process is fair and impartial, that all parties have sufficient resources to do the job, and that the parties work effectively to reach agreements” [*Task Force Report*, p. 35]. The allocation of negotiation support funding to First Nations assists with this principle. First Nations have the choice of accepting contribution funding or taking any portion of the loans allocated.

Allocations are made up of a maximum of 80% loans advanced by Canada, and a minimum of 20% non-repayable contribution funding. Typically for every \$100 of negotiation support funding allocated, \$80 is a loan from Canada, \$12 is a contribution from Canada, and \$8 is a contribution from BC.

Loan advances to a First Nation must end at least 30 days prior to the three Parties signing the final agreement. However, contribution funding is available until the effective date of a treaty.

Since negotiations began in May 1993, the Treaty Commission has allocated approximately \$682 million in negotiation support funding to 60 First

Nations. Approximately \$534 million of that funding is loans and \$148 million is contributions.

At March 31, 2016, outstanding negotiation loans totaled approximately \$523 million [excluding accrued interest]. The Tsawwassen First Nation, the five Maa-nulth First Nations, and Tla'amin Nation have begun to repay their negotiation loans [as Nisga'a did] under the terms of their final agreements.

A key funding action item in the *Multilateral Engagement Report* instructs the Senior Officials to work with the Treaty Commission to “link funding decisions more closely to activities in a tripartite work plan” [p. 14]. This is already underway, and the Treaty Commission will be more involved in assisting the Parties to produce tripartite work plans.

Two other action items are also proceeding: Senior Officials now may request that BCTC provide “a brief explanatory note to funding agreements setting out a summary of internal First Nation activities” taken into account when allocating funding [p. 15]; and loan due dates for First Nations are in the process of being extended for another five years.

Lastly, a Technical Working Group is currently developing a discussion paper that will explore new funding models to support the participation of First Nations in treaty negotiations.

PUBLIC EDUCATION AND INFORMATION

The Treaty Commission's third role is to provide the public with information on treaty negotiations in BC, and to educate the public on its role in supporting and understanding treaty making.

The governments of Canada and BC also share the responsibility of providing public information on negotiations, and the three Parties to each set of negotiations are required to provide specific information on the progress of their treaty tables.

To fulfill this mandate, the Treaty Commission:

- reports on the status of treaty negotiations throughout the year in its newsletter, *Update*, and consolidates this information in its annual report
- organizes Forums bringing First Nations together to learn from each another
- writes publications to share best practices with First Nations and the public, such as the *Ratification Guide* and the *Human Resources Capacity Tool Kit*
- communicates with the public on treaty negotiations at conferences, tradeshow, special events, community forums, meetings, and schools
- meets with federal and provincial departments to advocate for the importance of treaty negotiations in fulfilling Canada and BC's constitutional obligations
- maintains a website with current and historical information on treaty negotiations and all publications, including annual reports, news releases, newsletters, forum materials, videos, and teaching materials
- engages with the public using social media channels such as Facebook, Instagram, YouTube, and most recently Twitter

BCTC

Commissioners

The Chief Commissioner is appointed by agreement of the three Principals. One Commissioner is appointed by Canada and one is appointed by British Columbia. The First Nations Summit elects two Commissioners. Commissioners do not represent the Principals who appoint them, but act independently.



CELESTE HALDANE
ACTING CHIEF
COMMISSIONER

Celeste Haldane was elected Commissioner for a third two-year term by the First Nations Summit in February 2015. She is currently the Acting Chief Commissioner.

Celeste is a practising lawyer and holds an LL.M. in Constitutional Law from Osgoode Hall Law School [York University], and an LL.B. and B.A. both from the University of British Columbia. In 2015 she began her Doctorate at UBC in Anthropology & Law.

The Provincial Government appointed her to serve on the UBC Board of Governors and the Legal Services Society. Celeste is an active member of the Canadian Bar Association and the Indigenous Bar Association. She is a 2015 alumni of the Governor General's Canadian Leadership Conference.

Celeste is a member of the Sparrow family from Musqueam and is Tsimshian through Metlakatla. She previously served as the Chair of the Musqueam Land Code Committee, a member of the Intergovernmental Affairs Committee, the Housing & Capital Committee, and the Matrimonial Real Property Committee. Celeste is the proud mother of three and grandmother of two.



JERRY LAMPERT
COMMISSIONER

Jerry Lampert was first appointed in December 2007 by the Government of Canada. His current term runs to February 2017, marking more than nine years as a Commissioner.

Jerry served for 15 years as President and Chief Executive Officer of the Business Council of British Columbia, where he was a vocal advocate for developing better business relationships with First Nations in British Columbia.

Prior to joining the Business Council, Jerry was a principal in a government relations/public affairs consulting firm offering strategic and tactical advice to private sector corporations in their dealings with governments. He has held many key political organization and advisory positions, including serving as Chief of Staff to two Premiers of British Columbia and managing two successful provincial election campaigns in British Columbia.



**TOM HAPPYNOOK
COMMISSIONER**

Tom Happynook was appointed in February 2015 by the Province of British Columbia to serve a two-year term. He is from Huu-ay-aht First Nations and is the Head Hereditary Whaling Chief.

Huu-ay-aht is one of the five communities that make up the Maa-nulth First Nations, which has been implementing their modern-day comprehensive treaty since April 1, 2011. Tom played a large role in the negotiations and implementation of Huu-ay-aht's treaty. He was elevated to Chief Treaty Negotiator with the mandate to bring the Huu-ay-aht treaty to conclusion in July 2007. He then took on the role of Treaty Implementation Team Leader from June 2009 to March 2011 to ensure the Nation had a smooth transition to self-governance.

Tom was a firefighter for sixteen years, retiring in 1998 as a Deputy Platoon Chief [Captain]. He is married to Kathy Happynook, and together they have three children and four grandchildren.



**FRANCIS FRANK
COMMISSIONER**

Francis Frank was elected as Commissioner by the First Nations Summit for a two-year term beginning in March 2015. He is from Tla-o-qui-aht First Nations on the west coast of Vancouver

Island and is a trained social worker with a BSW from the University of Victoria.

Prior to joining the Treaty Commission, Francis served his Nation in a variety of roles, including as Chief Councillor for fourteen years, negotiator for ten years, and band manager for six years. He has extensive experience in negotiations, and was directly involved in the negotiation of the first interim measures agreement, as well as the first incremental treaty agreement in British Columbia, successfully securing land and finances for his First Nation.

UN Declaration

Key Articles

The *UN Declaration* in its entirety constitutes “the minimum standards for the survival, dignity and well-being of the indigenous peoples of the world.” Some articles hold more prominence for treaty negotiations, but all apply in advancing reconciliation. These have been described in the interviews as the *heart*, *spirit*, *purpose*, and *processes* of the *UN Declaration*.

These articles and others will continue to inform the negotiations and the progress of reconciliation in Canada. For full text please refer to the [United Nations Declaration on the Rights of Indigenous People](#).

HEART

Article 3

Indigenous peoples have the right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development.

Article 4

Indigenous peoples, in exercising their right to self-determination, have the right to autonomy or self-government in matters relating to their internal and local affairs, as well as ways and means for financing their autonomous functions.

SPIRIT

Article 25

Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard.

PURPOSE

Article 43

The rights recognized herein constitute the minimum standards for the survival, dignity and well-being of the indigenous peoples of the world.

PROCESSES

Article 27

States shall establish and implement, in conjunction with indigenous peoples concerned, a fair, independent, impartial, open and transparent process, giving due recognition to indigenous peoples' laws, traditions, customs and land tenure systems, to recognize and adjudicate the rights of indigenous peoples pertaining to their lands, territories and resources, including those which were traditionally owned or otherwise occupied or used. Indigenous peoples shall have the right to participate in this process.

Article 37

Indigenous peoples have the right to the recognition, observance and enforcement of treaties, agreements and other constructive arrangements concluded with States or their successors and to have States honour and respect such treaties, agreements and other constructive arrangements.

The following articles also relate to treaty negotiations.

Article 19 [Free, prior and informed consent]

Article 26 [Right to/recognition of traditional lands]

Article 28 [Redress, restitution and compensation]

Article 29 [Right to protection of the environment]

Article 34 [Right to institutional structures]

Article 45 [No extinguishment]

Article 46 [Political unity]

PHOTOGRAPHY — Alex Sutcliffe [back cover + dividers 3, 19, 39] and W.J. Jamie Sterritt [front cover + divider 21].

The Treaty Commission would like to thank Tla'amin Nation for allowing us to photograph its Government House.



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**Socio-economic
Benefits of
Modern Treaties
in BC**

October 2016

BC TREATY
COMMISSION



Page 310 to/à Page 352

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**Ministry of
Aboriginal Relations and Reconciliation**

**2017/18 – 2019/20
SERVICE PLAN**

February 2017



For more information on the British Columbia Ministry of Aboriginal Relations and Reconciliation
see Ministry Contact Information on Page 17 or contact:

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www.gov.bc.ca/arr

Published by the Ministry of Aboriginal Relations and Reconciliation

Minister Accountability Statement

The *Ministry of Aboriginal Relations and Reconciliation 2017/18 - 2019/20 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



A handwritten signature in black ink, reading "John Rustad". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Honourable John Rustad
Minister of Aboriginal Relations and Reconciliation
February 6, 2017

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Purpose of the Ministry

The Ministry of Aboriginal Relations and Reconciliation leads the Province of British Columbia's reconciliation efforts with First Nations and Aboriginal peoples¹. Partnerships, enhanced relationships and engagement create opportunities to collaborate on building a strong economy and a secure tomorrow so that all British Columbians, including First Nations and Aboriginal peoples, are able to pursue their social and economic goals. Reconciliation can take many forms, depending on the priorities of each community, so the Ministry uses different means to pursue reconciliation by negotiating and implementing agreements and other initiatives with First Nations and Aboriginal peoples. Treaties, agreements, partnerships and other reconciliation initiatives are important tools for government and First Nations to establish negotiated relationships that contribute to prosperous and resilient communities, where social, cultural and economic imperatives are integrated. The Ministry's work includes co-ordinating reconciliation efforts across government, collaborating with stakeholders to build support for reconciliation, and understanding and fostering the opportunities and identified goals of First Nations and Aboriginal peoples.

The ministry is also responsible for the First Peoples' Cultural Council, a provincial Crown Corporation formed by the Government of British Columbia in 1990 to administer the First Peoples' Heritage, Language and Culture Program. British Columbia is the only province in Canada that has established a Crown Corporation that leads First Nations' heritage, language, culture and arts initiatives. For information about FPCC, visit their website at www.fpcc.ca.

¹ Canada's Aboriginal population is distinct and diverse. The Constitution Act recognizes the Aboriginal peoples of Canada as the Indian, Inuit and Métis peoples of Canada. "First Nation" is the generally preferred term for Indian peoples of Canada. The term, Aboriginal as used throughout this document, includes all people of Aboriginal ancestry, including First Nations, Métis and Inuit. The term "communities" means the diversity of Aboriginal communities as defined by Aboriginal people and includes descriptions such as urban, rural, metropolitan, land-based and reserve. The Ministry of Aboriginal Relations and Reconciliation works with all Aboriginal peoples wherever they may live in British Columbia.

Strategic Direction and Context

Strategic Direction

The *BC Jobs Plan* continues to transform British Columbia's evolving economy through mining, natural gas, pipeline, transportation infrastructure, clean energy and other major development opportunities. To enable these opportunities, manage the land base, and recognize Aboriginal rights, the B.C. Government works directly with First Nations and enters into agreements that support participation in financial benefits, skills training, and environmental stewardship projects resulting from economic activity. Through partnerships and positive relationships, the Province of British Columbia and First Nations are advancing innovative and effective ways to improve the quality of life for Aboriginal people in B.C. and achieve long-term reconciliation.

Recognizing the importance of working together to create a strong economy and secure tomorrow, the Minister's *Mandate Letter* outlines the crucial factors to meeting its purpose.

The Ministry will:

- Balance the ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
- Continue to work with B.C. First Nations who are in the Treaty Process and who have an opportunity to secure a treaty with British Columbia and Canada to provide all parties with economic benefit and long lasting security.
- Continue to work with the Tsilhqot'in National Government to implement the Letter of Understanding signed with the Province of British Columbia.
- Work with the B.C. Treaty Commission Principals to develop a more inclusive approach to the BC Treaty Process.
- Work with B.C. First Nations that participate in and benefit from natural gas extraction, pipelines or LNG facilities to ensure they are provided with the ability to participate in this generational opportunity.
- Continue to implement our commitment to BC First Nations to expand the number of non-treaty agreements to further economic development opportunities that benefit both British Columbia and First Nations.
- Work with BC First Nations to ensure they continue to participate in and benefit from the Clean Energy Standing Offer by BC Hydro through the First Nations Clean Energy Business Fund.
- Work with BC Hydro to ensure First Nations have the ability to participate in economic development opportunities arising from the construction of Site C dam.
- Work with the Minister of Jobs, Tourism and Skills Training to increase the number of First Nations participating in apprenticeship and skills-training programs to ensure economic prosperity includes First Nations members.
- Work with the Ministry of Energy and Mines on the Mining Dialogue with First Nations that was committed following the Mount Polley Mine tailings pond collapse.
- As Minister, work with your colleagues to host the annual meeting between First Nations leaders and the Provincial Government.

- Work with the Ministries of Justice, Health and Children and Family Development to continue to implement Violence Free BC.

In alignment with the Taxpayer Accountability Principles, the Ministry is focused on fulfilling its mandate while upholding a culture of cost-consciousness and transparency. The Ministry supports First Nations and Aboriginal peoples becoming full partners in the economic, political and social future of this province.

The Ministry is also committed to work with partner ministries on engagement and processes that address social determinants of health in Aboriginal communities. The Ministry will support this work through:

- Provincial and ongoing community-based dialogue on the root causes and prevention of violence against Indigenous women and girls;
- Considering social determinants of health in the development and implementation of government-to-government agreements; and
- Supporting First Nation communities to revitalize their traditional languages and culture in collaboration with the First Peoples' Cultural Council.

As the province has the fourth largest Métis population in Canada, the Ministry will support and advance collaboration with the Métis community through the leadership of the Parliamentary Secretary for Métis Relations.

Every order of government shares the responsibility to pursue reconciliation. Continuing productive relationships with the federal government, local governments, stakeholders and other partners are necessary to realize the promise and opportunities of reconciliation, address long-standing and complex issues, and promote British Columbia's interests nationally.

Goals, Objectives, Strategies and Performance Measures

The B.C. Government's economic reconciliation goals incorporate a broad range of actions. The Ministry's role emphasizes co-ordination of government's reconciliation priorities and collaboration with partner agencies, governments and organizations. Closing social and economic gaps between Aboriginal people and other British Columbians requires the full engagement of First Nations in economic development and action to support prosperous and healthy communities where social, economic and cultural values are united. This plan reflects this important coordination and performance measures that capture the effect and outcomes of provincial investments towards reconciliation with First Nations and Aboriginal peoples.

Goal 1: Continue to create avenues for improved economic and social outcomes for Aboriginal peoples in British Columbia.

Objective 1.1: Create opportunities for improved Aboriginal participation in the economy and increased certainty for development.

Strategies

- In collaboration with natural resource sector ministries, negotiate and implement agreements with First Nations that create economic opportunities and support government to effectively undertake land management.
- Directly engage with business and industry to support First Nations' participation in resource and economic development opportunities.
- Support First Nations' access to land and resource tenures.
- Manage the First Nations Clean Energy Business Fund and lead negotiations of carbon offset-sharing arrangements with First Nations.

Performance Measure 1: Revenue Sharing Agreements

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of new completed revenue sharing agreements.	4	4	4	4

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

British Columbia continues to lead the country in resource revenue and benefits sharing with First Nations. As the mining, tourism and oil and gas sectors grow and attract investment and jobs, the Province is committed to share revenue with First Nations that are potentially impacted by resource development in their traditional territories. Revenue sharing agreements provide economic opportunity and process certainty for the Province, First Nations and industry to position projects for success. Economic and community development agreements are negotiated on projects such as major new mines, mine expansions and tourism initiatives such as resort developments. This performance measure represents the number of active negotiations and potential projects that meet eligibility. These agreements are initiated on a case-by-case basis and depend on external factors such as proponent timelines. This performance measure reflects the ministry's existing capacity to maintain the current rate of achievement based on the complex nature of negotiations and the implementation of agreements.

Performance Measure 2: Clean Energy business fund agreements

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
First Nation Clean Energy Business Fund - Number of new FNCEBF Agreements anticipated to be signed each fiscal year	25	25	25	25

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

The performance measure addresses economic and social outcomes with First Nations in BC. Clean energy business fund agreements include the following:

- Capacity development funding to support First Nations to undertake activities such as feasibility studies or to engage with proponents of clean energy projects;
- Equity funding to qualifying First Nations to help acquire ownership in clean energy projects or assist in the undertaking of their own community clean energy or energy efficiency projects;
- Revenue sharing from eligible clean energy projects based on net-new incremental revenues to government derived from water rentals, land rents and eventually wind participation rents; and
- Targeted funding to off-grid remote First Nation communities to reduce reliance on non-renewable generated power.

This performance measure reflects the ministry's existing capacity to maintain the current rate of achievement based on the complex nature of negotiations.

Performance Measure 3: Liquefied natural gas benefit agreements

Performance Measure	2016/17 Forecast ¹	2017/18 Target	2018/19 Target	2019/20 Target
Number of completed liquefied natural gas benefit agreements, which includes agreements for pipelines and facilities.	65	75	80	83

Data Source: Ministry of Aboriginal Relations and Reconciliation

¹ This is a cumulative total

Discussion

The Ministry employs a comprehensive approach to partner with First Nations that may be impacted by natural gas development, pipelines or liquefied natural gas (LNG) facilities to ensure they are provided with the ability to be a part of the opportunities associated with this sector through benefit agreements, skills development training and environmental stewardship projects.

Performance Measure 4: Forest Consultation and revenue sharing agreements

Performance Measure	2016/17 Forecast ¹	2017/18 Target	2018/19 Target	2019/20 Target
Number of completed agreements under the Forest Consultation and Revenue Sharing Agreement (FCRSA) program.	130	132	134	134

Data Source: Ministry of Aboriginal Relations and Reconciliation

¹ This is a cumulative total which includes FCRSAs that were signed in previous years and represents net number of agreements (not renewals).

Discussion

Forest consultation and revenue sharing agreements share forestry revenues with First Nations based on forest activity in their traditional territories. Forest consultation and revenue sharing agreements directly support the forest sector, jobs and economy by streamlining consultation with First Nations through negotiated consultation protocols and commitments by First Nations that improve stability on the land base.

Objective 1.2: Engage First Nations and Aboriginal peoples early to ensure they have opportunities to participate in, and be involved with initiatives that affect their communities.

Strategies

- Negotiate and implement reconciliation agreements with First Nations, which contribute to improved social and economic outcomes for Aboriginal peoples.
- Proactively and meaningfully engage stakeholders, key partners and the public to build support for reconciliation efforts.
- Continue to build effective relationships with industry and industry associations which includes providing advice, guidance and direction to industry when engaging with First Nations and Aboriginal peoples.
- Incorporate social and economic benefits into negotiations with First Nations.

Performance Measure 5: Strategic Agreements

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of new agreements that support strategic engagement with First Nations, including reconciliation agreements, and strategic engagement agreements.	7	7	7	7

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

Advancing reconciliation through government-to-government relationships may take the form of agreements that represent partnerships at the community level and focus on ensuring First Nations benefit from and participate in economic opportunities and meaningful engagement processes. While they vary in complexity, these models set up an agreed-upon process between the Province and a First Nation and how they will work together. Specific elements of each agreement are flexible, depending on the parties' objectives, local needs, and relationship history. Often, these agreements recognize that land management and resource use are of key priority for many First Nations. This performance measure reflects the ministry's existing capacity to maintain the current rate of achievement based on the complex nature of negotiations and the implementation of agreements.

Objective 1.3: Work with Aboriginal peoples to enhance and build capacity in Aboriginal communities, governments and organizations.

Strategies

- Engage provincial ministries, Aboriginal partners and the federal and local governments to increase and improve employment outcomes, education and job skills training.

- Support the goals outlined in BC's *Skills for Jobs Blueprint* target of 15,000 new Aboriginal workers by 2024 through Aboriginal-led, community-designed and community-driven skills training and employment placements that address unique and practical barriers to training.
- Promote business and entrepreneurship in Aboriginal communities.
- Engage directly with Aboriginal youth, communities and organizations to build capacity through initiatives including governance support, community engagement, short-term work exchanges, job shadowing, human resource development and building youth leadership.
- Support Métis governance and capacity development on a tripartite basis.

Performance Measure 6: Training and Employment

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of Aboriginal people trained and/or employed through skills training initiatives signed and percentage employed	1000 trained 47% employed	1000 trained 48% employed	49% employed (from previous ASTDF training)	50% employed (from previous ASTDF training)

Data Source: Ministry of Aboriginal Relations and Reconciliation.

Discussion

Launched in 2015, the Aboriginal Skills Training Development Fund (ASTDF) provides \$30 million over three years (2015/16 - 2017/18) in skills-training funding to assist Aboriginal communities in benefiting from the direct and indirect jobs created by the emerging LNG sector. Programs are designed with direction from Aboriginal communities and with collaboration from industry, as well as government and other partners. This performance measure tracks training and employment arising from this foundational funding program. In 2015/16, more than 1,200 Aboriginal people received training through programs supported by the ASTDF and 46% of the people trained found employment. Also, based on signed 2016/17 agreements, another 1,000 people are expected to be trained in 2016/2017. This trend for the number of people trained is expected to continue. Also, the number of people employed is expected to increase incrementally particularly given that comprehensive wrap-around supports are provided to participants for both training and employment components. ASTDF is scheduled to conclude after 2017/18; however, the ministry will continue to work with Aboriginal communities to track employment outcomes resulting from previous ASTDF initiatives.

Goal 2: Continue to reconcile with Aboriginal peoples in British Columbia.

Enhancing reconciliation requires advancing cultural and social outcomes in Aboriginal communities. The Ministry of Aboriginal Relations and Reconciliation provides leadership on behalf of the provincial government in establishing culturally respectful relationships that support prosperous and healthy communities. In pursuing social and cultural reconciliation, the Ministry works collaboratively with First Nations, Aboriginal organizations, the federal government, provincial agencies, industry and other partners.

Objective 2.1: Continue to pursue agreements and actions that reconcile provincial interests with the rights including title of First Nations and Aboriginal peoples.

Strategies

- Work with other provinces, territories, the federal government and national Aboriginal organizations to initiate and co-ordinate efforts to address issues of mutual interest.
- Work with partner ministries and agencies, First Nations and First Nations' leaders to understand, clarify and develop solutions to issues involving Aboriginal rights and title.
- Engage with First Nations and Aboriginal leaders and organizations to reach shared goals to improve outcomes in First Nations' communities and increase certainty on the land base.
- Link economic development to long term reconciliation through land transfers for current and future use.
- Continue to seek improvements to treaty making through tripartite processes.

Performance Measure 7: Treaties and related agreements

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of new completed treaties, incremental treaty agreements and agreements in principle.	5	5	5	5

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

Modern treaties are complex final agreements recognized by the Canadian Constitution that set out rights and obligations for all parties, including land ownership, governance, taxation, financial benefits, environmental management (including wildlife), and any consultation obligations. The Ministry negotiates treaty and treaty-related agreements, and works with the treaty principals to support and enhance the B.C. Treaty Process. There are six-stages in the process. The forecasted and targeted numbers reflect the time and level of complexity it takes to reach advanced stages in the process. This performance measure reflects the ministry's existing capacity to maintain the current

rate of achievement based on the complex nature of negotiations and the implementation of agreements.

Objective 2.2: Work across government, with Aboriginal partners and with the federal and local governments to improve socio-economic outcomes for off-reserve/urban Aboriginal people in British Columbia.

Strategies

- Support partnerships with provincial ministries, Aboriginal organizations and federal and local governments to meet the community-driven priorities of the Off-Reserve Aboriginal Action Plan (ORAAP).
- Progress partnerships and engagement strategies that enhance participation in the economy for urban Aboriginal people.
- Support British Columbia's Métis population as a unique demographic by advancing the work set out in the Métis Nation Relationship Accord II, with particular consideration to opportunities for Métis economic development.

Performance Measure 8: Collaborative Engagements (ORAAP)

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of yearly collaborative engagements that involve formal partnership/coordination with other provincial ministries, federal and/or municipal governments and/or Aboriginal partners.	10	10	10	10

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

Seventy-eight per cent of all Aboriginal people in B.C. live off-reserve. This performance measure captures the work within the context of the Off-Reserve Aboriginal Action Plan to improve outcomes for urban/off-reserve Aboriginal people, and the effect of cross-government and stakeholder collaboration. The ORAAP brings together a broad coalition coordinated through a formal partnership with the federal and municipal governments, the B.C. Association of Aboriginal Friendship Centres and the Métis Nation of B.C. ORAAP's effectiveness is measured in the ability to leverage key partnerships to establish a collaborative, co-ordinated and holistic approach to improving community-identified socio-economic priorities.

Objective 2.3: Work with Aboriginal communities to jointly identify socio-cultural-economic outcomes that can be met through partnership and collaboration.

Strategies

- Continue to support the First Peoples Cultural Council in advancing innovative approaches to the revitalization of Aboriginal languages and culture.
- With the guidance of the Minister's Advisory Council on Aboriginal Women, promote culture-based approaches to violence prevention, awareness and enhancement of victim services for Aboriginal families and communities.
- Work with Aboriginal youth organizations to advance culturally relevant social innovations in business and entrepreneurship, education and other youth-driven priorities.
- Benefit from the cultural and traditional knowledge of Elders by working to highlight the critical roles and contributions of Elders in Aboriginal communities.
- Seek out opportunities to create partnerships between First Nations, industry, education providers and government, and to support dialogues that contribute to positive community outcomes and promote reconciliation.

Resource Summary

Core Business Area	2016/17 Restated Estimates ¹	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses (\$000)				
Negotiations & Regional Operations	14,097	14,184	14,291	14,291
Strategic Partnerships & Initiatives	19,687	21,360	20,930	20,202
Executive & Support Services	5,427	5,346	5,174	4,885
Treaty & Other Agreements Funding	41,949	41,002	41,079	41,422
First Citizens Fund	1,650	1,850	1,850	1,850
First Nations Clean Energy Business Fund	2,962	7,222	7,945	7,874
Total	85,772	90,964	91,269	90,524
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive & Support Services	1	1	1	1
Total	1	1	1	1

¹For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

*Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates.](#)

Appendices

Appendix A: Ministry Contact Information

Physical Address (in Victoria):
2957 Jutland Road
Victoria, BC V8T 5J9

Telephone: 1-800-880-1022
E-mail: ABRInfo@gov.bc.ca
URL: www.gov.bc.ca/arr

Mailing Address:
PO Box 9100
STN PROV GOVT
Victoria, BC V8W 9B1

Appendix B: Hyperlinks to Additional Information

BC Treaty Commission
www.bctreaty.net/index.php

First Peoples' Cultural Council
www.fpcc.ca

Métis Nation Relationship Accord II
<http://www2.gov.bc.ca/gov/content/governments/aboriginal-people/new-relationship/m-tis-nation-relationship-accord>

The New Relationship
http://www2.gov.bc.ca/gov/DownloadAsset?assetId=BB4532813FA04F17AE624D290DF792AE&fileName=new_relationship_accord.pdf

New Relationship Trust
www.newrelationshiptrust.ca/

A list of statutes that fall under the responsibility of the Ministry can be found at:
<http://www.bclaws.ca/civix/document/id/amr/amr/1712999503>

Ministry of
Aboriginal Relations
and Reconciliation

2015/16
Annual Service Plan Report



For more information on the Ministry of Aboriginal Relations and Reconciliation contact:

PO BOX 9100 STN PROV GOVT VICTORIA BC V8W 9B1

Toll-free information line: 1 800 880-1022

Email: ABRInfo@gov.bc.ca

or visit our website at

www.gov.bc.ca/arr

Minister's Message and Accountability Statement



I am honoured to present the Ministry of Aboriginal Relations and Reconciliation 2015/16 Annual Service Plan Report, outlining achievements during the fiscal year ending March 31, 2016.

This report outlines the ministry's work to build a stronger relationship with First Nations and Aboriginal communities, and help close the socio-economic gaps that separate Aboriginal people from other British Columbians.

The ministry is making progress on improving the quality of life for Aboriginal people in B.C., and advancing long-term reconciliation through building respectful government-to-government relationships. In September 2015, government hosted more than 400 delegates at the second annual BC Cabinet - First Nations Leaders' Gathering to build stronger partnerships with First Nations.

Supporting greater economic prosperity through partnerships with First Nations is a major part of reconciliation, and the Province signed approximately 70 economic and reconciliation agreements with First Nations in 2015/16. In 2015/16, the governments of British Columbia and Canada signed respective Agreements-in-Principle with the Te'mexw Member First Nations, Wuikinuxv Nation, Kitselas First Nation and Kitsumkalum First Nation, marking the beginning of Final Agreement negotiations and achieving major reconciliation milestones with each of the First Nations.

In February 2016, the Province and the Tsilhqot'in Nation signed the Nenqay Deni Accord ("The People's Accord"), a five-year framework agreement that establishes a shared vision and structures to negotiate lasting reconciliation. It defines the next phase of negotiations towards economic and social improvements and land use certainty.

Natural gas pipeline benefits agreements with First Nations are part of the B.C. government's comprehensive plan to partner with First Nations on liquefied natural gas opportunities. In 2015/16, the Province achieved numerous benefits agreements with First Nations and launched a \$30 million fund to support Aboriginal skills training and employment initiatives. In the first year of the fund, the ministry invested in 23 Aboriginal skills training projects supporting more than 45 First Nation communities and an urban, off-reserve project.

Ensuring community safety is an important part of reconciliation. At the end of January 2016, the Province worked with Aboriginal leaders and agencies to host a three-day gathering for families of missing and murdered Aboriginal women and girls. The gathering provided a forum for over 350 family members to share their experiences and support one another in their journey to healing. Feedback from family members has informed provincial and federal discussions.

The Ministry of Aboriginal Relations and Reconciliation 2015/16 Annual Service Plan Report compares the Ministry's actual results to the expected results identified in the 2015/16 - 2017/18 Service Plan. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read "John Rustad". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Honourable John Rustad
Minister of Aboriginal Relations and Reconciliation

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Purpose of the Ministry

The Ministry of Aboriginal Relations and Reconciliation leads the Province of British Columbia's reconciliation efforts with First Nations and Aboriginal peoples¹. A key component of reconciliation involves building and maintaining relationships and partnerships, which create opportunities to collaborate on strengthening the economy and the future so that all British Columbians, including First Nations and Aboriginal peoples, are able to pursue their goals. The Ministry continues the work of reconciliation through a variety of mechanisms. A primary course to achieving reconciliation is to establish and implement agreements with First Nations. Treaties, agreements, partnerships and other reconciliation initiatives are important tools for First Nations to develop sustainable, healthy, and resilient communities. The Ministry's work includes understanding and championing the opportunities and identified needs of First Nations and Aboriginal peoples. By working across government, partners and industry, the Ministry continues its commitment to find solutions that support the social, cultural and economic priorities of individual First Nations and Aboriginal peoples.

The ministry is also responsible for the First Peoples' Cultural Council, a provincial Crown Corporation formed by the Government of British Columbia in 1990 to administer the First Peoples' Heritage, Language and Culture Program. British Columbia is the only province in Canada that has established a Crown corporation to lead First Nations heritage, language, culture and arts initiatives. For more information about FPCC, visit their website at: www.fpcc.ca.

Strategic Direction and Context

Strategic Direction

The BC Jobs Plan is transforming British Columbia's economy through mining, natural gas, pipeline, transportation infrastructure, clean energy and other major development opportunities. The Government of British Columbia works directly with First Nations to enable their participation in financial benefits, skills training, and environmental stewardship projects which result from these economic opportunities. Working with First Nations to build British Columbia's economy is a key part of government's approach to reconciliation and closing socio-economic gaps between Aboriginal and non-Aboriginal British Columbians.

In order to support the Taxpayer Accountability Principles, the Ministry met its mandate by controlling spending to ensure an overall balanced budget for the Province. The Ministry is focused on fulfilling its mandate while continuing to uphold the Ministry's culture and responsibilities of cost-consciousness and transparency. The Ministry supports First Nations and Aboriginal peoples becoming full partners in the economic, political and social future of this province.

¹ Canada's Aboriginal population is distinct and diverse. The Constitution Act recognizes the Aboriginal peoples of Canada as the Indian, Inuit and Métis peoples of Canada. "First Nation" is the generally preferred term for Indian peoples of Canada. The term Aboriginal as used throughout this document includes all people of Aboriginal ancestry, including First Nations, Métis and Inuit. The term communities means the diversity of Aboriginal communities as defined by Aboriginal people and includes descriptions such as urban, rural, metropolitan, land-based and reserve. The Ministry of Aboriginal Relations and Reconciliation works with all Aboriginal peoples wherever they may live in British Columbia.

Strategic Context

The Supreme Court of Canada granted Aboriginal title to the Tsilhqot'in Nation on June 26, 2014. Aboriginal title includes the right to exclusive use and occupation of the land, the right to the economic benefits of the land, and the ability to determine how the land is used. The ruling was the first in Canada declaring Aboriginal title to a large tract of land outside of an Indian reserve.

In February 2016, the Province and the Tsilhqot'in Nation signed the Nenqay Deni Accord ("The People's Accord"), a five-year framework agreement that establishes a shared vision and structures to negotiate lasting reconciliation. It defines the next phase of negotiations towards economic and social improvements and land use certainty.

The Province is committed to securing the active involvement and support of the federal government, providing further clarity about title land use for tenure holders, and continuing to develop economic sustainability and support self-governance. New initiatives that move toward longer-term reconciliation will explore economic opportunities and improve the health, education and socio-economic well-being of First Nations and all British Columbians. The Province has also committed to working with First Nations through an annual gathering and through ongoing, government-to-government engagement.

The pursuit of reconciliation is shared across every order of government and requires willing and productive relationships. A new federal government means a new federal-provincial relationship. To continue to create positive outcomes and address complex issues, the Province will work with the federal government to align our goals and work streams, promote British Columbia's interests, and encourage Canada's participation in reconciliation.

Report on Performance

In 2015/16, the ministry continued its work to build stronger relationships with First Nations and help to close the socio-economic gap that separates Aboriginal peoples from other British Columbians.

In line with the Taxpayer Accountability Principles, the Ministry focused on developing partnerships with First Nations to foster a prosperous economy, while being committed to balancing the budget. By including cost discipline as part of the Ministry's mandate letter, both First Nations and British Columbians are able to benefit.

The ministry continues its collaboration with First Nations to foster economic development. To do this, the Province has engaged in numerous negotiations in order to conclude non-treaty agreements to ensure First Nations benefit from and participate in development opportunities in their traditional territories. Specific elements of each agreement are flexible, depending on the parties' objectives, local needs, and relationship history.

While the types of agreements reached differed from the targets outlined, the ministry achieved its mandate of ten new non-treaty benefit agreements and exceeded its overall target. Concluding these negotiations demonstrates the ministry's commitment to reaching agreements with First Nations that are relevant to each community's unique needs.

In addition to the continued support for non-treaty agreements, the Province remains committed to work with First Nations on the treaty negotiations process.

The ministry's efforts related to the negotiation and implementation of agreements directly supports development in the resource sector and provides opportunities for First Nation communities to share in the benefits of development.

Goals, Objectives, Strategies and Performance Results

Goal 1: Create immediate opportunities for improved Aboriginal participation in the economy and increased certainty for development

The Ministry collaborates with First Nations to facilitate economic development, create jobs and secure opportunities and benefits related to liquefied natural gas remains consistent with the goals and objectives included in the 2015/17 – 2017/18 Service Plan.

Objective 1.1: Improve economic and social outcomes for Aboriginal peoples

Strategies

- In collaboration with natural resource sector ministries, negotiate and sign agreements with First Nations that create economic and social benefits, including resource revenue agreements with First Nations impacted by industries such as mining.
- Partner with First Nations, Aboriginal communities and organizations to support community-based skills, training and employment initiatives.
- Manage the First Nations Clean Energy Business Fund and lead negotiation of carbon offset-sharing arrangements with First Nations.

Performance Measure 1: Revenue sharing agreements

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of completed revenue sharing agreements with First Nations.	6	3	4	5	4	4

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

The mining, tourism and oil and gas sectors create a wide range of jobs that support families, accelerate economic growth and attract investment across the province. British Columbia is a leader in Canada in resource revenue and benefits sharing with First Nations. The Province is committed to sharing revenue with First Nations that are potentially impacted by resource development in their

traditional territories. Revenue sharing agreements enable greater process certainty for the Province, First Nations and industry, shifting all parties into a partnership around development and solidifying support for project success. Economic and community development agreements, which are initiated on a case-by-case basis, are negotiated on projects such as major new mines, mine expansions and tourism initiatives like resort developments. For the 2015/16 year the following agreements were completed: Red Chris Mine Revenue Sharing Agreement with Tahltan Nation; Sauteau First Nations Economic and Community Development Agreement; Halfway River First Nation Economic and Community Development Agreement; West Moberly First Nations Economic and Community Development Agreement, Agreement for the Highland Valley Copper Mine with the Lower Nicola Indian Band and the First Nations.

Performance Measure 2: Clean energy business fund agreements

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of completed clean energy business fund agreements.	n/a	22	35	29	35	35

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

The clean energy business fund agreements were previously included under the performance measure for the strategic agreements. As these agreements include a revenue sharing element, the performance measure better addresses economic and social outcomes. Clean energy business fund agreements:

- provide capacity development funding to support First Nations to undertake activities such as feasibility studies or to engage with proponents of clean energy projects;
- provide equity funding to qualifying First Nations to help acquire equity positions in clean energy projects or assist in the undertaking of their own community clean energy project; and
- share in the revenues from clean energy projects based on new, net, incremental revenues to government derived from water rentals, land rents and eventually wind participation rents.

For the 2015/16 fiscal year 29 agreements, 16 new revenue sharing and 13 capacity and /or equity agreements were completed. Actual revenues flowing into the fund were less than previously forecasted; thereby, reducing the funding levels for Capacity and Equity Agreements which resulted in not achieving the target measure for the Clean Energy Business Fund Agreements.

Performance Measure 3: Forest consultation and revenue sharing agreements

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of completed agreements under the Forest Consultation and Revenue sharing agreement program.	108	136	124	123	92	112

Data Source: Ministry of Aboriginal Relations and Reconciliation

*Cumulative totals include agreements that were signed in previous years.

Discussion

Forest consultation and revenue sharing agreements share forestry revenues with First Nations based on forest activity in their traditional territories. Forest consultation and revenue sharing agreements were launched in the fall of 2010 to replace forest and range opportunity agreements as these latter agreements expire.

Forest consultation and revenue sharing agreements directly support the forest sector by streamlining consultation with First Nations through negotiated consultation protocols and commitments by First Nations that improve stability on the land base. These agreements also contain linkages to agreements that further reconciliation and progress to treaty; and support jobs and the economy by providing economic benefits to First Nations.

Objective 1.2: Through early engagement, ensure First Nations and Aboriginal peoples have opportunities to participate and be involved with initiatives that affect their communities.

Strategies

- Negotiate and implement forms of reconciliation agreements with First Nations, which contribute to improved social and economic outcomes for Aboriginal peoples. Support First Nations' access to land and resource tenures.

Performance Measure 4: Strategic Agreements

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of completed agreements that support strategic engagement with First Nations, including reconciliation agreements, strategic engagement agreements, and	n/a	n/a	7	10	7	7

economic benefit agreements.						
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Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

Non-treaty agreements focus on ensuring First Nations benefit from and participate in development opportunities, identify areas of common interest and create possibilities to work with First Nations to achieve mutual goals through meaningful engagement processes. Specific elements of each agreement are flexible, depending on the parties' objectives, local needs, and relationship history. Strategic engagement agreements establish a government-to-government relationship and improve processes for decision making. Reconciliation agreements are specifically designed to increase economic and legal certainty for resource and land use, establish a process for shared decision making and create social and economic opportunities for First Nations' communities. Clean energy business fund agreements, previously included under this performance measure, are now listed separately. For 2015/16 fiscal year the follow agreements were signed:

Reconciliation and strategic engagement agreements:

- Nenqay Deni Accord, signed Feb. 11, 2016
- Carrier Sekani Tribal Council Environmental and Socio-Cultural Agreement - Nadleh Whuten First Nation, Nak'azdli Band, Saik'uz First Nation, Stellat'en First Nation, Takla Lake First Nation, Tl'azt'en Nation, Ts'il Kaz Koh First Nation – April 2, 2015
- Carrier Sekani Tribal Council Collaboration Agreement – April 2, 2015
- Saulteau New Relationship and Reconciliation Agreement – September 25, 2015
- Nanwakolas Reconciliation Protocol – Amendment*, signed May 14, 2015
- Haida Reconciliation Protocol Amendment - January 22, 2016
- Coastal FNs Reconciliation Agreement – Amendment – April 23, 2015

Economic benefit agreements:

- Saulteau First Nations Regional Coal Agreement – September 25, 2015
- West Moberly Regional Coal Agreement–November 16, 2015
- Halfway River Regional Coal Agreement – September 20, 2015

Performance Measure 5: Liquefied natural gas benefit agreements

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of completed liquefied natural gas benefit agreements, which includes agreements for pipelines and facilities.	0	51	60	64	65	70

Data Source: Ministry of Aboriginal Relations and Reconciliation

*Cumulative totals include agreements that were signed in previous years.

Discussion

Further to the strategic agreements, the Ministry uses tools such as non-treaty agreements to support First Nations that may be impacted by natural gas development, pipelines or liquefied natural gas facilities to ensure they are provided with the ability to participate in this generational opportunity. These benefit agreements create greater certainty for all parties by obtaining early support from First Nations, creating partnerships for the development, transportation and liquefaction of natural gas. The Ministry will continue to use its innovative and flexible approach, including land, revenue and benefits sharing, strategic engagement and other agreements, to ensure First Nations are engaged on liquefied natural gas activities that may impact their Aboriginal rights. In addition, to complement liquefied natural gas related agreements, the Ministry will work with First Nations to support social and economic wellness such as skills training programs and an Environmental Stewardship Initiative.

Goal 2: Continue to reconcile with Aboriginal peoples in British Columbia

Successful reconciliation results in long-term social, economic and cultural benefits for all British Columbians. Reconciliation is an ongoing process and it is rarely straightforward. It requires trust and commitment to overcome differences. There must be a willingness to learn from each other at all stages. Relationships built on mutual respect and recognition are key to making reconciliation possible.

Objective 2.1: Respectfully reconcile provincial interests with First Nations' Aboriginal and treaty rights

Strategies

- Advance agreements among First Nations, the Province and local governments.
- Continue to seek improvements to treaty making through tripartite processes, including treaty revitalization.
- Link economic development to treaty through land transfers for current and future use.
- Work with partner ministries and agencies, First Nations and First Nations' leaders to understand, clarify and develop solutions to issues involving Aboriginal rights and title.

Performance Measure 6: Treaties and related agreements

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of completed treaties, incremental treaty agreements and agreements in principle.	4	2	5	10	5	5

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

The Ministry coordinates and negotiates treaty, treaty-related, and non-treaty agreements to support successful reconciliation and to secure a better future for all British Columbians. A treaty is considered to be the most comprehensive form of reconciliation between First Nations and the Province. Treaties address the rights and responsibilities of the Province, First Nations and Canada on matters including land ownership, governance, taxation, financial benefits, and environmental management (including wildlife). An Agreement-in-Principle is negotiated during the fourth phase of the six-stage treaty negotiation process. The Agreement-in-Principle outlines the major points of agreement between the parties. Incremental treaty agreements help to build trust and momentum toward treaty. They allow First Nations to realize benefits before treaties are concluded and implemented. For example, an incremental treaty agreement may allow a First Nation to develop an economic opportunity, provide employment for members or acquire culturally significant land. The performance measure for the 2015/16 year is made up of four completed Agreements-in-Principle; five completed Incremental Treaty Agreements, one Forestry Fund Agreement, and the implementation of one Final Agreement.

In 2015/16, the governments of British Columbia and Canada signed respective Agreements-in-Principle with the Te'mexw Member First Nations, Wuikinuxv Nation, Kitselas First Nation and Kitsumkalum First Nation. The Tla'amin Final Agreement was brought into effect in April 2016.

British Columbia signed Incremental Treaty Agreements with Haisla Nation and each of the four Northern Sushwap First Nations to provide land in advance of final agreements.

Additionally, British Columbia signed the Forestry Fund Agreement with 'Namgis First Nation, which provides economic benefits from proposed treaty settlement lands, in advance of a final agreement.

Objective 2.2: Establish respectful relationships with Aboriginal peoples as a model for all British Columbians

Strategies

- Facilitate and support collaboration among Aboriginal organizations, all levels of government and the private sector on initiatives aimed at improving social and economic outcomes for Aboriginal peoples.
- Continue to build effective relationships with industry and industry associations including providing advice, guidance and direction to industry in engaging with Aboriginal peoples.
- Engage with the First Nations Leadership Council to reach shared goals regarding improving outcomes in First Nations' communities and increasing certainty on the land base.
- Work with other provinces, territories, the federal government and national Aboriginal organizations to initiate and coordinate efforts to address issues of mutual interest.
- Directly engage with business and industry on supporting First Nations' participation in liquefied natural gas development.
- Work across ministries to support Aboriginal peoples' access to programs and services

associated with liquefied natural gas related skills development and training.

Objective 5: Work with Aboriginal peoples to enhance and build capacity in Aboriginal communities, governments and organizations

Strategies

- Support Métis governance and capacity development on a tripartite basis.
- Work across government and in partnership with Aboriginal peoples to implement the Transformative Change Accord and Métis Nation Relationship Accord. Monitor and report on activities and progress on meeting these goals.
- Work with Aboriginal youth organizations to support Aboriginal youth to develop their capacity and opportunities for engaging with government on issues of importance to them.
- Provide economic opportunities through the implementation of agreements with Aboriginal peoples.

Performance Measure 7: Capacity building

Performance Measure	2013/2014 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of capacity-building engagements with communities, youth and Aboriginal organizations.	19	14	12	15	12	12

Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

This performance measure captures the work the Ministry does to engage directly with Aboriginal youth, communities and organizations to build capacity through initiatives including governance support, community engagement, short-term work exchanges, job shadowing, human resource development and building youth leadership.

Objective 6: Work across government, with Aboriginal partners and with the federal and local governments to improve socio-economic outcomes for off-reserve/urban Aboriginal people in British Columbia.

Strategies

- Continue to support innovative partnerships with provincial ministries, Aboriginal partners, and the federal and local governments to support employment, education and job skills training for British Columbia's urban/off-reserve Aboriginal population.
- Support the goals outlined in the *BC's Skills for Jobs Blueprint* such as adding 15,000 new Aboriginal workers over the next ten years and realizing the potential of Aboriginal youth and under-employed Aboriginal people to benefit from opportunities in emerging sectors like liquefied natural gas.
- Support Aboriginal youth to advance culturally relevant social innovations in business and entrepreneurship, education and other youth-driven priorities.
- Support British Columbia's Métis population as a unique demographic within the urban/off-reserve population to coordinate engagement and strategies for achieving better education and job training, healthier family life, and strengthened cultural linkages.

Performance Measure 7: Collaborative engagements

Performance Measure	2014/2015 Target	2014/15 Actual	2015/16 Target	2015/16 Actual	2016/17 Target	2017/18 Target
Number of collaborative engagements, agreements or initiatives	10	10	10	10	10	10

that involve formal partnership/coordination with other provincial ministries, federal and/or municipal governments and/or Aboriginal partners.						
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Data Source: Ministry of Aboriginal Relations and Reconciliation

Discussion

This performance measure captures the work within the context of the Off-Reserve Aboriginal Action Plan (ORAAP) and measures the impact of cross government and stakeholder collaboration. The ORAAP brings together a broad coalition coordinated through a formal partnership with the federal and municipal government, the BC Association of Aboriginal Friendship Centres and the Métis Nation of BC. The community driven priorities of ORAAP, align with and advance the goals of the *BC's Skills for Jobs Blueprint* and support the off-reserve population through collaborative strategies to bring together the assets of the partners to realize better social and economic outcomes. ORAAP's effectiveness is measured in the ability to leverage key partnerships to establish a collaborative, coordinated and holistic approach to improving community-identified socio-economic priorities.

Financial Report

Financial Report Summary Table

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Negotiations and Regional Operations	14,086	12,042	26,128	19,877	(6,251)
Partnerships and Community Renewal	4,321	250	4,571	4,350	(221)
Strategic Partnerships and Initiatives	15,834	3,686	19,520	21,465	1,945
Executive and Support Services ³	4,392	0	4,392	8,919	4,527
Treaty and Other Agreements Funding.....	43,091	59,989	103,080	103,080	0
First Citizens' Fund Special Account.....	2,630	0	2,630	2,630	0
First Nations Clean Energy Business Fund Special Account.....	2,529	0	2,529	2,499	(30)
Sub-Total	86,883	75,967	162,850	162,820	(30)
Adjustment of Prior Year Accrual ²	0	0	0	(1,168)	(1,168)
Total	86,883	75,967	162,850	161,652	(1,198)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services.....	1	0	1	0	(1)
Negotiations and Regional Operations.....	0	1,800	1,800	1,800	0
Total	1	1,800	1,801	1,800	(1)

¹ "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

² The Adjustment of Prior Year Accrual of \$1.07 million is a reversal of accruals in the previous year.

³ The primary reason for costs exceeding core business budget is due to central recognition of actual legal expenses in Executive and Support Services.

⁴ "Variance" represents "Actual" minus "Total Estimated". If the Actual is greater than the Total Estimated, the Variance will be displayed as a positive number.

Multilateral Engagement Process to Improve and Expedite Treaty Negotiations in British Columbia

Proposals for the Principals' Consideration

Endorsed by the Principals on May 24, 2016



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Executive Summary

The history and process of modern-day treaty making in British Columbia is unique. In 1990, the British Columbia Claims Task Force was created to recommend how Canada, British Columbia and First Nations in British Columbia could negotiate treaties and what topics should be addressed. The Task Force completed its report in 1991, and Canada, British Columbia and the First Nations Summit accepted all of its 19 recommendations. These included the creation of the made-in-British Columbia treaty negotiations process to resolve the outstanding land question, and the establishment of the British Columbia Treaty Commission. Treaty negotiations under this process have proven to be complex, lengthy and costly for all parties. The challenges faced in these negotiations have been articulated in several previous reviews and reports.

On May 29, 2015, the Principals to the made-in-British Columbia treaty negotiations process (Minister of Indigenous and Northern Affairs, Canada; Minister of Aboriginal Relations and Reconciliation, British Columbia; and the First Nations Summit Task Group) agreed to establish a multilateral engagement process to improve and expedite treaty negotiations in British Columbia. This engagement process took place from June 2015 to March 2016. Representatives from Canada, British Columbia, and the First Nations Summit participated in the engagement process, along with representatives from the British Columbia Treaty Commission, who participated in an advisory capacity.

The commitment of the Principals to the multilateral engagement process is an acknowledgement that the status quo is not acceptable. The current reality of treaty negotiations in British Columbia necessitates changes in order to advance reconciliation. Under the terms of reference for the engagement process, officials were mandated to focus on: process efficiencies; negotiation support funding; shared territory and overlap issues; certainty; and the role of the British Columbia Treaty Commission. This report contains jointly developed proposals for consideration by the Principals, as well as action items to be undertaken by Senior Officials. These proposals and action items are intended to improve and expedite treaty negotiations in British Columbia by:

1. committing, at the Principals' level, to the treaty negotiations process and to expediting negotiations;
2. employing greater flexibility to reach treaties faster and more efficiently, and to reach agreements in advance of, or outside, a modern comprehensive treaty through the use of:
 - (a) a stepping stone approach to treaty making;
 - (b) constitutionally protected core treaties supported by side agreements;
 - (c) sectoral treaties and agreements and incremental treaty agreements to address the exercise and recognition of rights in defined subject areas;
 - (d) scoping discussions and proposals to determine earlier on whether parties share enough common ground to move forward; and
 - (e) condensed Agreements-in-Principle which contain the key elements of an agreement, with less focus on process-related chapters;

3. enhancing tools that could address shared territory and overlap issues by:
 - (a) exploring options for a dedicated, cost-shared source of funds to support the resolution of shared territory or overlap issues;
 - (b) creating a best practices guide and a public database of shared territory and overlap agreements;
 - (c) assessing efforts of First Nations to address shared territory and overlap issues, as well as Canada and British Columbia's support of First Nations' efforts; and
 - (d) exploring new approaches to provide incentives to non-negotiating First Nations to reach agreements with their neighbours;
4. opening the door for, and signaling a willingness to consider, reforms to negotiation mandates and/or broader, national policy reforms on substantive matters;
5. addressing issues related to negotiation support funding by:
 - (a) exploring alternative funding models to support First Nations' participation in negotiations; and
 - (b) modifying the funding process to, among other objectives, provide greater transparency and accountability;
6. establishing a forum to explore an alternative rights recognition approach to certainty; and
7. clarifying the roles and responsibilities of the British Columbia Treaty Commission.

The proposals and action items set out in this report are not meant to be mutually exclusive, and many of them will work most effectively in combination. It should be noted that there are a number of issues causing delays in and challenges to treaty negotiations that are not within the mandate of the multilateral engagement process, including issues with respect to the parties' internal mandates and mandating processes. Such substantive issues may be addressed through future exploratory initiatives.

To demonstrate commitment to improving the treaty negotiations process, this report proposes that the Principals issue a public statement confirming their support for treaty negotiations in British Columbia. It also proposes that the Principals release public materials on the outcomes of their discussions following their review of this report. The conclusion of work under the multilateral engagement process and submission of this report does not signal an end to dialogue on these important issues, rather, it serves as an opportunity to build a strong and collaborative relationship as we move forward toward reconciliation.

Introduction

On May 29, 2015 the Principals to the British Columbia treaty negotiations process (Minister of Indigenous and Northern Affairs, Canada; Minister of Aboriginal Relations and Reconciliation, British Columbia; and the First Nations Summit Task Group) agreed to establish a multilateral engagement process and directed a Senior Officials Group to oversee a Technical Working Group to develop options to improve and expedite treaty negotiations in British Columbia. The purpose of this final report is to put forward proposals and fulfill the Terms of Reference agreed to by the Principals.

Since the establishment of the British Columbia treaty negotiations process in 1992, the negotiation of modern day treaties has proved to be a complex and lengthy process for all parties. The investment has been significant. These challenges are well-known and have been articulated in several previous reports and reviews. The most recent reports include: the Eyford Report, 2015; the Lornie Report, 2011; and various annual reports of the British Columbia Treaty Commission. The Principals have also produced discussion papers on how to address specific challenges in treaty negotiations in British Columbia.

As these reports have indicated, the history and process of treaty making in British Columbia is unique. With the exception of the Douglas Treaties on Vancouver Island and the extension of Treaty 8 into northeastern British Columbia, no other historic treaties were concluded in British Columbia. Furthermore, the province has a large number of diverse First Nations in comparison to other provinces, resulting in a high number of First Nations whose Aboriginal title and rights have not been reconciled through treaty negotiations and whose territories cover most of British Columbia. Today, 58 tables representing approximately half of the First Nations in the province continue to be engaged in the treaty negotiations process.

The recent commitment of the Principals to the multilateral engagement process is an acknowledgement that the status quo is not acceptable; the current reality of British Columbia treaty negotiations necessitates changes in order to advance reconciliation. Delays in treaty negotiations are common and caused by many factors. For example, negotiators have indicated that limitations and inflexibility in mandates on all sides and frequent delays in the mandating process of the parties impede completion of modern-day treaties. As well, unresolved shared territory and overlap issues are causing delays, particularly at tables closer to completion. The proposals seek to expedite and improve treaty negotiations by increasing flexibility in approaches used to reach a treaty and the range of mechanisms available to the negotiating parties, as well as focusing efforts to address some of the key impediments in negotiations.

There are issues causing delay and challenges to treaty negotiations that are not within the mandate of the Technical Working Group for the multilateral engagement process, including issues with respect to the parties' internal mandates and mandating processes. It is hoped that through dialogue and collaboration, and with the positive momentum gained through this process, the parties can continue to address outstanding issues as we move forward.

Background to treaty making in British Columbia

In December 1990, a Task Force was created with representatives from First Nations in British Columbia, the Government of British Columbia, and the Government of Canada. The terms of reference mandated the Task Force to recommend how the three parties could begin negotiations and what topics should be addressed in negotiations.

The British Columbia Claims Task Force released its report in 1991 (the “Task Force Report”). Canada, British Columbia and the First Nations Summit all accepted its 19 recommendations, including the creation of the current six-stage treaty negotiations process to resolve the outstanding land question and un-extinguished Aboriginal rights in British Columbia, and the establishment of the British Columbia Treaty Commission to oversee the process.

British Columbia Treaty Commissioners were first appointed in April 1993, and the British Columbia Treaty Commission formally began accepting “Statements of Intent to negotiate treaties” from First Nations in December 1993. A foundational principle of the British Columbia treaty negotiations process is that neither Canada nor British Columbia is to play a gatekeeper role by assessing the strength of a First Nation’s rights and title in advance of engaging in treaty negotiations. Rather, negotiations are open to all First Nations. The British Columbia Treaty Commission accepts First Nations¹ into the negotiations process and determines when all of the parties are ready to commence negotiations.

At the time treaty negotiations began, it was anticipated that treaty making would be completed by 2000. After more than 20 years of negotiations, it is clear that those expectations have not been met. Treaty negotiations have proven to be complex and challenging undertakings. Still, important lessons have been learned.

There have also been numerous changes since the Task Force Report was released and the treaty negotiations process in British Columbia was initiated. Evolution in the legal environment both domestically and internationally, evidenced by important legal decisions such as *Tsilhqot’in*, *Haida* and *Taku*, and development and adoption of instruments such as the United Nations Declaration on the Rights of Indigenous Peoples, contribute to a growing recognition of Aboriginal rights and title and the need for new approaches to address outstanding rights.

Despite the changes impacting the negotiating environment, the fundamental principles in the Task Force Report continue to be relevant, including the critical importance of establishing a new relationship among the negotiating parties. The treaty negotiations process in British Columbia has the potential to be at the forefront of resetting the relationship between Canada, British Columbia and First Nations and advancing a nation-to-nation approach. Given the shifting legal and political environment, resolving

¹ It should be noted that the British Columbia Treaty Commission may only refuse to accept a Statement of Intent from a body if that body does not meet the definition of “First Nation.”

the outstanding land question in British Columbia is more important than ever, and advancing reconciliation is a commitment expressed by all parties.

Multilateral Engagement – Context and Process

On May 29, 2015, the Principals of the British Columbia treaty negotiations process agreed to establish a multilateral engagement process with the goal of improving and expediting treaty negotiations in British Columbia (see Annex A for Terms of Reference).

This engagement process took place from June 2015 to March 2016. Two committees were established to undertake the work: a Senior Officials Group to monitor progress and provide direction and a Technical Working Group to develop proposals based on guidance from the Senior Officials Group. Representatives from Canada, British Columbia, and the First Nations Summit participated on both committees. The British Columbia Treaty Commission participated in committee meetings in an advisory capacity.

Under the Terms of Reference, the Technical Working Group was mandated to focus on the following subject areas:

- Process Efficiencies;
- Negotiation Support Funding;
- Shared territory and overlap issues;
- Certainty; and
- Role of the British Columbia Treaty Commission.

Proposed Approach

Proposals for improvements to the above listed areas were developed by the Technical Working Group through a collaborative approach. Initial proposals and action items fell along a spectrum from more modest changes to broader, more complex policy changes. The Senior Officials Group focused the proposals and action items and provided feedback on them. This report contains proposals and action items jointly developed by the parties in accordance with the Terms of Reference.

These proposals and action items are intended to improve and expedite treaty negotiations in British Columbia by:

1. committing, at the Principals' level, to the treaty negotiations process and to expediting negotiations;
2. employing greater flexibility to reach treaties faster and more efficiently, and to reach agreements in advance of, or outside, a modern comprehensive treaty;
3. enhancing tools that could address shared territory and overlap issues;
4. opening the door for, and signaling a willingness to consider, reforms to negotiation mandates and/or broader, national policy reforms on substantive matters;

5. addressing issues related to negotiation support funding;
6. establishing a forum to explore an alternative rights recognition approach to certainty; and
7. clarifying the roles and responsibilities of the British Columbia Treaty Commission.

Many of these proposals and action items will work most effectively if they are combined.

Process Efficiencies

Treaty negotiations have taken far longer than originally anticipated, resulting in lost opportunities for First Nations, Canada and British Columbia. All parties have an interest in improving the effectiveness of negotiations as well as expediting the pace of negotiations in British Columbia. This includes increasing flexibility within the existing negotiations process by employing a broader range of tools to address diverse interests.

Improving flexibility is intended to address some of the interests the parties have identified as important in advancing and expanding opportunities for reconciliation – for example, recognition of existing section 35 rights, incremental opportunities that enable agreements to evolve more easily, and a focus on the post-treaty relationship.

Proposals and action items to improve the efficiency and effectiveness of negotiations include new tools to streamline the negotiation of agreements, as well as more flexible tools and approaches that support reaching a wider range of negotiated agreements in advance of concluding a comprehensive treaty.

Scoping Proposal

To improve the efficiency of negotiating substantive issues, it would be helpful for the parties to gain a better understanding as soon as possible of whether there is sufficient common ground on the main components of an agreement before carrying on with further costly negotiations. The parties should be up-front earlier in the negotiations process with respect to their interests, capacities and negotiating mandates or bottom lines. This would be the intent of a “scoping discussion”. If the parties agree it would be helpful, this could be followed by Canada and British Columbia presenting a “scoping proposal” to First Nations that could provide for an exchange of information regarding key mandate areas, such as land and cash, and possibly fish and fiscal (see Annex B - Scoping Proposal – for a more detailed description).

Condensed Agreements-In-Principle

In seeking to address the lengthy process to negotiate an Agreement-in-Principle, the parties could consider negotiating a “condensed” Agreement-in-Principle that would contain the core elements of an agreement and give minimal attention to process chapters, unless one or more of these chapters is particularly important to one of the

parties (see Annex C - Condensed Agreement-in-Principle – for a more detailed description).

The core elements could include:

- Capital transfer amount;
- Quantum and general location of land to be owned and governed by the First Nation;
- Recognition of right to self-government and general listing of areas of Aboriginal jurisdiction;
- Framework for the relationship of laws;
- Fiscal arrangements to support implementation and self-government;
- Description of territory and nature of the First Nation's rights on lands that are not treaty settlement lands;
- Role in decision-making in respect of, and benefits derived from, lands that are not treaty settlement lands;
- Fisheries arrangements – access to resources and role in decision making;
- Techniques for reconciling pre-existing Aboriginal or Douglas Treaty rights with the rights set out in the treaty; and
- Process for addressing shared territory and overlap issues between Agreement-in-Principle and Final Agreement.

Process chapter language

Treaty negotiating tables spend a great deal of time, effort, and resources negotiating relatively standard process chapters. The availability of previously used process chapter language could potentially increase the availability of time and resources for all the parties to have a more focused discussion on matters identified by a table as substantive and unique to their circumstances.

Multi-year strategy for Stage 5

Consideration could be given to agreeing to set a time frame for Final Agreement negotiations (Stage 5) based on an agreed-upon, tripartite, multi-year strategy. Multi-year strategies could also be endorsed through a political commitment by the parties to the negotiation time frame following the signing of an Agreement-in-Principle.

Options for Reaching and Building a Treaty

The benefits accrued from reaching a comprehensive treaty are still a long way off for many First Nations who have indicated that it is challenging to maintain community support when they are not able to demonstrate incremental progress. Some First Nations have suggested that it may not be practical to take over all the responsibilities in a comprehensive treaty at once. Implementing parts of the agreement on an incremental basis could help to build the community's capacity to manage additional responsibilities.

The parties could consider a stepping stone approach that enables them to reach negotiated agreements that address specific shared interests. A stepping stone approach could involve the use of various types of agreements and arrangements to reach a comprehensive treaty in an incremental manner.

A number of proposals contained in this report, which are directed at incremental approaches to reconciliation, could be implemented without losing sight of the long-term vision of reaching a comprehensive treaty through the British Columbia treaty negotiations process. For example, a stepping stone approach could involve the use of incremental treaty agreements, sectoral treaties or agreements, and core treaties (see below) to reach a comprehensive treaty. However, while these types of agreements could be used as building blocks (i.e., stepping stones) for building an eventual comprehensive treaty, they do not necessarily need to be used as part of a stepping stone approach. For example, sectoral treaties or agreements might be negotiated on a stand-alone basis under an alternative path to reconciliation, rather than as part of a stepping stone approach.

Incremental treaty agreements

Provincial incremental treaty agreements allow First Nations and British Columbia to enjoy shared benefits in advance of reaching a treaty. They are an important indicator of the sincerity and commitment of the parties to the negotiation of treaties. They are intended to build trust among the parties, create incentives to reach further milestones, promote economic development opportunities for First Nations, encourage partnerships with industry and local government, provide direct benefits for First Nation communities, and provide increased certainty over land and resources.

Similarly, in 2014, the federal government announced measures that allow for the negotiation of incremental treaty agreements on a bilateral or tripartite basis in areas of federal interest. Federal incremental treaty agreements can address First Nation interests while negotiations are ongoing, promote cooperative relations during treaty negotiations before a comprehensive treaty is reached, remove barriers to progress in negotiations, provide for the implementation of certain negotiated elements of a treaty in advance of a comprehensive treaty, and help prepare First Nations to implement treaties. These agreements can be considered at any stage of the broader treaty negotiations.

Sectoral agreements and treaties

Sectoral agreements and treaties could address sub-sets of pre-existing rights by providing for their recognition and exercise in agreements addressing a smaller sub-set of rights or in defined subject areas. Sectoral agreements could be tripartite or bilateral and could be entered into with individual First Nations or groups of First Nations. Where the parties are seeking a greater degree of permanence and/or certainty over the exercise of rights, a sectoral agreement could be constitutionally protected as a treaty

under section 35 of the *Constitution Act, 1982*. In some cases, an incremental treaty agreement could also be a sectoral agreement or treaty.

The concept of sectoral treaties is also being explored at the Nova Scotia Mik'maq tripartite negotiation table. To date, there has not been a constitutionally protected sectoral treaty negotiated in British Columbia (see Annex D – Sectoral Agreements and/or Treaties – for a more detailed description).

Core treaties

Another potential route to reaching treaties could be the negotiation of constitutionally-protected core treaties that are supported by non-constitutionally protected side agreements. The core treaty could include:

- Recognition of existing section 35 rights;
- Specific parameters for exercise of rights for some areas;
- Broad parameters in other areas that would be supplemented by agreements that could be periodically renegotiated to adapt to changing circumstances or interests;
- Land ownership and management;
- Core governance (e.g., financial management, membership, and elections);
- Rights to resources and role in decision making regarding fish, and on lands that are not treaty settlement lands;
- The resolution of disputes;
- Evolution of the treaty; and
- Other matters that the parties see as important to include in the core treaty.

Side agreements could address matters such as the details regarding the exercise of the recognized rights and implementation of jurisdiction in respect of matters that may or may not be directly addressed in the core treaty. The core treaty could also include principles to guide the renegotiation of these side agreements or their future incorporation into the core treaty. Core treaties and their side agreements could address an interest of the parties to establish predictable processes that can adapt to future changing circumstances or interests of the parties (see Annex E - Core Treaty – for a more detailed description).

The concept of a “core” treaty with time-limited, renewable, or evergreen side agreements is novel and has not been adopted in any modern comprehensive treaties in Canada. This concept would therefore require further consideration and development at individual treaty negotiating tables to determine the viability of this approach for negotiations in British Columbia. The concept of a core treaty is being explored elsewhere in Canada at the Nova Scotia Mik'maq tripartite negotiation table.

Action Items for Senior Officials:

1. Senior Officials will request that the British Columbia Treaty Commission develop and maintain a database of completed Final Agreement chapters and make them publicly available on their website with support from Canada, British Columbia, and the First Nations Summit.
2. Senior Officials will continue to support the initial development and exploration of process efficiency measures. In exploring process efficiencies, a number of funding related issues will need to be addressed, including:
 - (a) funding to support negotiations and implementation of agreements other than comprehensive treaties; and
 - (b) existing loans, and eligibility for extensions of loan due dates where the negotiating parties adopt an alternative approach to comprehensive treaty negotiations.

Proposals for the Principals' consideration:

3. **The Principals will instruct the British Columbia Treaty Commission to request, at Agreement-in-Principle signing, a Stage 5, multi-year, tripartite strategy to conclude a Final Agreement within a specified time frame, endorsed by the leadership of the First Nation and federal and provincial ministers.**
4. **Canada and British Columbia will make best efforts to discuss or table, wherever possible, a “scoping” proposal, early in Stage 4, on the key components of an Agreement-in-Principle. This proposal would include land and cash, and may include other components, e.g., fish and fiscal.**
5. **The Principals will endorse further development and exploration, to be undertaken jointly with interested negotiating tables, of the concept of a condensed Agreement-in-Principle.**
6. **The Principals will endorse further development and exploration, to be undertaken jointly with interested negotiating tables, of a stepping stone approach, incremental treaty agreements, sectoral agreements and treaties, and core treaties.**

Negotiation Support Funding

The administration and allocation of negotiation support funding by the British Columbia Treaty Commission to First Nations to support their participation in the treaty negotiation process is one of the key elements of the made-in-British Columbia treaty negotiations process.

First Nations' participation in negotiations is primarily funded through loans and, as noted above, treaty negotiations have taken longer than originally anticipated. One result is that First Nations have accumulated significant negotiation support funding debt. The magnitude of debt and uncertainty about the repayment of the loans are significant concerns for all parties.

Canada and British Columbia have expressed a strong interest in increasing accountability and transparency measures in respect of both the allocation and expenditure of negotiation support funding in order to meet the parties' accountability obligations related to the expenditure of public funds by the British Columbia Treaty Commission.

The parties have agreed that the starting point for a discussion around improving administration and allocation of negotiation support funding should follow jointly agreed upon principles. These principles include:

- First Nations should be an adequately resourced negotiating partner.
- Negotiation support funding should not influence a First Nation's decision to remain in – or withdraw from – treaty negotiations.
- Negotiation support funding should not include incentives for First Nations to incur unnecessary costs or to delay the conclusion of treaty negotiations.
- Negotiation support funding should provide for reasonably equitable treatment among Aboriginal groups in British Columbia and elsewhere in Canada.
- Canada and British Columbia have sufficient mechanisms in place within the negotiation support funding model(s) to ensure accountability to the public.

Proposals and action items developed to address issues with the allocation and administration of negotiation support funding should be considered in light of the principles noted above, as well as by how they improve and/or expedite treaty negotiations in British Columbia.

Action items for Senior Officials:

7. Senior Officials will work with the British Columbia Treaty Commission to link funding decisions more closely to activities in a tripartite work plan. In the absence of a tripartite work plan, the British Columbia Treaty Commission will consider other information provided by any of the negotiating parties.

8. Senior Officials will request that the British Columbia Treaty Commission provide, where appropriate, a brief explanatory note to funding agreements setting out a summary of internal First Nation activities that were taken into account in making a Negotiation Support Funding allocation decision.
9. Senior Officials will work to clarify which activities, including those undertaken during pauses or transitions in negotiations, will be considered eligible for negotiation support funding to be allocated by the British Columbia Treaty Commission.
10. Senior Officials will ensure that Canada, British Columbia and the British Columbia Treaty Commission improve information sharing on various programs and initiatives that provide funding to First Nations that may duplicate negotiation support funding (e.g., British Columbia Capacity Initiative or Treaty Related Measures) to avoid unnecessary double funding and to reduce the reliance on loan funding where possible.
11. Senior Officials will make best efforts to prepare revised master funding agreements, which incorporate the agreed approaches to tripartite work plans, explanatory notes, and extensions to the loan due dates, for the 2016-2017 fiscal year. Any other changes or new approaches that cannot be implemented by April 1, 2016, will be implemented through changes to the master funding agreements for subsequent fiscal years.

Proposals for the Principals' consideration:

12. **The Principals will instruct Canada and the British Columbia Treaty Commission, with input from British Columbia and the First Nations Summit, to develop negotiations cost guidelines to support First Nations' assessment and management of costs. Guidelines would be based on experience gathered at negotiating tables with comparable or analogous circumstances in British Columbia and across Canada, on:**
 - (a) average rates for honoraria, consultants and experts; and
 - (b) typical costs for specified activities or initiatives.
13. **The Principals will instruct officials to explore funding models to support First Nations' participation in treaty negotiations that are consistent with the jointly agreed upon principles.**

Shared Territory and Overlap Issues

Shared territory and overlap issues are challenging to mitigate and resolve, and contribute to delays in treaty negotiations. First Nations are best placed to reach agreements among themselves to address shared territory and overlap issues, with the support of Canada and British Columbia. The British Columbia Treaty Commission is actively engaged in facilitating and assisting First Nations, when requested, to resolve shared territory or overlap issues. This includes facilitation of specific disputes, encouraging First Nations to engage with each other regarding shared territory or overlap issues, assisting First Nations in establishing processes for resolution, and bringing greater awareness and information to shared territory and overlap issues.

There are a number of challenges associated with resolving shared territory and overlap issues. For example, there is no one source of funds dedicated to assisting First Nations with these disputes. Rather, funding to support First Nations' efforts is often part of a broader funding authority serving multiple purposes. In recent years, funding support from the British Columbia Treaty Commission has been small, contribution-only allocations to some First Nations when surplus funds are identified and made available. A dedicated source of funds, cost-shared by both Canada and British Columbia, could address some of these concerns. Canada and British Columbia would need to obtain internal approvals for such new funding and to determine if and how such funding may be cost-shared.

The parties negotiating a treaty should engage early in the process with neighbouring First Nations on any shared territory or overlap issues. The British Columbia Treaty Commission could assist by summarizing and assessing efforts of First Nations to address shared territory and overlap issues with their neighbours, as well as Canada and British Columbia's support of First Nations' efforts. This assessment, as well as recommendations for further action, could be included in a report. These steps could help focus efforts on resolving these issues earlier in the treaty negotiations process, and avoid protracted delays at the Final Agreement stage.

Some First Nations that are not participating in treaty negotiations have stated that they do not want these issues resolved through processes that are directly linked to the treaty negotiations process. These First Nations may view treaty negotiations as creating a "first past the post" scenario in which the First Nation that first concludes a treaty secures rights and benefits within shared or overlapping territories at the expense of other First Nations. Governments should consider measures that provide incentives for First Nations not in treaty negotiations that could encourage their participation in efforts to resolve disputes. This could include considering the negotiation of agreements that provide for recognition of the rights of First Nations not negotiating a treaty (see Annex F – Supporting the Resolution of Shared Territory and Overlap Issues – for a more detailed description).

In some cases, even where shared or overlapping territory agreements are reached among First Nations, governments and other parties are not aware of the agreement

and may act in a way that does not respect them. Awareness of and respect for these agreements could be fostered through the creation of a publicly available repository of these shared or overlapping territory agreements.

It should be noted that Canada and British Columbia have an ongoing and separate duty to fulfil their consultation obligations and, where appropriate, accommodate First Nations when treaty negotiations have the potential to adversely impact the rights of a First Nation that shares territory or has territory that overlaps with the First Nation in negotiations. These obligations are not altered by the following proposals and action items.

Action items for Senior Officials:

14. Senior Officials will explore options for a dedicated, cost-shared source of funds for supporting First Nations' efforts to resolve shared territory and overlap issues (in accordance with Recommendation 8 of the Task Force Report).
15. Senior Officials will jointly develop a best practices resource on shared territory and overlap issues, and provide this to First Nations through the British Columbia Treaty Commission

Proposals for the Principals' consideration:

16. **The Principals will instruct the British Columbia Treaty Commission to assess efforts of First Nations to address issues among themselves and Canada and British Columbia's support of First Nations' efforts. This could include the provision of a report with an assessment of efforts made and recommendations for further action to address outstanding issues.**
17. **The Principals will instruct officials to approach a First Nations representative organization in British Columbia about creating a publicly available repository of shared territory and overlap arrangements made between First Nations with shared or overlapping territories to increase awareness of and ensure respect for these agreements.**
18. **The Principals will instruct officials to explore approaches jointly with First Nations that: (a) provide for recognition and protection of the rights of First Nations that are not party to treaty negotiations (e.g., shared decision-making between Canada, British Columbia and First Nations), (b) result in multi-party shared decision-making agreements that could include First Nations in treaty negotiations, First Nations not participating in treaty negotiations, British Columbia, and/or Canada, and (c) reflect shared ownership and governance of specific parcels of land by both First Nations with and without treaties.**

Certainty

Although the topic of certainty is included as part of the Terms of Reference for the multilateral engagement process, discussion on specific certainty models has been set aside at the direction of the Senior Officials Group. Senior Officials agreed it would be more appropriate to address this issue as part of the federal government's broader engagement process on reforming the *Comprehensive Land Claims Policy*.

First Nations have expressed concern that if a new legal certainty technique is developed, they would be precluded from considering other certainty models that may be available under the British Columbia treaty negotiations process. Representatives for both Canada and British Columbia have assured the First Nation Summit that First Nations would not be precluded from discussing or negotiating different certainty models that have been endorsed by Canada and British Columbia. Additionally, a "comfort clause" for inclusion in Agreements-in-Principle has been available to First Nations that makes clear that the parties are not precluded from considering other certainty models prior to concluding a Final Agreement.

Proposals for the Principals' consideration:

- 19. The Principals agree that negotiating tables in British Columbia are able to select from any certainty technique[s] that are, or may be, approved by Canada, British Columbia and First Nations in the future.**
- 20. The Principals will instruct officials to establish a forum to explore an alternative, rights recognition approach to certainty, stemming from and contributing to the federal national policy reform process. This forum will be informed by on-going work at the British Columbia Common Table (e.g., work on orderly process, periodic review and non-assertion).**

Role of the British Columbia Treaty Commission

The British Columbia Treaty Commission was created to ensure that the treaty negotiations process is fair and impartial, that all parties have sufficient resources to negotiate and implement a treaty, and that the parties work effectively to reach agreements. The role of the British Columbia Treaty Commission was further clarified in the 1992 *British Columbia Treaty Commission Agreement* (the "British Columbia Treaty Commission Agreement"), which was based on the recommendations from the Task Force Report, and in the ratifying legislation and resolutions of the Principals.

The role of the British Columbia Treaty Commission is to facilitate negotiations, allocate negotiation support funding, and provide public education and communication. Over the past 20 years, the role has evolved to deal with new challenges the parties have faced.

Section 12 of the British Columbia Treaty Commission Agreement states that, "the Principals shall review the effectiveness of the Commission at least once every three

years following its establishment." In 2003, the Principals belatedly undertook their first joint review of the British Columbia Treaty Commission's effectiveness. A second review was conducted in 2012. The British Columbia Treaty Agreement does not elaborate on how a review must be conducted or reported.

Through discussions at the Technical Working Group and Senior Officials level, there is agreement that the British Columbia Treaty Commission continues to play an important role in advancing and achieving treaties in British Columbia. The activities taken on by the British Columbia Treaty Commission have evolved over time as treaty negotiations have also evolved. Developing a current, mutually agreed upon articulation of the British Columbia Treaty Commission's role in facilitation, public education and communication, and the allocation of negotiation support funding, could encourage more effective use of the British Columbia Treaty Commission and its expertise to advance treaty negotiations.

Action Items for Senior Officials

21. Senior Officials will develop a document, for approval by the Principals, that clarifies the roles and responsibilities of the Commission in the following areas:
 - (a) Facilitation (including ratification, and supporting First Nations in addressing shared territory and overlap issues);
 - (b) Allocation of negotiation support funding; and
 - (c) Public education and communication.

The document, once approved, would be issued by the Principals to the British Columbia Treaty Commission. The document would also be reviewed and updated on a regular basis or upon agreement of the Principals.

Proposal for the Principals' consideration:

- 22. The Principals agree that the process undertaken under the Terms of Reference for this multilateral engagement will fulfill the requirement in the British Columbia Treaty Commission Agreement for the 2016 effectiveness review.**

Reporting on Progress

In order to follow the progress of the proposals endorsed by the Principals, Senior Officials will provide a report on progress to date, a year after conclusion of the multilateral engagement process, and when requested by the Principals.

Action Item for Senior Officials

23. Senior Officials will report in 2017 on progress in advancing proposals endorsed by the Principals.

Concluding Comments

All parties acknowledge that treaty making in British Columbia is unique. British Columbia is home to a large number of diverse First Nations communities whose Aboriginal title and rights have not been reconciled through treaty negotiations and whose territories cover most of the province. As a result, there are more First Nations engaged in treaty negotiation in British Columbia than there are in the rest of Canada. There have been numerous calls to increase flexibility in both approaches to, and outcomes of, negotiations in part to address the number of First Nations at negotiating tables and the diversity among them.

In order to improve and expedite treaty negotiations in British Columbia, this report attempts to create the flexibility that is necessary to meet these objectives. Officials from Canada, British Columbia and the First Nations Summit have explored more flexible process options for reaching treaties and other types of agreements that could support dialogue with interested First Nations, and advance reconciliation. The proposals in this report also aim to encourage the resolution of shared or overlapping territory issues. Increasing flexibility in approaches to negotiations and encouraging the resolution of shared or overlapping territory issues is critical to advancing treaty negotiations.

The proposals in this report also aim to address the continued interest in exploring an alternative rights recognition approach to certainty through the establishment of a forum. The proposals in this report are intended to support efforts by all parties to promote innovation and evolution of approaches to advance reconciliation through negotiations.

The role of the British Columbia Treaty Commission has evolved since its inception and remains an integral part of treaty negotiations in British Columbia. As part of the multilateral engagement process, officials have reviewed and clarified the role and responsibilities of the British Columbia Treaty Commission. Also addressed, are issues related to negotiation support funding, including modifying the funding process to provide greater transparency and accountability in the allocation and administration of funding.

All parties remain committed to treaty negotiations and to the overarching goals of renewing and reconciling the relationship between First Nations, Canada, and British Columbia, and promoting a nation-to-nation relationship based on recognition, rights, respect, cooperation and partnership. The proposals introduced in this report are meant to continue a dialogue with First Nations to foster reconciliation processes that support sustainable First Nations governments, healthy and prosperous communities, and respectful government-to-government relationships.

Public Statement

Proposal for Principals' consideration:

- 24. To demonstrate their commitment to improving the treaty negotiations process, the Principals will issue a public statement confirming support for treaty negotiations in British Columbia, and public materials on the outcomes of discussions on this report.**

Consolidated List of Proposals and Action Items

Process Efficiencies

Action items for Senior Officials:

1. Senior Officials will request that the British Columbia Treaty Commission develop and maintain a database of Final Agreement chapters and make them publicly available on their website with support from Canada, British Columbia, and the First Nations Summit.
2. Senior Officials will continue to support the initial development and exploration of process efficiency measures. In exploring process efficiencies, a number of funding related issues will need to be addressed, including:
 - (a) funding to support negotiations and implementation of agreements other than comprehensive treaties; and
 - (b) existing loans, and eligibility for extensions of loan due dates where the negotiating parties adopt an alternative approach to comprehensive treaty negotiations.

Proposals for the Principals' consideration:

3. The Principals will instruct the British Columbia Treaty Commission to request, at Agreement-in-Principle signing, a Stage 5, multi-year, tripartite strategy to conclude a Final Agreement within a specified time frame, endorsed by the leadership of the First Nation and federal and provincial ministers.
4. Canada and British Columbia will make best efforts to discuss or table, wherever possible, a "scoping" proposal, early in Stage 4, on the key components of an Agreement-in-Principle. This proposal would include land and cash, and may include other components, e.g., fish and fiscal.
5. The Principals endorse further development and exploration, to be undertaken jointly with interested negotiating tables, of the concept of a condensed Agreement-in-Principle.
6. The Principals endorse further development and exploration, to be undertaken jointly with interested negotiating tables, of a stepping stone approach, incremental treaty agreements, sectoral agreements and treaties, and core treaties.

Negotiation Support Funding

Action items for Senior Officials:

7. Senior Officials will work with the British Columbia Treaty Commission to link funding decisions more closely to activities in a tripartite work plan. In the absence of a tripartite work plan, the British Columbia Treaty Commission will consider other information provided by any of the negotiating parties.
8. Senior Officials will request that the British Columbia Treaty Commission provide, where appropriate, a brief explanatory note to funding agreements setting out a summary of internal First Nation activities that were taken into account in making a Negotiation Support Funding allocation decision.
9. Senior Officials will work to clarify which activities, including those undertaken during pauses or transitions in negotiations, will be considered eligible for negotiation support funding to be allocated by the British Columbia Treaty Commission.
10. Senior Officials will ensure that Canada, British Columbia and the British Columbia Treaty Commission improve information sharing on various programs and initiatives that provide funding to First Nations that may duplicate negotiation support funding (e.g., British Columbia Capacity Initiative or Treaty Related Measures) to avoid unnecessary double funding and to reduce the reliance on loan funding where possible.
11. Senior Officials will make best efforts to prepare revised master funding agreements, which incorporate the agreed approaches to tripartite work plans, explanatory notes, and extensions to the loan due dates, for the 2016-2017 fiscal year. Any other changes or new approaches that cannot be implemented by April 1, 2016, will be implemented through changes to the master funding agreements for subsequent fiscal years.

Proposals for the Principals' consideration:

12. The Principals will instruct Canada and the British Columbia Treaty Commission, with input from British Columbia and the First Nations Summit, to develop negotiations cost guidelines to support First Nations' assessment and management of costs. Guidelines would be based on experience gathered at negotiating tables with comparable or analogous circumstances in British Columbia and across Canada, on:
 - (a) average rates for honoraria, consultants and experts; and
 - (b) typical costs for specified activities or initiatives.

13. The Principals will instruct officials to explore funding models to support First Nations' participation in treaty negotiations that are consistent with the jointly agreed upon principles.

Shared Territory and Overlap Issues

Action items for Senior Officials:

14. Senior Officials will explore options for a dedicated, cost-shared source of funds for supporting First Nations' efforts to resolve shared territory and overlap issues (in accordance with Recommendation 8 of the Task Force Report).
15. Senior Officials will jointly develop a best practices resource on shared territory and overlap issues, and provide this to First Nations through the British Columbia Treaty Commission.

Proposals for the Principals' consideration:

16. The Principals will instruct the British Columbia Treaty Commission to assess efforts of First Nations to address issues among themselves and Canada and British Columbia's support of First Nations' efforts. This could include the provision of a report with an assessment of efforts made and recommendations for further action to address outstanding issues.
17. The Principals will instruct officials to approach a First Nations representative organization in British Columbia about creating a publicly available repository of shared and overlap arrangements made between First Nations with shared or overlapping territories to increase awareness of and ensure respect for these agreements.
18. The Principals will instruct officials to explore approaches jointly with First Nations that:
 - (a) provide for recognition and protection of the rights of First Nations that are not party to treaty negotiations (e.g., shared decision-making between Canada, British Columbia, and First Nations),
 - (b) result in multi-party shared decision-making agreements that could include First Nations in treaty negotiations, First Nations not participating in treaty negotiations, British Columbia, and/or Canada, and
 - (c) reflect shared ownership and governance of specific parcels of land by both First Nations with and without treaties.

Certainty

Proposal for the Principals' consideration:

19. The Principals agree that negotiating tables in British Columbia are able to select from any certainty technique[s] that are, or may be, approved by Canada, British Columbia and First Nations in the future.
20. The Principals instruct officials to establish a forum to explore an alternative, rights recognition approach to certainty, stemming from and contributing to the federal national policy reform process. This forum will be informed by on-going work at the British Columbia Common Table (e.g., work on orderly process, periodic review, and non-assertion).

Role of the British Columbia Treaty Commission

Action items for Senior Officials:

21. Senior Officials will develop a document, for approval by the Principals, that clarifies the roles and responsibilities of the Commission in the following areas:
 - (a) Facilitation (including ratification, and supporting First Nations in addressing shared territory and overlap issues);
 - (b) Allocation of negotiation support funding; and
 - (c) Public education and communication.

The document, once approved, would be issued by the Principals to the British Columbia Treaty Commission. The document would also be reviewed and updated on a regular basis or upon agreement of the Principals.

Proposal for the Principals' consideration:

22. The Principals agree that the process undertaken under the Terms of Reference for this multilateral engagement will fulfill the requirement in the British Columbia Treaty Commission Agreement for the 2016 effectiveness review.

Reporting on Progress

Action item for Senior Officials:

23. Senior Officials will report in 2017 on progress in advancing proposals endorsed by the Principals.

Public Statement

Proposal for the Principals' consideration:

24. To demonstrate their commitment to improving the treaty negotiations process, the Principals will issue a public statement confirming support for treaty negotiations in British Columbia, and public materials on the outcomes of discussions on this report.

Annex A – Terms of Reference

TERMS OF REFERENCE MULTILATERAL ENGAGEMENT TO IMPROVE AND EXPEDITE BRITISH COLUMBIA TREATY NEGOTIATIONS

Objective

The objective of this engagement is to consider options to improve and expedite British Columbia treaty negotiations and interim measures, including options to address the role of the British Columbia Treaty Commission.

This engagement is not intended to hinder negotiations currently underway or to preclude the Principals from making key decisions or carrying out additional actions to strengthen and improve treaty negotiations.

Guiding Principles

The following principles will guide work carried out under this engagement:

- The status quo is not acceptable.
- Negotiations leading to treaties and other agreements are productive means for reconciling rights and developing a new constructive relationship between First Nations, Canada and British Columbia.
- The negotiation and successful conclusion of treaty agreements is a national and collective priority for all of the Principals.
- Negotiations leading to a new relationship must be fair, productive and efficient for First Nations and for the citizens of British Columbia and Canada.
- Impediments to achieving progress in negotiations and the conclusion of treaties must be identified, addressed and removed.
- The Principals are committed to bringing about positive and lasting change in the political, social and economic structures of First Nations, British Columbia and Canada through concrete actions to achieve the desired outcome.

Structure and Membership

The Minister of Aboriginal Affairs and Northern Development Canada, the Minister of Aboriginal Relations and Reconciliation and the First Nations Summit Political Executive (collectively the “Principals”) will oversee the process and provide overall strategic direction.

The Principals will establish two committees:

- a Senior Officials Group to monitor progress and provide direction to the Technical Working Group; and
- a Technical Working Group to develop options for consideration by the Senior

Officials Group.

The Technical Working Group will provide monthly progress reports to the Senior Officials Group. Any options developed by the Technical Working Group will require approval by the Senior Officials Group before being presented to the Principals for their consideration. The Principals will meet as required to consider options and provide overall strategic direction.

Representatives of Canada, British Columbia and the First Nations Summit will participate on both committees. The British Columbia Treaty Commission, as an independent body, will participate as required on both committees in an advisory capacity based on their knowledge and experience.

A **Senior Officials Group** will be established to oversee the joint review and provide direction to the Technical Working Group.

- For Canada, participation in this group will be at the Senior Assistant Deputy Minister level.
- For British Columbia, participation in this group will be at the Associate Deputy Minister and Chief Operating Officer or Assistant Deputy Minister level.
- For the First Nations Summit, participation in this group will be at the Executive Director level.

A **Technical Working Group** will be established to consider options to strengthen and improve treaty negotiations in British Columbia. This Technical Working Group will be comprised of working level officials.

- For Canada, participation in this group will be at the Director General level with Director and Senior Analyst level support.
- For British Columbia, participation in this group will be at the Executive Director level with Director and Senior Analyst support.
- For the First Nations Summit, participants in this group will be members of the First Nations Summit policy team.
- Subject matter experts may be brought in as necessary by all parties.

Mandate and Deliverables

The parties will develop proposals for improving and expediting treaty negotiations in British Columbia, in the following priority areas:

1. Process efficiencies, including mandate development, streamlining, and entry and exit criteria for claims;
2. The role and mandate of the British Columbia Treaty Commission;
3. The authorities for, and the administration and allocation of, negotiation support funding, including loans;
4. Shared territories and overlapping claims; and

5. Certainty.

In developing proposals for these priority areas, the Technical Working Group will take into account the recommendations directly related to improving and expediting the British Columbia treaty process contained in Mr. Doug Eyford's April 2, 2015 report on renewing the Comprehensive Land Claims Policy, and will consider recommendations made in the documents set out in, and any other relevant material.

Action Plan and Time Frame

The Technical Working Group will prepare an action plan, including clear milestones, by July 2, 2015 for review and approval by the Principals to guide the development of proposals for strengthening and improving British Columbia treaty negotiations. The action plan would also include proposals on what is required to support negotiating tables that wish to move towards the conclusion of treaties within an expedited timeframe.

This engagement will remain in effect until December 15, 2015, unless otherwise decided by consensus of the Principals.

Other Matters

Schedule of Meetings

1. The Technical Working Group will meet on an as-required basis in order to meet established milestones and timelines.
2. The Senior Officials Group will meet on a monthly basis. As circumstances require, members may request additional meetings.
3. The Principals will meet as required.

Record of Discussion

Concise joint records of discussion shall be maintained for the Principals' Meetings and Senior Officials Group by a secretariat comprised of three members of the Technical Working Group. No Record of Discussions will be prepared for Technical Working Group meetings.

Funding

Each of the parties is responsible for funding its participation in discussions.

Communications

1. In order to promote candid, open and respectful dialogue, meetings will be without prejudice and confidential. Only the Principals, in consultation with one another, will act as spokespeople.
2. The parties will develop mechanisms for ensuring the First Nations Summit representatives are able to communicate with their constituents, including First Nations Chief Negotiators, as needed during the engagement.
3. No social media or public communications will take place based on the meetings without joint consent.
4. A communications plan may be developed by the Principals for this engagement.

Annex B – Scoping Proposal

Currently, land and cash offers are provided by Canada and British Columbia to Stage 4 First Nations, generally after many years of negotiating.

To improve the efficiency of the negotiations process, it would be helpful to determine whether there is sufficient common ground among the parties on the main components of an agreement through a scoping discussion before carrying on with negotiations. If there is sufficient common ground and the parties agree, a scoping discussion could be followed up with a scoping proposal that could provide for the exchange of information regarding key mandate areas such as land and cash, and possibly fish and fiscal elements.

A scoping proposal is

- intended to build on information provided by a First Nation to Canada and British Columbia on its interests in land and cash, and possibly other elements e.g. fish allocation.
- not a detailed land and cash offer. In order to provide a scoping quantum proposal to a First Nation earlier in Stage 4, the land detail that would normally be included in a land and cash offer (all specific parcels, maps and exact quantums) would not be provided at the time of the proposal. This information would be provided later in a formal offer if the First Nation expresses interest in moving forward with such an offer.

Considerations

Currently, prior to making a formal land and cash offer, Canada and British Columbia need to do a significant amount of detailed land analysis work to demonstrate that the offer is within respective financial or other mandates. A scoping proposal, while not an offer, may require similar authorities in some cases. However, the intention is to explore whether these proposals can be made with streamlined approval processes.

Since the timeliness of a scoping proposal is key to making it useful, Canada and British Columbia would need to develop an agreed upon approach that meets the interests of their respective authorities, without compromising timeliness and the provision of useful information.

Note: For some negotiating tables, a formal land and cash offer may continue to be the best approach.

Annex C - Condensed Agreement-in-Principle

Introduction

Canada, British Columbia and First Nation Summit officials are exploring new approaches for improving and expediting negotiations in the British Columbia treaty process. The concept of “condensed” Agreements-in-Principle that focus on achieving agreement on the key elements of a treaty earlier in negotiations is being explored as a mechanism for streamlining negotiations and ensuring all parties’ negotiating resources are employed constructively.

Analysis

There is a high volume of treaty negotiations being undertaken concurrently in the British Columbia treaty process. Most negotiations are currently in the Agreement-in-Principle stage. For various reasons, often associated with slow mandating and approval processes to support land, cash, fish and fiscal offers, negotiators spend significant time and resources in the Agreement-in-Principle stage negotiating detailed language for each of the chapters that would be contained in a Final Agreement.

A condensed Agreement-in-Principle could reduce the time and resources necessary to determine whether the parties have sufficient agreement to proceed to Final Agreement drafting. The process of negotiating towards a condensed Agreement-in-Principle can also support a more effective use of resources by assisting the parties in determining whether other approaches to reconciliation, such as incremental or sectoral agreements or treaties, would be warranted (e.g., where the parties are unable to agree to all the key terms of a comprehensive agreement, but determine there is common ground on a sub-set of the comprehensive agreement, such as fish or self-government).

Description

A condensed Agreement-in-Principle would focus on seeking agreement on the key terms of a treaty in sufficient detail to ensure a meaningful ratification of this key step in the negotiating process and to support discussions and consultation on the resolution of issues related to shared territory and overlapping issues. These terms could include:

- Capital transfer amount;
- Quantum and general location of land to be owned and governed by the First Nation;
- Recognition of the right to self-government and general listing of areas of Aboriginal jurisdiction;
- Framework for the relationship of laws;
- Fiscal arrangements to support implementation and self-government;
- Description of the territory and the nature of the First Nation’s rights on lands that are not treaty settlement lands;

- Role in decision-making in respect of, and benefits derived from, lands that are not treaty settlement lands;
- Fisheries arrangements – e.g., access to resources and role in decision making;
- Techniques for reconciling pre-existing Aboriginal or Douglas Treaty rights with the rights set out in the treaty; and
- Process for addressing shared territory and overlap issues between Agreement-in-Principle and Final Agreement.

Annex D - Sectoral Agreements and/or Treaties

Introduction

Federal, provincial and First Nation Summit officials are exploring opportunities for supporting a broader array of approaches to reconciliation that address federal, provincial and First Nations interests in recognition, and provide clarity and predictability with respect to the exercise of Aboriginal and treaty rights. Sectoral agreements and/or treaties have been identified as a potential alternative to comprehensive treaties, or for use as part of a stepping stone approach to building comprehensive treaties.

Definition

The model for treaties negotiated to date under the British Columbia treaty process addresses the pre-existing section 35 rights of an Aboriginal group comprehensively in a single, constitutionally protected, tripartite agreement. Sectoral agreements could address sub-sets of pre-existing rights by providing for their recognition and exercise in agreements addressing a smaller sub-set of rights, or in defined subject areas. Sectoral agreements could be tripartite or bilateral and could be entered into with individual First Nations or groups of First Nations. As such, Aboriginal groups could be parties to more than one sectoral agreement.

Where the parties desire a greater degree of permanence and/or certainty over the exercise of rights, a sectoral agreement could be constitutionally protected as a treaty under Section 35 of the *Constitution Act, 1982*.

Examples of Sectoral Agreements and/or Treaties

Sectoral agreements and/or treaties could include:

- Fish agreements and/or treaties with a single First Nation setting out access to resources and a role in management.
- Fish agreements and/or treaties with multiple First Nations in a management area.
- Land ownership and management agreements and/or treaties with a single First Nation or aggregate.
- Core or comprehensive self-government agreements and/or treaties with a single First Nation or aggregate.
- Self-government sectoral agreements and/or treaties in areas such as health, education, child and family welfare, administration of justice, with multiple First Nations in a province, territory or region.

Annex E - Core Treaty

Introduction

Canada, British Columbia and First Nations have indicated an interest in exploring options for greater flexibility in the negotiating outcomes available through the British Columbia treaty process. A core treaty concept has been identified for further exploration as one means to address this interest. The core treaty concept set out in this report is also intended to address other interests the parties have identified as important in advancing and expanding opportunities for reconciliation (for example, recognition of existing section 35 rights, incremental opportunities that enable agreements to evolve more easily, and a focus on the post-treaty relationship).

Definition

The current treaty model provides for a comprehensive listing and exhaustive description of all section 35 rights and the parameters for their exercise by a First Nation after the effective date of a treaty. The core treaty would recognize existing section 35 rights, and in some areas set out only broad parameters for the exercise of those rights in the treaty – providing for the negotiation of supplementary agreements that could be renegotiated periodically to adapt to changing circumstances or interests of the parties.

What's in the Core

Determining the core components of the treaty should be responsive to the interests of the parties. Where parties desire greater certainty and less flexibility the description of the rights in the treaty will be more clearly and comprehensively articulated.

Suggested core components include:

- Recognition of Aboriginal title lands – a complete description of lands owned by the First Nation, expressed as recognized Aboriginal title lands as modified or supplemented by the description in the treaty.
- Recognition of the right to self-government including an articulation of the jurisdictions necessary for supporting governing institutions and for the use and management of lands owned by the First Nation.
 - The treaty should also include key components of the relationship of federal, provincial and First Nation laws (e.g., a concurrent law model).
 - The treaty could also include a list of additional areas of First Nation jurisdiction with limited or no details regarding implementation.
- Recognition of fishing rights – recognition of rights to fish for specific purposes with parameters for the exercise of the right, along with a commitment to negotiate a time-limited or evergreen supplementary agreement for additional operational details around issues such as:
 - Food social and ceremonial purposes;
 - Commercial purposes;
 - Subject to conservation; or

- Role in fisheries management decision making.
- Recognition of rights to resources on lands within the First Nation's territory that are not treaty settlement lands, with broad parameters for exercise, and a commitment to negotiate a non-treaty agreement with:
 - Harvesting rights;
 - Rights to resource revenues or other benefits associated with development (e.g. commitments to Impact Benefit Agreements);
 - Rights to other resources; and
 - Role in lands and resource decisions.
- Technique for reconciling pre-existing Aboriginal or Douglas Treaty rights with the rights set out in the treaty.
- Dispute resolution mechanisms.
- Provisions respecting eligibility for treaty benefits.
- Evolution of the treaty.
- Other matters that the parties see as important to include in the core treaty.

Supplementary Agreements/Non-Core Components

Depending on the scope and extent of the core elements of the treaty, supplementary agreements could include:

- Fisheries agreements setting out details regarding allocation and structures for a First Nation's role in fisheries management and decision making.
- Self-government agreements addressing additional areas of jurisdiction, and program and service delivery agreements including fiscal arrangements.
- Resource access and benefits arrangements for lands and resources within the First Nation's territory, but not within treaty settlement lands.
- Consultation/accommodation and other shared decision-making arrangements for lands and resources within the First Nation's territory, but not within treaty settlement lands.

Annex F - Supporting the Resolution of Shared Territory and Overlap Issues

Introduction

In the context of treaty negotiations, Canada, British Columbia and the First Nations Summit are exploring approaches for recognizing and protecting the existing rights of First Nations not currently participating in treaty negotiations to facilitate reconciliation and assist in the resolution of shared territory and overlap issues.

Analysis

One of the key challenges in supporting the resolution of shared territory and overlap issues in treaty negotiations is the lack of incentive for a First Nation not currently participating in treaty negotiations to agree to a resolution that may prejudice its own legal claims in the future, or potentially result in less protection for its rights over a shared or overlapping territory compared to the rights of the treaty First Nation. Some First Nations have raised concerns that treaties create a “first past the post” system, indicating a perception that Canada and British Columbia will favour established treaty rights over existing Aboriginal or Douglas Treaty rights.

Potential Approaches – Overlapping Aboriginal Rights

Recognition of existing rights and consultation/shared decision-making and/or benefit sharing agreements with First Nations not currently participating in treaty negotiations: Where Canada and British Columbia are negotiating defined treaty rights over a territory that is shared or overlaps with another First Nation’s territory, the federal and/or provincial government could enter into an agreement recognizing the existing Aboriginal or Douglas Treaty rights with the First Nation that is not currently participating in treaty negotiations. Such an agreement could include: (a) processes for consultation, shared decision-making and/or land or resource use planning regarding decisions that could impact the recognized rights; and (b) benefit sharing from development in the shared or overlapping territory.

Negotiation of consultation/shared decision-making and/or benefit sharing agreements with First Nations that are negotiating and those that are not currently participating in treaty negotiations:

Similar to the approach set out above, the federal and provincial government could enter into agreements setting out processes for consultation, shared decision-making and/or benefit sharing agreements with both the treaty First Nation (addressing their treaty rights) and the First Nation not currently participating in treaty negotiations (addressing their existing Aboriginal or Douglas Treaty rights) over the territory where their rights are shared or overlap.

Potential Approach – Overlapping Aboriginal Title

Where the First Nations support this approach, negotiation of agreements that reflect shared ownership and governance of specific parcels of land by both First Nations with and without treaties

Some of the most intractable disputes in the British Columbia treaty process result from competing identification of Aboriginal title lands. Some of the most challenging disputes result from negotiations with First Nations who are sub-sets of larger historic collectives, where the larger collective asserts ownership of Aboriginal title on behalf of the smaller group. In order to facilitate the conclusion of a treaty over Aboriginal title lands identified by affiliated groups, Canada and British Columbia could negotiate agreements that reflect shared ownership and governance of specific parcels of land by both First Nations with and without treaties.



Joint Agenda: Implementing the Commitment Document

DRAFT Vision, Guiding Principles, Goals and Objectives

Vision 2016

As expressed in the 2005 New Relationship vision, we remain determined to achieve a government-to-government relationship between the Government of British Columbia and First Nations in British Columbia based on respect, recognition and accommodation of Aboriginal title and rights, and to the reconciliation of Aboriginal and Crown titles and jurisdictions. In light of the changing legal, political, economic and social landscape, we are updating our shared vision and framework of an effective Crown-First Nation relationship in British Columbia, that includes concrete actions and measures for ensuring tangible and real change to the status quo.

We will jointly design, construct and implement a principled, pragmatic and organized approach to implement the section 35 *Constitution Act, 1982* framework in British Columbia, informed by the *Tsilhqot'in* decision and other established law, Canada's implementation of the *United Nations Declaration on the Rights of Indigenous Peoples*, and the Truth and Reconciliation Commission's Calls to Action, and with tangible milestones to demonstrate progress.

First Nations and the Crown will work toward strong, sophisticated and valued government-to-government relationships, with clear principles, mutual and respective responsibilities, and accountabilities. This modernized relationship will clarify and include space for the exercise of our respective jurisdictions, governance, laws and responsibilities, including through new processes and institutions, with the aim of benefitting from the strengths of Indigenous and Crown systems (inclusive of world views, values, processes, standards, policies, decision-making institutions or structures, and approaches), for the benefit of all British Columbians and in terms of environmental stewardship, sustainable resource development, appropriate needs-based service delivery, and a robust economy.

Our shared vision for Crown-First Nation reconciliation has First Nations as an integral part of the social, cultural, political and economic fabric of British Columbia.

We will achieve this vision through guiding principles of reconciliation, that will inform and facilitate innovative approaches to negotiations and agreement-making, the development of new mechanisms for decision-making and economic relations, changes to legislation and policy, and, collaborative engagement with partners. This collaborative work will support and contribute to our success and, also, bring clarity and definition where it may not exist today.

We will begin this work by implementing our agreed Concrete Actions: Processes, Structures, and Legislative and Policy Change.

GUIDING PRINCIPLES: Our shared guiding principles for reconciliation are as follows:

RECOGNITION

1. Indigenous Nations and peoples pre-existed and continue to exist today and have their own laws, governments, political structures, territories and rights inherited from their ancestors.
2. First Nations in British Columbia have existing Aboriginal rights, including title, and historic and modern treaties have been concluded between some First Nations and the Crown establishing treaty rights. Aboriginal rights, and historic and modern treaty rights, give rise to Crown obligations, and are recognized and affirmed under the Constitution.
3. Indigenous peoples have governed themselves since time immemorial, continue to do so today, and will do so into the future for generations to come, through their pre-existing, evolving and dynamic legal systems. Indigenous people's right of self-determination is affirmed in the *United Nations Declaration on the Rights of Indigenous Peoples* ("UNDRIP").
4. Reconciliation includes the work of implementing Aboriginal title and rights, and treaty rights, with reference to the framework for reconciliation established by section 35 of the *Constitution Act, 1982*. Aboriginal title is not dependent upon Court declaration or recognition by the Crown for its existence.

GOVERNANCE

5. It is a primary role and responsibility of First Nations, with the support of the Crown, to determine their structures of governance, including determining or confirming political institutions representative of proper title and rights holders, and to identify appropriate

processes or approaches to clarify relationships, boundaries and protocols with neighbouring Nations.

6. Both Crown and First Nation Governments require decision-making responsibilities, management structures, partnerships with other governments, and sources of revenue.
7. The best outcomes are achievable when Crown and First Nation decisions are aligned, in harmony, and an outcome of collaboration rather than conflict. As such, models of, and approaches to decision-making are needed which facilitate meaningful and collaborative approaches to how Aboriginal title and rights are considered, addressed, accommodated, and respected.

SOCIO-ECONOMIC

8. The socio-economic gap between First Nations and other British Columbians must be closed as an imperative under human rights law, reconciliation and social justice.
9. We have a shared and mutual interest in achieving and maintaining a strong, robust and diverse economy at the provincial, regional and community levels, with increasing participation by First Nations at all levels.
10. Meaningful First Nations participation in the economy is integral to our collective success. A strong economy will assist in closing socio-economic gaps and building strong First Nations governments.

ENVIRONMENTAL INTEGRITY

11. There is a shared interest in environmentally sustainable resource development, informed by science and First Nations traditional knowledge. We can better steward the land if we commit to better understand our respective perspectives, approaches and practices.

COLLABORATION AND CONFLICT RESOLUTION

12. Innovative approaches to negotiations, problem-solving and collaboration are required to advance reconciliation, including opportunities for short, medium, and long term agreements, and the development of new models of clarity and predictability that are achieved through stronger relationships, processes, and structures.

13. Reconciliation is an ongoing journey and our relationship will continue to evolve and change. This evolution must be constructive and progressive so that reconciliation is not undermined or regressed, which includes ensuring there is flexibility in agreements that are reached, laws and policies that are developed, and mechanisms for adjusting or improving on what has already been achieved.
14. Healthy relationships require respect, openness, and a willingness and effort to communicate and understand each other's perspectives, and this includes ensuring a greater understanding and respect Indigenous cultures, languages, and worldviews within and between governments and among the general public.
15. Reconciliation is a societal imperative, requiring awareness, understanding, and participation of everyone. All British Columbians will benefit from reconciliation.

Goals and Objectives

Reconciliation is a journey, achieved through a multitude of ongoing processes and substantive and concrete actions that shift the status quo. To achieve our shared vision of a new landscape and reconciled Crown-First Nation relationships in British Columbia, we share the following mutual and respective goals and objectives for reconciliation:

- Close the chapter of colonial legacies that have had profound impacts on First Nations with respect to their territories, education, cultures and languages, health, child welfare, the administration of justice, and economic opportunities and prosperity.
- Achieve a more equitable and inclusive society by proactively closing the gaps in social, health and economic outcomes that exist between Aboriginal and non-Aboriginal Canadians. Specifically, restore, revitalize and strengthen First Nations and their communities and families to eliminate the gap in standards of living with other British Columbians, and substantially improve the circumstances of First Nations people in areas which include: education, children and families, and health, including work to restore habitats to provide access to traditional foods and medicines.
- Revitalize and preserve First Nations cultures and languages and restore literacy and fluency in First Nation languages to ensure that no First Nation language becomes extinct, and as a component of First Nations capacity building and cultural survival.

- Achieve and nurture harmonious and cooperative relations between the Crown and First Nations, based on principles of justice, democracy, respect for human rights, non-discrimination and good faith.
- Achieve strong First Nation Governments and self-determination through negotiations, legislative and policy change supporting the exercise of their Aboriginal title and rights.
- Achieve respectful, valued and effective government-to-government relationships, with respective responsibilities and accountabilities, supported by new collaborative and shared structures and institutions.
- Achieve improved and more peaceful relations, and reduce conflict on the ground and in the courts. Specifically, ensure that lands and resources are managed in accordance with Indigenous laws, knowledge and values and that resource development is carried out in a sustainable manner including the primary responsibility of preserving healthy lands, resources and ecosystems for present and future generations.
- Achieve a strong, robust and dynamic and diversified economy for the province, regions and communities.

Transformative Change Accord
-between-
Government of British Columbia
-and-
Government of Canada
-and-
The Leadership Council
Representing the First Nations of British Columbia

The Government of British Columbia, First Nations and the Government of Canada agree that new approaches for addressing the rights and title interests of First Nations are required if First Nations are to be full partners in the success and opportunity of the province.

At the First Ministers' Meeting on Aboriginal issues on November 24th/25th, 2005, First Ministers and Aboriginal Leaders committed to strengthening relationships on a government-to-government basis, and on focussing efforts to close the gap in the areas of education, health, housing and economic opportunities.

This accord respects the agreement reached on November 25th and sets out how the parties intend to implement it in British Columbia.

Two important documents preceded the First Ministers' Meeting:

- *First Nations - Federal Crown Political Accord* – on the Recognition and Implementation of First Nations Governments signed in May 2005
- *The New Relationship* – A vision document setting out an initial work plan to move toward reconciliation of Aboriginal and Crown Titles and Jurisdictions within British Columbia

The goals in each document continue to be pursued and the understandings reached in both serve as the foundation for this tripartite accord.

The purpose of this Accord is to bring together the Government of British Columbia, First Nations and the Government of Canada to achieve the goals of closing the social and economic gap between First Nations and other British Columbians over the next 10 years, of reconciling aboriginal rights and title with those of the Crown, and of establishing a new relationship based upon mutual respect and recognition.

The Accord acknowledges and respects established and evolving jurisdictional and fiduciary relationships and responsibilities, and will be implemented in a manner that seeks to remove impediments to progress by establishing effective working relationships.

The actions and processes set out herein are guided by the following principles.

- Recognition that aboriginal and treaty rights exist in British Columbia.
- Belief that negotiations are the chosen means for reconciling rights.
- Requirement that consultation and accommodation obligations are met and fulfilled.
- Ensure that First Nations engage in consultation and accommodation, and provide consent when required, freely and with full information.
- Acknowledgement and celebration of the diverse histories and traditions of First Nations.
- Understanding that a new relationship must be based on mutual respect and responsibility.
- Recognition that this agreement is intended to support social and economic well-being of First Nations.
- Recognition that accountability for results is critical.
- Respect for existing bilateral and tripartite agreements.

The parties to this Accord acknowledge the importance of First Nations' governance in supporting healthy communities. Actions set out in this Accord and in subsequent action plans will reflect this reality.

The parties understand that new resources will be required to close the gaps and federal and provincial investments on and off reserve will be made available pursuant to the decisions taken at the November 2005 First Ministers' Meeting. The parties also recognize the need to examine how existing resources are expended with the view that transformative change will require different funding approaches.

The Province of British Columbia, the Government of Canada and the First Nations of British Columbia agree to establish a 10 year plan to bridge the differences in socio-economic standards between First Nation citizens and other British Columbians. It is understood that a 10 ten year plan must by necessity evolve over time, and that concrete actions are required at its outset to build the relationships and momentum to achieve the desired outcome.

Accordingly, the parties to this Accord agree to undertake immediate actions in the following areas:

- To improve relationships by:
 - Supporting a tripartite negotiation forum to address issues having to do with the reconciliation of Aboriginal rights and title;
 - Engaging in the review and renewal of claims, treaty implementation and self-government policies;
 - Holding an annual meeting of political leaders intended to jointly discuss issues of mutual concern, report on progress and plan ongoing action; and,
 - Developing and implementing a communications plan to increase public awareness of the diversity and value of First Nations cultures, including support for the 2008 North American Indigenous Games

Possible Indicators include:

- Concluded Treaties and other agreements
- Increased awareness by the public of diversity and value of First Nation cultures

- To close the gap in education by:
 - Concluding a tripartite agreement on First Nation jurisdiction over K-12 education;
 - Supporting First Nation learners;
 - Focusing resources on early childhood learning and post-secondary training, including skills, training and apprenticeships; and,
 - Creating a high quality learning environment for First Nation students through curriculum development, teacher certification and the early detection of, and response to, learning disabilities.

Possible Indicators include:

- First Nations children exhibiting readiness for Kindergarten.
- Aboriginal students meeting expectations in reading, writing and numeracy (Foundation Skills Assessment).
- K-12 (or Dogwood equivalent) completion rates .
- Aboriginal students enrolled in post-secondary education (alternatively "highest level of education attained").
- Number of First Nation teachers.
- K – 12 curriculum modules.

- To close the gap in housing and infrastructure by:
 - Building on-reserve housing units.
 - Developing a partnering agreement to address off-reserve housing.
 - Exploring the devolution and development of Aboriginal off-reserve housing units to an aboriginal housing authority.
 - Supporting capacity development in the area of housing, including building maintenance and standards, and training and employment having to do with housing construction;
 - Undertaking measures to ensure the safety of water supply;
 - Improving other basic infrastructure such as wastewater systems, roads and fire protection;
 - Undertaking comprehensive community planning; and,
 - Providing broadband connectivity to First Nation communities.

Possible Indicators include:

- First Nation households in core housing.
- First Nations people trained in construction and maintenance of housing and related infrastructure.
- Number of Aboriginal subsidized housing units .
- Number of on-reserve and off-reserve housing units built.
- On-reserve boil water advisories.
- First Nation communities with broadband access.

- To close the gap in health by¹:
 - Establishing mental health programs to address substance abuse and youth suicide;
 - Integrating the ActNow strategy with First Nations health programs to reduce incidence of preventable diseases like diabetes;
 - Establishing tripartite pilot programs in the Northern Health Authority and the Lytton Health Centre to improve acute care and community health services utilizing an integrated approach to health and community programs as directed by the needs of First Nations; and,
 - Increasing the number of trained First Nation health care professionals.

¹ BC First Nations will be supported in the health actions by the direction and contribution from the Assembly of First Nations.

Possible Indicators include:

- Increased life expectancy.
- Age standardized mortality rates.
- Youth suicides.
- Infant (up to one year) and neonatal (up to 28 days) mortality rates.
- Level of incidence of diabetes.
- Level of childhood obesity.
- Practising, certified First Nation health care professionals.

- To close the gap in economic opportunities by:
 - Providing increased access to lands and resources through interim measures;
 - Considering the implementation of revenue sharing arrangements;
 - Holding a provincial summit on economic development; and,
 - Supporting First Nations business and entrepreneurial development by increasing access to business training, and skills development and considering ways to facilitate greater access to capital funding sources.

Possible Indicators include:

- Employment rates.
- Average weekly and hourly wage levels (LFS data).
- Business start ups.
- Number of entrepreneurs in BC.
- First Nation registered apprentices.

The Parties agree that by December, 2006 a detailed tripartite implementation strategy will be developed laying out specific actions and building upon a shared commitment to undertake as many initiatives as possible in year one of the 10 year plan (2006 – 2016). The Parties understand the collective responsibility for reporting on the progress of closing the socio-economic gaps that exist between First Nations people and other British Columbians. Accordingly, resources will be focussed towards developing the data and information necessary to appropriately monitor and report on agreed upon action plans. Canada, British Columbia and the First Nations of British Columbia agree that regular public reports are necessary. Data collection will respect the privacy of individuals.

For greater certainty, nothing in this agreement shall be construed so as to abrogate or derogate from the protection of any existing or future Aboriginal or treaty rights of the First Nations peoples of British Columbia.

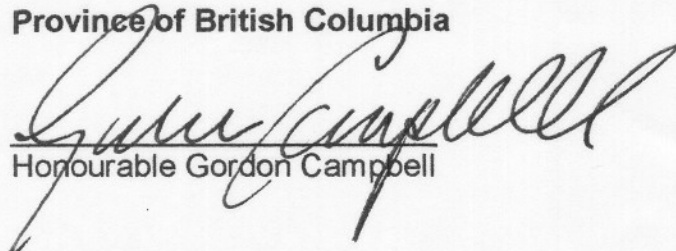
Signed this 25th day of November, 2005.

Canada



Rt. Honourable Paul Martin

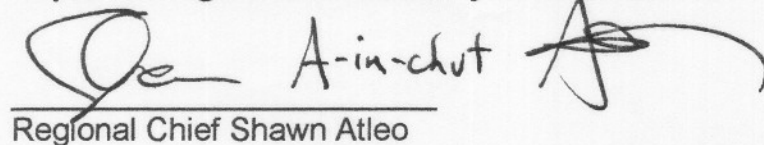
Province of British Columbia



Honourable Gordon Campbell

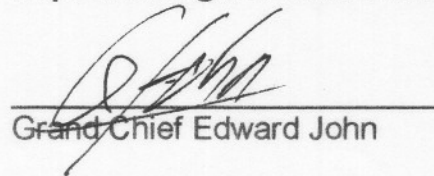
First Nations Leadership Council

Representing the BC Assembly of First Nations:



Regional Chief Shawn Atleo

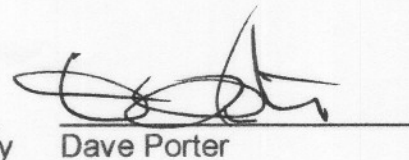
Representing the First Nations Summit:



Grand Chief Edward John

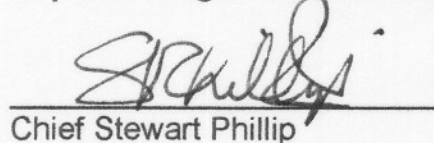


Grand Chief Doug Kelly

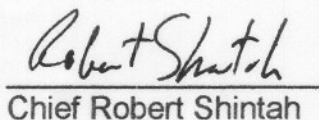


Dave Porter

Representing the Union of BC Indian Chiefs:



Chief Stewart Phillip



Chief Robert Shintah



Chief Mike Retasket



MÉTIS NATION RELATIONSHIP ACCORD II



WHEREAS the history of Canada has been greatly influenced by the Métis people who emerged in west central North America with their own language (Michif), culture, traditions, and self-government structures;

AND WHEREAS Métis people have played an important role in the history of Canada, guiding the early explorers and working as fur traders;

AND WHEREAS these Métis people refer to themselves, and are referred to by others, as the Métis Nation;

AND WHEREAS this recognition of the participation of the Métis people in the development of Canada is noted in section 35(2) of the Constitution Act, 1982, which states that the Aboriginal peoples of Canada includes the Indian, Inuit, and Métis peoples of Canada;

AND WHEREAS the Supreme Court of Canada has declared that Métis people, including those residing in BC, are included and recognized under section 91(24) of the Constitution Act, 1867;

AND WHEREAS at the First Ministers' Meeting on Aboriginal Issues in Kelowna on November 25, 2005, First Ministers committed to strengthening relationships with Aboriginal people based on mutual respect, responsibility and sharing as well as collaboratively working with Aboriginal people in order to close the gap in the quality of life for Aboriginal people in Canada;

AND WHEREAS the Province of British Columbia and Métis Nation British Columbia signed the Métis Nation Relationship Accord in May 2006 specifically to strengthen relationships with Métis people and close the gap in the quality of life for Métis people in British Columbia, and now wish to renew and build upon that Accord;

Now therefore the Parties agree as follows:

1. OBJECTIVES OF THE MÉTIS NATION RELATIONSHIP ACCORD II

- » Continue to strengthen existing relationships based on mutual respect, responsibility and sharing.
- » Continue to improve engagement, coordination, information sharing and collaboration.
- » Continue to work toward meeting the commitments of the First Ministers' Meeting on Aboriginal issues as they pertain to Métis people and their aspirations to close the gap on the quality of life between Métis people and other British Columbians.

2. SUBJECT MATTERS FOR THE MÉTIS NATION RELATIONSHIP ACCORD II PROCESS

The Parties agree on the following as a preliminary list of subject matters for the Métis Nation Relationship Accord II process. The Parties recognize that some work is already being undertaken in these areas and these efforts provide a foundation for enhanced work:

- » Children and Families
- » Education (Lifelong Learning) and Training
- » Economic Opportunities (Including Procurement Opportunities with Crown Corporations)
- » Health (Community, Family, Individual)
- » Housing

- » Information sharing
- » Justice
- » Métis Identification and Data Collection
- » Wildlife Stewardship

Additional topics may be added at the request of the Parties to the agreement.

3. THE MÉTIS NATION RELATIONSHIP ACCORD II PROCESS

The Parties agree to continue to work toward the 2005 First Ministers' Meeting commitments and when appropriate, utilize a tripartite process in order to implement the objectives of the Métis Nation Relationship Accord II.

To support this relationship, the Parties to the agreement will each appoint two senior officials. These officials shall constitute the Métis Nation Relationship Accord II Secretariat. The Secretariat's primary roles will be to encourage the implementation of the provisions of the Accord and to review the progress of the implementation on an ongoing basis.

The Secretariat will assist in the coordination of strategies designed to address the social and economic gaps and arrange meetings on subject matters listed in section 2. Each Party will have the responsibility to ensure that relevant representatives will be in attendance based on the agenda topic.

Once a year, the Parties will make best efforts to convene a meeting between the President of the Métis Nation British Columbia and the Province of British Columbia as represented by the Minister of Aboriginal Relations and Reconciliation.

The Parties agree that the Métis Nation Relationship Accord II process will continue to support the overall multilateral process agreed to at the First Ministers' Meeting on Aboriginal Issues in November, 2005.

4. ACCOUNTABILITY REPORT

The Secretariat will prepare a joint progress report on results achieved under the Accord no later than March 31st each year, which the Parties will post on the Ministry of Aboriginal Relations and Reconciliation and Métis Nation British Columbia websites.

5. GENERAL

The Métis Nation Relationship Accord II process will also recognize and respect existing bilateral and tripartite processes that are in place between the Parties.

For greater certainty, nothing in this Accord changes, affects, infringes on, or limits existing bilateral and tripartite processes now in place between the Parties but is intended to complement and enhance existing dialogues.

This Accord does not recognize, deny, define, affect or limit any Aboriginal rights within the meaning of Section 35 of the Constitution Act, 1982.

The Parties acknowledge the Government of Canada also has an important role to play in closing the gap in quality of life for Métis people in British Columbia. The Parties will work diligently to engage the Government of Canada while maintaining their shared commitment to progress towards the objectives of this agreement Accord.

Signed this 16th day of November in the year 2016.

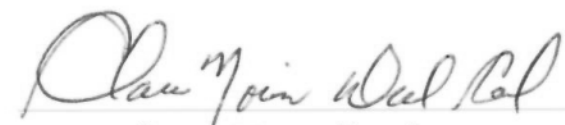
On Behalf of the:
Province of British Columbia

On Behalf of the:
Province of British Columbia

On Behalf of the:
Métis Nation British Columbia


THE HONOURABLE JOHN RUSTAD
Minister of Aboriginal Relations
and Reconciliation


MARC DALTON
Parliamentary Secretary for Métis Relations


CLARA MORIN DAL COL
President, Métis Nation British Columbia

DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

ISSUE: Acronyms ¹

A

AAC	Annual Allowable Cut
ABSN	Aboriginal Business Services Network
AEA	Aboriginal Employee Association
AECIS	Aboriginal Engagement Corporate Information Site
AtBC	Aboriginal Cultural Tourism of British Columbia
AFN	Assembly of First Nations (national)
AFS	Aboriginal Fisheries Strategy (federal)
AIA	Archaeological Impact Assessment
AIP	Agreement in Principle
ALR	Agricultural Land Reserve
AMEBC	Association for Mineral Exploration - BC
ANTCO	All Nations Trust Company
AOA	Archaeological Overview Assessment
AOI	Area of Interest
ARCOP	Aboriginal Relations Community of Practice
ASPR	Annual Service Plan Report
ATBC	Aboriginal Tourism BC
ATR	Additions to Reserves
AYIP	Aboriginal Youth Intern Program

B

BAA	Broad Assessment Area
BCAAFC	BC Association of Aboriginal Friendship Centres
BCAFN	British Columbia Assembly of First Nations
BCBC	Business Council of BC
BCBN	British Columbia Bioenergy Network
BCCA	BC Court of Appeal
BCFNEC	BC First Nations Energy Council
BCEF	British Columbia First Nations Equity Fund
BCH	BC Hydro
BCTC	British Columbia Treaty Commission (or BC Transmission Corp)
BCSC	BC Supreme Court
BCUC	BC Utilities Commission
BEST	Aboriginal Business and Entrepreneurial Skills Training

C

C&A	Consultation and Accommodation
C&E	Compliance & Enforcement

¹ Acronyms sorted alphabetically

DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

CAD	Consultation Area Database
CAP	Congress of Aboriginal People (national)
CCLRMP	Central Coast Land and Resource Management Plan
CCP	Comprehensive Community Planning
CE	Consultation Engagement
CEAA	Canadian Environmental Assessment Act
CEP	Clean Energy Project (formerly IPP)
CEPA	Canadian Energy Pipeline Association
CFN	Coastal First Nations
CHR	Cultural Heritage Resources
CFNRP	Coastal First Nations Reconciliation Protocol
CMA	Collaborative Management Agreement (protected areas or wildlife)
CMT	Culturally Modified Tree
COF	Council of the Federation (all First Ministers)
CSU	Cost Sharing Understanding
CT	Common Table

D

DDM	Delegated decision-maker
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E

EA	Environmental Assessment
EBA	Economic Benefits Agreement
EBM	Eco-system Based Management
EBMS	Eco-system Based Management System
ECDA	Economic and Community Development Agreement
ED	Effective Date (of a Final Agreement)
EF	Engagement Framework
EMA	Economic Measure Agreement
EPA	Energy Purchase Agreement

F

FA	Final Agreement
FCARS	First Nations Consultation and Revenue Sharing Agreements
FCBC	FrontCounter BC
FCF	First Citizens Fund
FFA	Fiscal Financing Agreement
FGR	Foregone Revenue
FNCCT	First Nation Consultation Coordination Team
FNCEBF	First Nations Clean Energy Business Fund
FNCIDA	First Nations Commercial Industrial Development Act
FNEMC	First Nations Energy and Mining Council
FNEC	First Nations Energy Council

DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

FNESC	First Nations Education Steering Committee
FNESS	First Nations' Emergency Services Society
FNFC	First Nation Forestry Council
FNRSA	First Nations Revenue Sharing Agreement
FNID	First Nations Initiative Division (former ILMB)
FNIRS	First Nations Information Reporting System
FNLC	First Nations Leadership Council
FNS	First Nations Summit
FNWL	First Nations Woodlands Licence
FPHLCC	First Peoples' Heritage Language and Culture Council
FNQ2	First Nations Quick Queries
FPTA	Federal/Provincial/Territorial/Aboriginal
FRA	Forest and Range Agreement (replaced by FCRSA)
FRO	Forest and Range Opportunity Agreement (replaced by FCRSA)
FRPA	Forest and Range Practices Act
FSP	Forest Stewardship Plan
FTNO	Federal Treaty Negotiations Office (now TAG NW)
FTOA	Forest Tenure Opportunity Agreement
FVTAC	Fraser Valley Treaty Advisory Committee

G

G2G	Government-to-government
GBI	Great Bear Initiative Society

H

HA	Harvest Agreement
HR	Human Resource
HGRP	Haida Gwaii Reconciliation Protocol

I

ICAB	Industry Council for Aboriginal Business
IBA	Impact Benefits Agreement
ILRR	Integrated Land and Resource Registry
ILM	Interior to Lower Mainland (Transmission Line Project)
ILMB	Integrated Land Management Bureau
IMA	Interim Measures Agreement
IMEA	Interim Measures Economic Agreement
INAC	Indian and Northern Affairs Canada
IPP	Independent Power Producer (now CEP)
ITA	Incremental Treaty Agreement
ITK	Inuit Tapiriit Kanatami (national)

DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

J

K

L

LMA	Labour Market Agreement
LMTAC	Lower Mainland Treaty Advisory Committee
LOA	Letter of Agreement
LPM	Land Protection Measure
LRMP	Land Resource Management Plan
LRPA	Land and Resource Protocol Agreement
LSB	Legal Services Branch (Ministry of Attorney General)
LTFT	Long Term Forestry Tenure
LUO	Land Use Objectives
LUP	Land Use Plan
LUPA	Land Use Planning Agreement

M

MABC	Mining Association of BC
MNBC	Métis Nation BC
MNC	Métis National Council (national)
MNRA	Métis Nation Relationship Accord
MO	Ministerial Order
MOU	Memorandum of Understanding
MPB	Mountain Pine Beetle
MR	Mandate request
MU	Management Units
MVUAS	Metro Vancouver Urban Aboriginal Strategy

N

NAIS	Northern Aboriginal Integrated Service
NAO	National Aboriginal Organization
NCLRMP	North Coast Land and Resource Management Plan
NEB	National Energy Board
NEDAB	Native Economic Development Advisory Board
NFA	Nisga'a Final Agreement
NLG	Nisga'a Lisims Government
NR	New Relationship
NRIAC	New Relationship Inter-Agency Committee
NRT	New Relationship Trust

DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

NTL Northwest Transmission Line
NWAC Native Women's Association of Canada (national)

O

OGC Oil and Gas Commission
OGRII Oil & Gas Regulatory Improvement Initiative
OIC Order in Council
OSR Own Source Revenue
OSRA Own Source Revenue Agreement

P

PGUAS Prince George Urban Aboriginal Strategy

Q

R

RPTCA Real Property Tax Coordination Agreement
RepHa Representative Hectare
ROA Reasonable Opportunity Agreement
RP Reconciliation Protocol
RepHa Representative Hectare
RRS Resource Revenue Sharing
RRSA Resource Revenue Sharing Agreement

S

SEA Strategic Engagement Agreement
SCC Supreme Court of Canada
SDM Shared Decision-making
SFE Sustainable Funding Envelope
SGA Self-Government Agreement
SOC Strength of Claim
SLUPA Strategic Land Use Planning Agreement
SOI Statement of Intent
SRMP Strategic Resource Management Plan

T

TAG NW Treaties and Aboriginal Government – Negotiations West (Pacific Region INAC)
TCA Transformative Change Accord
TEK Traditional Ecological Knowledge
TFA Tsilhqot'in Framework Agreement
TIMA Treaty Interim Measures Agreement

DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

TPC	Third Party Compensation
TRM	Treaty Related Measures *
	(Types 1-2 protection of Crown land and land acquisition managed by Fiscal Team; Types 3-5 Participation in land and resource planning, economic and cultural opportunities and governance managed by Partnerships and Community Renewal).
TRP	Treaty Revitalization Process
TSL	Treaty Settlement Land
TTA	Tax Treatment Agreement
TUS	Traditional Use Study

U

UAS	Urban Aboriginal Strategy (Federal)
UBCIC	Union of British Columbia Indian Chiefs
UBCM	Union of BC Municipalities
UNN	United Native Nations

V

W

WLP	Woodlot License Plan
WPC	Western Premier's Conference
WSA	Wildfire Suppression Agreement

X, Y, Z

YTG	Yukon Territorial Government
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DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

TREATY TABLES

BRFN	Blueberry First Nations
IN	In-SHUCK-ch Nation
KKTC	Ktunaxa-Kinbasket Treaty Council
LTN	Lheidli T'enneh
MNA	Maa-nulth First Nations
NTC	Nuu-chah-nulth Tribal Council
NSTS	Northern Shuswap Treaty Society (Formerly Caribou Tribal Council)
T8	Treaty 8
TFN	Tsawwassen First Nation
TN	Tsilhqot'in Nation
TNG	Tsilhqot'in National Government
TTA	Te'mexw Treaty Association
WKN	Wuikinuxv First Nation
TKD	Tsay Kay Dene
TWT	Tsleil Waututh

OTHER FIRST NATIONS

AIB	Ashcroft Indian Band
CCTC	Carrier Chilcotin Tribal Council
CFN	Coastal First Nations
CSTC	Carrier Sekani Tribal Council
CTS	Ch-ihl-kway-uhk Tribe Society
GHC	Gitanyow Hereditary Chiefs
GTS	Gitxsan Treaty Society
KDC	Kaska Dena Council
KIB	Kamloops Indian Band
LBN	Lake Babine Nation
LFN	Leq'á:mél First Nation
LNIB	Lower Nicola Indian Band
NNA	Northern Nations Alliance
NNTC	Nlaka'pamux Nation Tribal Council
ONA	Okanagan Nation Alliance
OW	Office of the Wet'suwet'en
PIB	Penticton Indian Band
SNS	Stó:lô Nation Society
SNTC	Shuswap Nation Tribal Council
STC	Stó:lô Tribal Council
TCC	Tahltan Central Council
TRTFN	Taku River Tlingit First Nation

DATE: February 09, 2011

TRANSITION – STRATEGIC OVERVIEW

COMMITTEES

ADMCILM	Assistant Deputy Minister's Committee on Integrated Land Management
ADMRC	Assistant Deputy Minister's Committee on Resource and Economy
BRDO	Board Resourcing and Development Office
CCNRC	Cabinet Committee on New Relationship Coordination
DMC	DM Council
DMCPS	DM Committee on the Public Service
DMPS	Deputy Ministers' Policy Secretariat
ELUC	Environment and Land Use Committee
GCC	Government Caucus Committee
GCCNRE	Government Caucus Committee on Natural Resources and the Economy
GCCSD	Government Caucus Committee on Social Development
IADC	Inter-Agency Directors Committee (ILMB)
SCWG	Settlement Costs Working Group
SPADMNR	Social Policy Assistant Deputy Minister's Committee on New Relationship
SOG	Senior Officials Group
SPOG	Senior Policy Officials Group (MARR & FNLC)
SRMC	Sub-Regional Managers Committee (ILMB)
TFC	Tripartite Finance Committee
TB	Treasury Board

Guide to Pronunciations for B.C. First Nations

This guide was developed by the Ministry of Aboriginal Relations and Reconciliation. The phonetic spellings presented here should be viewed as an introductory guide for the reader and are not meant to be authoritative. Variations in pronunciation may occur in the region where the traditional language is spoken. The final authority on a pronunciation rests with the community. The reader is advised to always gain a first-hand understanding of how a particular name is pronounced by speaking directly with and being guided by members of that community.

For information on First Nations languages in B.C., please see the First Peoples' Heritage, Language and Culture Council website at <http://www.fphlcc.ca>.

First Nation	Pronunciation
Acho Dene Koe	A- ko -den-eh-ko
Adams Lake	A -dams Lake
Ahousaht	A- house -aat
Aitchelitz	A-che- leets
Alexandria	Al-ex- an -dre-aa
Alexis Creek	A- lex -is Creek
Alkali Lake	Al-ka-li Lake
Anderson Lake	An -der-son Lake
Ashcroft	Ash croft
Beecher Bay	Bee -cher-bay
Blueberry River	Blue -ber-ry River
Bonaparte	Bon -a-part
Boothroyd	Booth -roy-d
Boston Bar	Bos -ton Bar
Bridge River	Bridge River
Broman Lake	Bro -man Lake
Burns Lake	Burns Lake
Burrard	Burr -ard
Campbell River	Cam -bell River
Canim Lake	Ca -nim Lake
Canoe Creek	Can- oo Creek
Cape Mudge	Cape Mudge
Carcross-Tagish	Car-cross-Ta- geesh
Cariboo Tribal Council	Care -i-boo Tribal Council
Carrier Chilcotin	Carry- er Chill- coh -tin
Carrier Sekani	Carry- er Se- can -ee
Cayoose Creek	Ky- oose Creek
Champagne-Aishihik	Sham-pane- A -sh-i-ack
Chawathil (formerly Hope)	Shi -wat-hill
Cheam	Chee -am
Chehalis	Sh- hay -lis
Chemainus	She- may -nis
Cheslatta Carrier Nation	Chess- latt -a
Chilcotin	Chil-coh-tin

Coast Salish	Coast Say-lish
Coldwater	Cold -water
Columbia Lake	Co- lum -bia Lake
Comox	Ko -mox
Cook's Ferry	Cooks Ferry
Coquitlam	Ko- qwit -lam
Cowichan	Cow -i-cha
Cowichan Lake	Cow -i-cha Lake
Dakelh	Da-kelh
Da'naxda'xw	Da -nak-dah
Dax Ka Nation	Dax -ka Nation
Dease River	Dees River
Dene-thah	De-ney-ta
Ditidaht (formerly Nitinaht)	Dit -ee-dat
Doig River	Dayg River
Douglas	Doug-lass
Dunne-za	De-ney-za
Ehattesaht (formerly Douglas)	Eh- hat -eh-sat
Esketemc (formerly Alkali Lake)	Es- ket -em
Esquimalt	Es- kwy -malt
Fort Nelson	Fort Nelson
Fort Ware	Fort Ware
Fountain	Faun tain
Gingolx	Gin-golth
Gitanmaax	Git- an -maa
Gitanyow (was Kitwancool)	Git- an -yow
Gitlakdamix	Git lah t aa mix
Gitga'at	Git-gat
Gitsegukla	Git-zee- gee -u-kla
Gitxsan	Git- san
Gitwangak	Git-wan- gah
Gitwinksihlkw (formerly Canyon City)	Git-win- k -see-thl-k
Gitxaala	Kit-sa-la
Glen Vowell	Glen Vow-ell
Gwa'Sala-Nakwaxda'xw	Gwa-sala- nak -wah-dah
Gwawaenuk	Gwa- wae -nuk
Haida	Hy -da
Haida Gwaii	Hy-dah G-why
Hagwilget	Hag-wil- get
Haisla	Hy- sla
Halalt	Ha- lalt
Halfway River	Half-way River
Hamatla	Ha- mat -la
Hartley Bay	Hart -lee Bay
Heiltsuk (formerly Bella Bella)	Hel-sic
Hesquiaht	Hesh -kwit

High Bar	Hi -bar
Homalco	Ho- mall -ko
Hupacasath	Who-pe- chess -it
Hul'qumi'num	Hull-kah- me -num
Huu-ay-aht (formerly Ohiaht)	Ooh- ay -at
In-SHUCK-ch	In- Shuck -shuh
Iskut	Is- cut
Kamloops	Kam -loops
Ka:'yu:'k't'h'/che:K'tles7et'h' (formerly Kyoquot)	Ky- yuk -et/Check-le-set
Kanaka Bar	Kan- aka -bar
Kaska	Kass -kah
Katzie	Kat -zee
Kincolith Village Government	Kin- ca -lith
Kispiox	Kiss -pee-ox
Kitamaat (formerly Haisla)	Kit- a -mat
Kitasoo	Kit- a -zoo
Kitkatla	Kit- cat -la
Kitselas	Kit -se-las
Kitsumkal	Ki- tsem -kay-lem
Klahoose	Kla- hoos
Kluskus	Klus -kus
K'omoks	Ko -mox
Kootenai	Koot -nee
Ktunaxa-Kinbasket	Tun -ah-hah-kin-basket
Kwadacha	Kwa -dach-a
Kwakuitl (formerly Fort Rupert)	Kwa -gyu-lth
Kwantlen	Kwant -len
Kwa-wa-aineuk	Kwa-wa- ay -neuk
Kwaw-kwaw-a-pilt	Kwa-kwa- a -pilt
Kwiakah	Kwee-a-ka
Kwagiulth	Kwa -gyu-lth
Kwicksutaineuk-ah-kwah-ah-mish	Kweek-soo- tain-nuk -ah-kwa-a-meesh
Kyuquot	Kyu -kwat
Lakahahmen	Lak- aha -men
Lakalzap	Lak- al -zap
Lake Babine	Lake Ba -been
Langley	Lang -ley
Lax-kw'alaamas	Lax-kwa- laams
Laxqalts'ap	Lah-gal-tsap
Lheidli T'enneh	Klate -lee-Ten-eh
Lheit Lit'en	Lay -letten
Lillooet	Lil -low-wet
Lil'wat	Lil -watt
Little Shuswap	Little Shoe -swap
Lower Kootenay	Lower Koot -ney
Lower Nicola	Lower Ni- cole -la
Lower Similkameen	Lower Sim- milk -a-meen
Lyackson	Ly- ack -sun

Lytton	Lit- ton
Maa-nulth	Maa -nul-th
Maiyoo Keyoh	May-o Kay-o
Malahat	Mal- a -hat
Mamaleleqala-qwe-qwa-sot-enox	Mamma-leel-eh-qwala-queek-qwa-soot-ee- nuk
Matsqui	Mat- skwee
McLeod Lake	Ma- cloud Lake
Metlakatla	Met-la- ka -tla
Moricietown	Mo -ris-town
Mount Currie	Mount Currie
Mowachaht/Muchalaht	Mow-i-chit/Much- a -laht
Musgamagw	Moose- gah -makw
Musqueam	Mus -kwee-um
Nadleh Whuten (formerly Fraser Lake)	Nad -lay-woten
Nak'azdli (formerly Necoslie)	Nak- ah -dzlee
Namgis	Nam-gees
Nanaimo	Na-ny-mo
Nanoose	Na- noose
Naut'sa Mawt Tribal Council	Not -sa- mott
Nazko	Naz- ko
Nee-Tahi-Buhn (formerly Omenica)	Nee- tahee -boon
Nemaiah Valley	Na- ma -eh Valley
Neskonlith	Nes- kon -lith
Nicomen	Nick- oh -men
Nisga'a	Niss -gah
Nlaka'pamux	Nick-Kluck-mix
Nooaitch	Noo- eye -chi
North Thompson	North Tom -son
Nuu-Chah-Nulth	Noo- chah -noolth
Nuchatlaht	Nu- chat -lat
Nuxalk (formerly Bella Coola)	Noo- huk
Ohiaht	Oh-high-at
Okanagan	Oh-can-a-gan
Old Masset	Old Mass-et
Omahil	Oo- ma -hil
Opetchesah	Oh- pet -chee-sat
Oregon Jack Creek	Ore- e -gon Jack Creek
Osoyoos	O- soo -yoos
Oweekeno	O- wee -ken-o
Pacheedaht	Pak-ee-d- aat
Pauquachin	Pak -qwa-chee-sat
Pavilion	Pa- vil -yon
Penelakut	Pen- e -la-kut
Penticton	Pen- tic -ton
Peters	Pete -rs
Popkum	Pop -kum

Prophet River	Pro- phet River
Qualicum	Qwal-i-come
Quatsino	Qwat -sino
Red Bluff	Red Bluff
Saik'uz	Sake -ooz
Samahquam	Sam -ah-quam
Saulteaux	Soe -toe
Scowlitz	Scow -litz
Seabird Island	Sea -bird Island
Sechelt	See -shelt
Secwepemc	She-whep-m
Sekani	Sik-an-ee
Semiahmoo	Sem- ee -a-moo
Seton Lake	See -ton Lake
Shacken	Shack -en
Sheshaht	Tse- shat
Shuswap	Shu- swap
Siska	Sis- ka
Skawahlook	Skwa -ha-look
Skeetchestn	Skeet -cha-sun
Skidegate	Skid -a-gate
Skookumchuck	Skook -um-chuck
Skowkale	Skow- kale
Skuppah	Skupp- ah
Skwah	Skwaa
Skyway	Sky -way
Sliammon	Sly- ah -mon
Snaw-Naw-As (Nanoose First Nations)	Sna-No- Az
Snuneymuxw (formerly Nanaimo)	Shnah- nay -mo
Soda Creek	So -da Creek
Songhees	Song -hees
Sooke	Sook
Soowahlie	Soo -wall-ee
Spallumcheen	Spall -ium-cheen
Spuzzum	Spuzz -um
Squamish	Squa -mish
Squiala	Skwye -ala
St. Mary's	St. Mary's
Stl'atl'imx	Stat-la-mick or Stat-leum
Stellaquo	Stell- ack -oe
Stellat'en	Stell- at -in
Sto:lo	Stah -low
Stone	Stone
Stoney Creek	Ston -ee Creek
Sumas	Soo -mass
Sununeymuxw	Shnah-nay-moh
Tagish	Ta-gish

Tahltan	Tall -tan
Takla Lake	Tak -la Lake
Taku River Tlingit	Ta -koo River Tlin-gits
Tanakteuk	Tun- aah -duck
Te'mexw	Te- muck
Tla-o-qui-aht (formerly Clayoquot)	T- lay -qwat
Tlatlasikwala	Tla-tla- see -kwa-la
Tl'azt'en (formerly Stuart-Trembleur Lake)	Tl- az -din
Tlingit	Kling-kit
Tlowitsis-mumtagila	Tla -oe-wad-zees-mum-ta-gee-la
Tobacco Plains	To- back -co Plains
Toosey	Too -see
Toquaht	Toe -kwat
Tsartlip	Tsar -lip
Tsawataineuk	Tsa -wa-tay-nook
Tsawout	Tsa -woot
Tsawwassen	Tsa -wah-sen
Tsay Keh Dene	Tsa -Kay-Den-ee
Tsehaht	Tse- shat
Tseycum	Tsay -come
Ts'ilhqot'in	Tsil- coh -tin
Tsimshian	Sim- she -an
Ts'kw'aylaxw	Ski -lak
Tsleil-Waututh	Tslay -wa-tooth
T'sou-ke (formerly Sooke)	Sook
Tutchone	Too- chohn -ee
Tzeachten	Chak -tum
Uchucklesaht	U- chuck -le-sat
Ucluelet	U- clue -let
Ulkatcho	Ul- gat -cho
Union Bar	Uun -yon Bar
Upper Nicola	Upper Ni -cola
Upper Similkameen	Upper Sim- milk -ka-meen
Wei Wai Kai	Wee -way-kay
Wei Wai Kum	Wee -way-come
Westbank	West -bank
Wet'suwet'en	Wet- sew -et-en
West Moberly	West Mo -ber-lee
Whe-La-La-U	We-la-la-U
Whispering Pines (formerly Clinton)	Wiss -purr-ing Pines
Williams Lake	Will -yams Lake
Wuikinuxv	O- wee -ken-o
Xai-xais	shy shy
Xaxli'p	Hock -lip
Xeni Gwet'in	Honey-wuh-teen
Yakweakwioose	Yak- week -we-oose
Yale	Yale

Yekooche	Ye- koo -chee
Other Aboriginal Names	Pronunciation
Clayoquot	Clay -o-quot
Coast Salish	Coast Say- lish
Haida Gwaii	Hy -da G- why
Winalagalis	Win-lag-a- lees

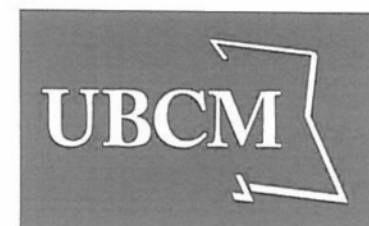
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MEMORANDUM OF UNDERSTANDING
between
THE PROVINCE OF BRITISH COLUMBIA
and
THE UNION OF BRITISH COLUMBIA
MUNICIPALITIES



on
LOCAL GOVERNMENT PARTICIPATION IN THE
NEW RELATIONSHIP WITH FIRST NATIONS

This Memorandum of Understanding (MOU) replaces three previously signed MOUs and two supporting Protocol Agreements which dealt with local government participation in treaty negotiations and other activities under the Province's New Relationship with First Nations, and reflects the spirit and intent of those commitments.

THE PARTIES:

The parties to this MOU are:

- The Province of British Columbia (the Province) as represented by the Ministry of Aboriginal Relations and Reconciliation (MARR); and
- The Union of British Columbia Municipalities (UBCM) representing all municipalities and regional districts of British Columbia, as well as several post-treaty First Nations.

WHEREAS:

The Parties agree that court decisions have resulted in changes to the way the Crown consults with First Nations with respect to decisions made by the Crown that have the potential to impact Aboriginal rights and title.

The Parties acknowledge that the Province and B.C. First Nations organizations are working together to develop new government-to-government relationships to improve the process of decision making as it relates to land, resources, social, and economic development.

The Parties recognize that local government jurisdictions may be affected by the negotiation of land, resource and economic development agreements with First Nations. The Parties accept that local government constitutes a unique and special interest in the negotiation of a range of agreements with First Nations including modern treaties and non-treaty land, resource and economic development arrangements.

The Parties acknowledge that local governments endeavour to develop positive working relationships with First Nations neighbours, fostering relationships built on the principles of honesty and respect. This MOU encourages local governments and First Nations to communicate and inform each other about matters of mutual interest.

THEREFORE:

This MOU reflects the development of the relationship between the Parties in response to the evolution of the treaty process and progress made since the New Relationship vision document was developed in 2005, as well as subsequent legal developments. It defines a renewed commitment by the Parties to:

- continue a process for local government participation in the negotiation and implementation of treaties;
- consult and exchange information with local governments on other agreements outside the B.C. treaty process; and
- consult on matters of mutual interest including those matters that will impact local government jurisdiction.

The Hon. John Rustad
Minister of Aboriginal Relations and Reconciliation

Murry Krause, Chair
First Nations Relations Committee, UBCM

Sav Dhalwal, President
Union of British Columbia Municipalities

Date

TOPICS

The Province will share information, consider local government interests and seek advice on matters affecting local government jurisdiction including but not limited to the following:

- Land management and land use planning
- Land selection
- Dispute resolution
- Property taxation
- Environmental assessment and protection
- Local government access to resources for public purposes and access to adjacent lands
- Servicing arrangements
- Regulatory arrangements
- Governmental relations
- Economic development
- Reconciliation efforts and initiatives

CONSULTATION AND INFORMATION SHARING PRINCIPLES

The Parties agree to the following principles governing consultation and information sharing:

- flexibility for local government to identify and represent their interests in a way that they consider appropriate to their local circumstances;
- early notice to local government of a matter that may affect local government jurisdiction;
- sufficient information early on and reasonable time for local government to document their interests and views and to provide advice to provincial negotiators and/or provincial representatives;
- due consideration of local government interests, views and advice;
- a response from provincial negotiators/representatives on how local government advice was used; and
- ongoing information exchange between the Province and local government.

DEFINITIONS

The following definitions cover the types of agreements referred to in this MOU:

Treaty: a comprehensive agreement negotiated among B.C., Canada and a First Nation under the B.C. Treaty Commission process that is a full and formal expression of reconciliation between First Nations and the Crown.

Treaty Related Measure (TRM): a temporary arrangement negotiated by B.C., Canada and a First Nation at a negotiation table that is tied directly to treaty topics under negotiation. They are cost-shared between Canada and the Province.

Incremental Treaty Agreement (ITA): a legally-binding, longer term arrangement negotiated at a treaty negotiation table.

An ITA permits the parties to conclude agreements on topics typically addressed under treaty negotiations and to implement the agreement in advance of a final treaty.

Other Agreements: refers to social, land, resource or economic development agreements negotiated between a First Nation and the Province outside the B.C. treaty process that have the potential to impact local government.

ROLES AND RESPONSIBILITIES RESPECTING TREATY NEGOTIATIONS, TREATY-RELATED MEASURES, INCREMENTAL TREATY AGREEMENTS, AND TREATY INTERIM MEASURES

The Province

Structure: The Chief Negotiator leads the provincial negotiating team in all aspects of the negotiations and provides direction to all team members.

Information: Provincial negotiators will, in a timely manner, provide their local government representative with table-specific agendas, work plans, documents for discussion and other relevant information.

Consultation: Provincial negotiators will consult and exchange information in a timely manner with potentially impacted local governments on issues considered important by either the Province or the local government, according to the consultation principles stated in this MOU.

Side Tables: Where the local government and First Nation agree, the provincial negotiators will undertake to establish a side table or working group for local government and the First Nation to negotiate and come to agreement on issues related to the future local government-First Nation relationship. The provincial negotiators will give full and fair consideration to results produced and agreements reached by these tables.

Low Activity Tables: Where the level of activity at a treaty table is low, the provincial negotiators will keep local government representatives informed of any developments at the table through regular information updates and exchanges.

Local Government

Role: Local government representatives are members and respected advisors on provincial treaty negotiation teams until a negotiation is concluded and the treaty takes effect.

Treaty Implementation: Prior to the effective date, local government and the Province will discuss local government involvement in treaty implementation and make every effort to come to an agreement that identifies the significant issues of interest to local government and how local government will be involved/informed during the implementation of these issues.

On the effective date, the First Nation and neighbouring local governments will deal directly with each other. Local governments and the First Nation will work together to develop and build their relationship.

Attendance: Local government representatives will have the opportunity to attend treaty-related discussions and

negotiations including main tables, side tables, working groups and bilateral meetings.

Interests: Local government representatives are responsible for defining and representing their interests in matters related to negotiations and for sharing these interests and other relevant information with the provincial negotiating team.

Providing advice: Local government representatives will engage in discussions and contribute advice on all matters concerning the future local government-First Nation relationship, including engagement on overall treaty process changes.

Structure: Within the area defined by a First Nation's Statement of Intent, local governments will collectively determine how they will be organized to participate in a negotiation – e.g. as an alternate local government structure – and will advise the appropriate provincial negotiator of their chosen structure as well as the primary contact(s).

Involvement: Based on their interests and the level of activity at the specific treaty table, local governments may determine the level to which they wish to be involved ranging from receiving information to participation at meetings and providing advice.

Confidentiality: Participating local government representatives are subject to any and all confidentiality rules and practices that apply to a negotiation. They may, after consultation with the lead provincial negotiator, share confidential information with their respective councils and regional district boards, other local governments, and with UBCM on an in-camera basis.

ROLES AND RESPONSIBILITIES RESPECTING OTHER AGREEMENTS

The Province

The Province will initiate contact with a local government when:

- an agreement with a First Nation on a matter relating to land, resources or economic development will be negotiated; and
- the outcome of negotiations will affect the local government's jurisdiction, operations or provision of services.

The Province will consult and exchange information in a timely manner with the local government according to the consultation and information sharing principles stated in this MOU.

The Province and the local government will jointly determine the level of the local government's involvement ranging from receiving information to participation at meetings and providing advice.

Local Government

Local governments will serve as respected advisors to the Province in negotiations that affect their interests.

Based on their interests and the level of activity of a negotiation, local governments and the Province will

jointly determine the level of involvement ranging from receiving information to participation at meetings and providing advice.

Local governments are responsible for defining and sharing their interests and other relevant information with the Province, and will advise the Province how their interests may be addressed.

Local government representatives are subject to any and all confidentiality rules and practices that apply to a negotiation. They may, after consultation with the Province, share confidential information with their respective councils and regional district boards, other local governments, or local government structures, and with UBCM on an in-camera basis.

COMMUNICATION BETWEEN THE PROVINCE AND THE UBCM

The Province will share information with UBCM and/or a body designated by the UBCM on the Province's approaches to the development of non-treaty initiatives under the New Relationship. The Parties will work together on identifying the appropriate avenues for this information sharing to ensure clear, and full understanding of the processes and activities underway.

The Province will provide UBCM with:

- a list of all concluded agreements with First Nations updated semi-annually; and
- a current list of provincial government contacts updated semi-annually.

UBCM will monitor the progress of provincial notification and consultation with local governments on relevant agreements with First Nations.

REVIEW

This MOU will be reviewed three years from the date of signing unless the Parties jointly agree to an earlier review.

Ministry Profile

Ministry: Ministry of Aboriginal Relations and Reconciliation

Ministry Mandate:

The Ministry of Aboriginal Relations and Reconciliation (MARR) leads the Province of British Columbia's reconciliation efforts with First Nations and Aboriginal peoples by negotiating and implementing treaty and non-treaty agreements and other initiatives that contribute to economic and social progress for First Nations and Aboriginal peoples. The Ministry's work includes collaborating with partner agencies to facilitate and lead reconciliation efforts across government. Because reconciliation has different meanings in each Aboriginal community, the Ministry uses different tools to build relationships to support First Nations and Aboriginal peoples in meeting their social, economic and cultural goals.

MARR's work is focused in three key strategic areas:

1. Create avenues for reconciliation by pursuing policy and agreements that reconcile provincial interests with the rights of First Nations and Aboriginal people;
2. Build respectful relationships through partnership and collaboration with Aboriginal peoples for the benefit of all British Columbians; and
3. Work with Aboriginal communities to understand social-economic-cultural goals that can be met through partnership and capacity building.

MARR works with Provincial government, Canada, local governments, stakeholders and key partners to pursue opportunities to advance reconciliation with Aboriginal people. These opportunities take the form of agreements and initiatives that support Aboriginal participation through financial benefits, environmental stewardship projects, and skills training.

Ministry Quick Facts: Budget: \$90.64M - 2017/18

Total agreements with First Nations:

- Treaties: 5 treaties, 8 Agreements-in-Principle, 23 Incremental Treaty Agreements
- Clean Energy Revenue-Sharing: 50 agreements with 37 First Nations
- Clean Energy Equity Investment Funding: 12 agreements with 12 First Nations
- Mining: Economic and Community Development and Revenue Sharing Agreements: 24 agreements with 40 First Nations
- Forest Consultation and Revenue Sharing Agreements: 262 agreements achieved with 156 First Nations (120 active agreements with 140 First Nations)

- Reconciliation Agreements: 16 agreements with 34 First Nations
- Strategic Engagement Agreements: 7 agreements with 37 First Nations
- Pipeline Benefits Agreements: 64 agreements with 29 First Nations
- Economic Benefit Agreements and Interim Economic Benefit Agreements: 3 agreements with 4 First Nations.
- Resource Revenue-Sharing Agreement: 1 agreement with 5 First Nations

Full Time Equivalents: 243

Staff is located in Victoria and eight regional offices (this structure reflects the broader Natural Resource Sector model with staff co-located in the regions). The MARR Regional Offices include:

North:

- Smithers
- Prince George
- Fort St. John

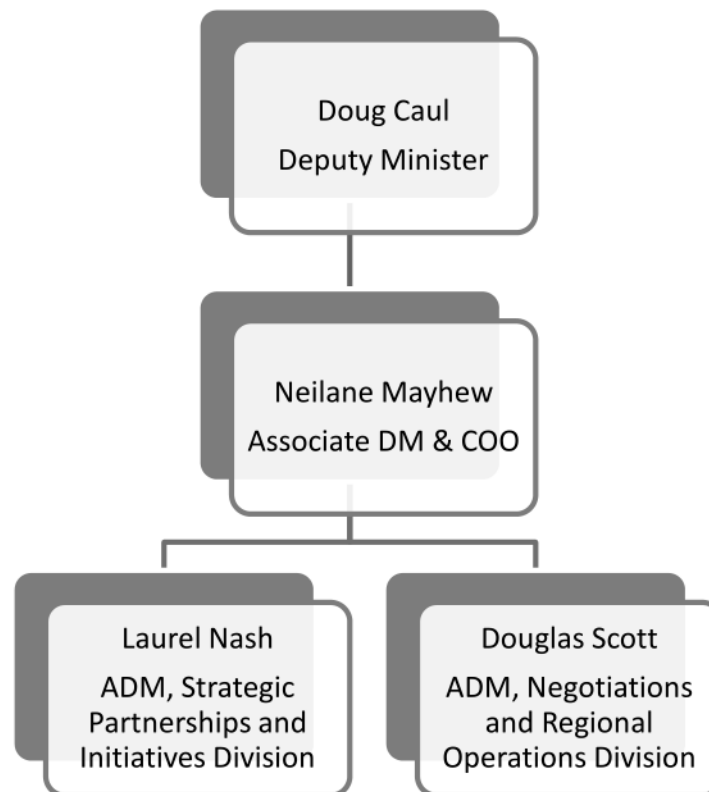
South:

- Kamloops
- Williams Lake
- Cranbrook

Coast:

- Surrey
- Nanaimo

Executive Organizational Chart:



STAKEHOLDER CONTACTS

Political Organizations:

- BC Assembly of First Nations (BCAFN) – An incorporated society under the Societies Act of British Columbia, the BCAFN is a regional arm of the National Assembly of First Nations (AFN) and represents 203 First Nations in B.C. The Regional Chief represents the regional concerns of the BCAFN constituents at the national level.
- First Nations Leadership Council (FNLC) – The FNLC is comprised of the political executives of the BC Assembly of First Nations (BCAFN), the First Nations Summit (FNS) and the Union of BC Indian Chiefs (UBCIC). In early 2005, the Province engaged in joint discussions with these organizations. These discussions led to the New Relationship vision statement. While the members of the FNLC work together to engage with the Province and others to reach agreements in a number of areas, they remain separate entities.
- First Nations Summit (FNS) – One of the principals of the treaty negotiations process, the FNS is comprised of a majority of First Nations and Tribal Councils in B.C. and provides a forum for First Nations in British Columbia to address treaty negotiations and other issues. Summit meetings are held quarterly.
- Métis Nation BC (MNBC) – Created in 1996, the MNBC is the governing nation for Métis people living in British Columbia, and represents one of five governing members of the Métis National Council.
- Union of British Columbia Indian Chiefs (UBCIC) – The UBCIC is a non-profit political organization representing First Nations in B.C. (largely those First Nations which do not participate in the treaty process). The UBCIC has consistently opposed the B.C. Treaty Process and the federal government's Comprehensive Claims Policy arguing that these are processes to extinguish and modify Aboriginal rights.

Associations, Commissions, Committees and Councils:

- Aboriginal Aquaculture Association - The Aboriginal Aquaculture Association is a sectoral organization designed to assist, support and facilitate participation of First Nations in sustainable aquaculture development. It serves as a resource body providing guidance and advice with respect to sustainable aquaculture development, regulation and management of aquaculture.
- Aboriginal Business and Investment Council – This 13-member council, formed as part of a BC Jobs Plan commitment, identifies alternative business models that encourage economic development in Aboriginal communities across the province, supporting greater participation of Aboriginal people in the economy. The council provides investors with the tools they need to engage and partner with First Nations, enhancing capacity for economic participation.

- Advisory Council on Aboriginal Women – The council is intended to provide advice to government through the MARR Minister on how to improve the quality of life for Aboriginal women in B.C. The council was formed as a result of the Collaboration to End Violence: National Aboriginal Women’s Forum in June 2011. Members were announced in November 2011.
- Aboriginal Housing Management Association of BC - AHMA is a quasi-government entity that manages subsidized housing for Aboriginal housing providers and a self-management housing organization that serves urban and rural Aboriginal people in BC.
- BC Association of Aboriginal Friendship Centres (BCAAFC) – The BCAAFC is the umbrella association for 23 Friendship Centres throughout B.C. Friendship Centres provides services for Aboriginal people and communities in urban areas.
- BC Treaty Commission (BCTC) – The independent body responsible for facilitating treaty negotiations, the BCTC’s primary role is to oversee the negotiation process to make sure that the parties are being effective and making progress in negotiations.
- First Nations Emergency Services Society of BC (FNESS)- FNESS serves First Nations in developing and sustaining safer and healthier communities through: Emergency planning, training, response, and recovery; Fire training, education, and prevention; Forest fuel and wildfire Management; and Leadership and collaborative relationships.
- First Nations Energy and Mining Council - The FNEMC is a provincial First Nations non-profit organization mandated by the BC First Nations Leadership Council to support and facilitate First Nation efforts to manage and develop energy and mineral resources in ways that protect and sustain the environment while enhancing the social, cultural, economic and political well-being of First Nations in BC.
- First Nations Fisheries Council of BC - The First Nations Fisheries Council works with and on behalf of BC First Nations to protect and reconcile First Nations rights and title as they relate to fisheries and the health and protection of aquatic resources.
- First Nations Forestry Council - The First Nations Forestry Council is a non-profit society supporting all First Nations in their forestry activities. Based on direction from communities in regional dialogue sessions, Action Plans provide the mandate for the FNFC.
- First Nations LNG Alliance - The First Nations LNG Alliance is a collective of First Nations who are participating in, and supportive of, sustainable LNG development in BC.
- First Nations Technology Council (FNTC) – FNTC was created by a First Nations’ Summit resolution to support First Nation communities in B.C. with the full integration of technologies including high-speed internet.
- First Peoples Cultural Council – The First Peoples’ Cultural Council is a provincial Crown Corporation formed in 1990 to administer the First Peoples’ Heritage, Language and Culture Program and assist First Nations in efforts to revitalize their languages, arts and cultures.
- Native Fishing Association - The NFA is a not-for-profit financial lending institution under the British Columbia Societies Act that secures the place of First Nations in the commercial fishing industry.

- New Relationship Trust (NRT) – The NRT was formed by provincial legislation passed in 2006 (the *New Relationship Trust Act*), creating the New Relationship Trust Corporation to manage the \$100m New Relationship Trust Fund.

Local Government:

- Fraser Valley Aboriginal Relations Committee - The committee represents the interests of the municipalities of Abbotsford, Chilliwack, Mission, Kent, Hope, Village of Harrison Hot Springs and the eight electoral areas of the Fraser Valley Regional District. A commissioner and staff person from the Cultus Lake Park Board are also appointed as observers, as are representatives from the Metro Vancouver Aboriginal Relations Committee (MVARC). Each jurisdiction represented on the FVARC may appoint two political appointees with voting rights, two alternates and a non-voting staff appointee. These appointments are for a one-year period.
- Metro Vancouver Aboriginal Relations Committee – The 13-member Metro Vancouver Aboriginal Relations Committee (MVARC) absorbed the majority of the operations of the former Lower Mainland Treaty Advisory Committee (LMTAC) after Metro Vancouver withdrew its financial support to LMTAC. The MVARC advises the Metro Vancouver Board on Aboriginal relations and treaty issues, enhancing relations with regional First Nations, and working toward aligning Metro Vancouver's and First Nations' interests. Metro Vancouver comprises 22 municipalities, one electoral area, and one treaty First Nation.
- Union of British Columbia Municipalities (UBCM) – The UBCM is an organization representing the interests of local governments in B.C. The UBCM has a First Nations Relations Committee which oversees all policy development work related to Aboriginal issues, including treaty negotiations, self-government and taxation. In 2008, the Province and the UBCM resigned an MOU which outlines how local governments participate in treaty and non-treaty negotiations.

Business and Industry Organizations:

- Association of Mineral Exploration BC – AME BC promotes a healthy, sustainable and environmentally sound mineral exploration and mining sector in BC.
- BC Agriculture Council - BCAC represents over 14,000 BC farmers and ranchers and close to thirty farm sector associations from all regions of the province.
- BC Chamber of Commerce (BC Chamber) – The BC Chamber is a not-for-profit organization representing the interests and concerns of local Chambers of Commerce and business members from across the province. It represents about 32,000 businesses.
- BC Wildlife Federation (BCWF) – The BCWF is a voluntary conservation organization of hunters, anglers and recreational shooters. Membership is made up of more than 100 separate clubs, ten Regional Associations, and direct members, for a collective membership

of about 38,000. Activities of the BCWF are grouped into committee including a 'native affairs' committee.

- BC Cattlemen's Association (BCCA) – The BCCA aims to promote the cattle industry in B.C. by representing the interests of beef cattle producers and about 1,200 ranchers. The BCCA's Board of Directors is the policy-making body for the Association.
- BC Construction Association - The BCCA is a non-profit organization governed by the Societies Act that represents 2,000 employers working in the institutional, commercial and industrial construction sectors of BC. Advocating for an economic and political climate that promotes growth, competition and success for our industry, the BCCA also provides technologies and services to support BC construction businesses, extending to more than 12,000 companies across the province.
- BC Salmon Farmers Association - The BCSFA is a forum for communication and cooperation within the salmon farming sector, and the focal point for liaison between the industry and government. The BCSFA also provides information to the public and stakeholders about salmon farming, and coordinates industry-wide activities, research, and community events. Our members include both farmed salmon producers, and many of the companies who provide services and supplies to them.
- BC Shellfish Growers Association - The BCSGA is a non-profit organization that represents approximately 70% of shellfish farmers in British Columbia as well as processors, industry suppliers and service providers related to the industry.
- BC Community Forest Association - The BCCFA is a network of rural community based organizations engaged in community forest management, and those organizations seeking to establish new community forests.
- Business Council of British Columbia (BCBC) – Representing about 250 major business enterprises across all major sectors of the provincial economy, the BCBC is a primary policy and business and industry association advocacy organization in the province.
- Canadian Association of Petroleum Producers - The CAPP represents Canada's upstream oil and natural gas industry.
- Clean Energy BC - Clean Energy BC aims to provide cost-effective electricity through the efficient and environmentally responsible development of the Province's energy resources.
- Coast Forest Products Association – The Association represents 22 member companies in the harvesting and manufacturing of primary and added value forest products, and pulp and paper products.
- Council of Forest Industries (COFI) – COFI advocates for and represents the interests of interior forest industry companies which operate 100 production facilities in more than 60 interior communities.
- Guide Outfitters Association of British Columbia (GOABC) – The GOABC represents the majority of guide outfitters in British Columbia, Yukon and Northwest Territories. The Association has eight local Associations in B.C. The Association liaises with government on issues such as regulatory processes, harvest allocations, treaties negotiations and other

Aboriginal issues, and land use conflicts.

- Mining Association of BC – MABC represents the collective needs and interests of operating coal, metal and industrial mineral mining companies. It has come to be regarded as the predominant voice of mining in British Columbia. It liaises with government legislators, lobbies for regulatory advancement and publicly promotes the economic and social value of mining.
- Truck Loggers Association - The TLA represents independent harvesting contractors, independent sawmills, small tenure holders and industry suppliers located across the coast of BC.

Prepared in Response to 2017 Confidence and Supply Agreement between the BC Green Caucus and the BC New Democrat Caucus

Issue: *A foundational piece of this relationship is that both caucuses support the adoption of the Truth and Reconciliation Commission (TRC) calls to action by working with First Nations and the Federal Government to accept and act on all 94 TRC calls to action (pg. 2, para 3).*

Ministry: *Aboriginal Relations and Reconciliation (lead) Ministry of Justice and Attorney General (supporting)*

Background Information:

On June 2, 2015, the TRC released its findings and 94 calls to action representing the first steps in redressing the legacy of Indian Residential Schools and advancing the process of reconciliation.

On July 13, 2015, a copy of the TRC's summary report was presented in the B.C. Legislature, further highlighting the report's importance to British Columbians. The TRC's calls to action include steps to protect child welfare, preserve language and culture, promote legal equity, and strengthen information on missing children. Some of the calls to action are addressed to organizations and institutions beyond federal and provincial governments such as post-secondary institutions, First Nations governments, churches, health sector, and corporations.

The role of education in the report was highlighted: governments were called on to eliminate educational gaps between Aboriginal and non-Aboriginal people, equalize education funding for children living on and off reserve, and increase access to post-secondary education for Aboriginal youth. The need to educate Canadians on residential schools and their impacts was also stressed: the TRC called for the development of age-appropriate curriculum on residential schools, treaties, and Aboriginal peoples' historical and contemporary contributions.

The Province is also taking significant strides to address components of the TRC aligned with child welfare and protection. For example, the Province, in partnership with Canada and the First Nations Leadership Council (FNLC) have formed a tripartite children and family working group to address current policy and legislative frameworks related to First Nations children and families. The working group parties have signed a Reconciliation Charter, which outlines shared objectives and mutual commitments related to achieving meaningful reconciliation in the caring of First Nations children and youth.

Furthermore, in partnership with the First Nations Health Council, the Province has signed an MOU on the Social Determinants of Health, where in parties are committed to developing a 10-year Aboriginal health strategy. A key component of this strategy is the consideration of child and family wellness as it relates to the development and delivery of services.

Proposed Implementation Response:

A number of actions are underway across government to implement the 94 calls to action including: changes to K-12 curriculum, a proposal for an Aboriginal social policy framework, and recommendations related to the potential development of an Aboriginal reconciliation framework.

Proposed implementation steps are as follows:

- Conduct a review of existing initiatives, including a gap analysis, and identify key opportunities for Cabinet.
- Develop a clear provincial reconciliation vision and framework that guides ministries on the adopting UNDRIP and responding to TRC. The vision and framework would provide a clear guide to ministries as to the priority of reconciliation and how to approach the development of programs, policies and legislation that may affect aboriginal peoples in BC.
- The proposed framework includes the development of an engagement strategy to lead discussions and collaboration with First Nations, Aboriginal organizations and Canada on implementation of the majority of the Truth and Reconciliation calls to action, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), consistent with Canadian law.
- Within a provincial reconciliation vision and framework, develop an Aboriginal social policy framework for government's consideration.

Critical Dates:

July 13, 2017 is the second anniversary of when the TRC's summary report was presented in the B.C. Legislature.

The annual First Nations Leadership Gathering is currently scheduled for September 6 and 7. First Nation leaders will be expecting to hear about the province's plans to work with first Nations and the Federal Government to accept and act on all 94 TRC Calls to Action.

November 21, 2017 is the first anniversary of the submission of Grand Chief Ed John's report Indigenous Resilience, Connectedness and Reunification – From Root Causes to Root Solutions. Implementation has begun on 60% of the recommendations contained in the report.

Prepared by:

Doug Caul, Deputy Minister

250-812-9552

Richard Fyfe, Deputy Attorney General

250-889-4319

Date note prepared: 17 06 12

Ministry of Aboriginal Relations and Reconciliation - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
ACROYNM	Name	Contact Name Title Phone Email		List of Key Issues this Stakeholder is consulted on	Mailing address
Political Organization	BC Assembly of First Nations (BCAFN)	Shane Gottfriedson Regional Chief 250-828-9757 regionalchief@bcafn.ca	The BCAFN is a regional arm of the National Assembly of First Nations and represents 203 First Nations in BC. The Regional Chief represents the regional concerns of the BCAFN constituents at the national level.	Aboriginal title, rights and treaty rights	312-345 Chief Alex Thomas Way Kamloops, BC V2H 1H1
Political Organization	First Nations Leadership Council (FNLC)	First Nations Summit: Grand Chief Edward John edjohn@fns.bc.ca Robert Phillips rphillips@fns.bc.ca Cheryl Casimer ccasimer@fns.bc.ca 604-926-9903	The FNLC is comprised of the political executives of the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs. While the members of the FNLC work together to engage with the Province and others to reach agreements in a number of areas, they remain separate entities.	Commitment Document, Aboriginal title and rights, reconciliation of Aboriginal and Crown titles and jurisdictions	1200-100 Park Royal South West Vancouver, BC V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
		UBCIC: Grand Chief Stewart Phillip President president@ubcic.bc.ca Chief Bob Chamberlin Vice President Bob@ubcic.bc.ca Kukpi7 Judy Wilson Secretary- Treasurer Judy@ubcic.bc.ca 604-684-0231 BCAFN: Shane Gottfriedson Regional Chief regionalchief@bcfn.ca 250-828-9757			
Political Organization	First Nations Summit (FNS)	Howard Grant Executive Director (Coast Salish - Musqueam First Nation) 604-926-9903 hegrant@fns.bc.ca	One of the principals of the treaty negotiations process, the FNS is comprised of a majority of First Nations and Tribal Councils in BC and provides a forum for First Nations in BC to address treaty negotiations and other	Treaty negotiations	Suite 1200 - 100 Park Royal South West Vancouver, BC V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
			issues. Summit meetings are held quarterly.		
Political Organization	Métis Nation BC (MNBC)	Clara Morin Dal Col President cmorin-dalcol@mNBC.ca 604-557-5851	Created in 1996, the MNBC is the governing nation for Métis people living in British Columbia, and represents one of five governing members of the Métis National Council.	Engagement around the Métis Nation Relationship Accord	Unit 103 - 5668 192 Street Surrey, BC V3S 2V7
Political Organization	Union of BC Indian Chiefs (UBCIC)	Grand Chief Stewart Phillip President Vancouver office: 604-684-0231 Kamloops office: 250-828-9746 ubcic@ubcic.bc.ca	The UBCIC is a non-profit political organization representing First Nations in BC (largely those First Nations which do not participate in the treaty process). The UBCIC has consistently opposed the BC Treaty Process and the federal government's Comprehensive Claims Policy arguing that these are processes to extinguish and modify Aboriginal rights.	Non-treaty issues, Aboriginal Title and Rights	Vancouver Office: 500 - 342 Water Street Vancouver, BC V6B-1B6 Kamloops Office: 209 - 345 Chief Alex Thomas Way Kamloops, BC V2H-1H1

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	Aboriginal Aquaculture Association	Richard Harry Executive Director 250-286-9939 richard@aboriginalaquaculture.com	The Aboriginal Aquaculture Association is a sectoral organization designed to assist, support and facilitate participation of First Nations in sustainable aquaculture development. It serves as a resource body providing guidance and advice with respect to sustainable aquaculture development, regulation and management of aquaculture.	Treaty and non-treaty agreements and initiatives with Aboriginal people Aquaculture land tenure	1400B Drake Road Campbell River, BC V9W 7K6
Associations, Commissions, Committees and Councils	Aboriginal Business and Investment Council	Sarah Fraser, Executive Director, Regional Economic Operations 250-952-0644 Sarah.Fraser@gov.bc.ca	This 13-member council, formed as part of a BC Jobs Plan commitment, identifies alternative business models that encourage economic development in Aboriginal communities across the province, supporting greater participation of Aboriginal people in the economy. The council provides investors with the tools they need to engage and partner with First Nations, enhancing capacity	Business opportunities, partnerships, development and investment, including LNG	Box 9411 Victoria, BC V8W 9V1

Branch	Organization	Contact	Description	Key Issues	Address
			for economic participation.		
Associations, Commissions, Committees and Councils	Minister's Advisory Council on Aboriginal Women (MACAW)	Sara Pye Interim Secretariat 250-356-7238 sara.pye@gov.bc.ca	The council is intended to provide advice to government through the MARR Minister on how to improve the quality of life for Aboriginal women in B.C. The council was formed as a result of the Collaboration to End Violence: National Aboriginal Women's Forum in June 2011. Members were announced in November 2011.	Aboriginal women's issues and violence against Aboriginal women and girls	PO Box 9118 Stn Prov Govt, Victoria, BC V8W 9B1
Associations, Commissions, Committees and Councils	Aboriginal Housing Management Association of BC (AHMA)	David Silva Interim Chief Executive Officer 604-921-2462 reception@ahma-bc.org	AHMA is a quasi-government entity that manages subsidized housing for Aboriginal housing providers and a self-management housing organization that serves urban and rural Aboriginal people in BC.	Aboriginal housing issues	Suite 615 – 100 Park Royal West Vancouver B.C. V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	BC Association of Aboriginal Friendship Centres (BCAAFC)	Leslie Varley Executive Director 250-388-5522 lvarley@bcaafc.com	The BCAAFC is the umbrella association for 23 Friendship Centres throughout BC. Friendship Centres provides services for Aboriginal people and communities in urban areas.	Socio-economic services for Aboriginal people, urban Aboriginal issues, services for youth and elders and violence against women	551 Chatham St. Victoria, BC V8T 1E1
Associations, Commissions, Committees and Councils	BC Treaty Commission (BCTC)	Celeste Haldane Chief Commissioner 604-482-9200 chaldane@bctreaty.ca	The independent body responsible for facilitating treaty negotiations, the BCTC's primary role is to oversee the negotiation process to make sure that the parties are being effective and making progress in negotiations	Treaty negotiations	700-1111 Melville Street Vancouver, BC V6E 3V6
Associations, Commissions, Committees and Councils	First Nations Emergency Services Society of BC (FNESS)	Edwin Mountain Sr. President Vancouver office: 604-669-7305 info@fness.bc.ca Kamloops office:	FNESS serves First Nations in developing and sustaining safer and healthier communities through: Emergency planning, training, response, and recovery; Fire training, education, and prevention; Forest fuel and wildfire Management; and Leadership and collaborative relationships.	Critical incidents and emergency management	102 – 70 Orwell Street North Vancouver BC V7J 3R5 A 274 Halston Road Kamloops BC V2H 1P7

Branch	Organization	Contact	Description	Key Issues	Address
		250-377-7600 ffminfo@fness.bc.ca			
Associations, Commissions, Committees and Councils	First Nations Energy and Mining Council (FNEMC)	Dave Porter CEO 604-924-3844 dave.porter@fnemc.ca	The FNEMC is a provincial First Nations non-profit organization mandated by the BC First Nations Leadership Council to support and facilitate First Nation efforts to manage and develop energy and mineral resources in ways that protect and sustain the environment while enhancing the social, cultural, economic and political well-being of First Nations in BC.	Treaty and non-treaty agreements and initiatives with Aboriginal people Mining issues	#1764-1959 Marine Drive North Vancouver, BC V7P 3G1
Associations, Commissions, Committees and Councils	First Nations Fisheries Council of BC	Jordon Point Executive Director 778-379-6470 info@fnfisheriescouncil.ca	The First Nations Fisheries Council works with and on behalf of BC First Nations to protect and reconcile First Nations rights and title as they relate to fisheries and the health and protection of aquatic resources.	Treaty and non-treaty agreements and initiatives with Aboriginal people Fisheries issues	320-1200 West 73 Ave, Vancouver BC, V6P 6G5

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	First Nations Forestry Council	Chief Bill Williams, President 604-971-3448 fnforestrycouncil@gmail.com	The First Nations Forestry Council is a non-profit society supporting all First Nations in their forestry activities. Based on direction from communities in regional dialogue sessions, Action Plans provide the mandate for the FNFC.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	745-1979 Marine Drive North Vancouver, BC V7P 3G2
Associations, Commissions, Committees and Councils	First Nations LNG Alliance	Karen Ogen Chief, Wet'suwet'en First Nations 250 698 7307 wfnchief@lakescom.net	The First Nations LNG Alliance is a collective of First Nations who are participating in, and supportive of, sustainable LNG development in BC	LNG agreements and job and training opportunities	#21 Tom Drive Burns Lake, BC V0J 1E1
Associations, Commissions, Committees and Councils	First Nations Technology Council (FNTC)	Executive Director, Denise Williams 604-921-9939 info@fntc.info	FNTC was created by a First Nations' Summit resolution to support First Nation communities in BC with the full integration of technologies including high-speed internet.	Technology issues	1200-100 Park Royal South, West Vancouver BC, V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	First Peoples Cultural Council (FPCC)	Tracey Herbert Chief Executive Officer 250-652-5952 tracey@fpcc.ca	The FPCC is a provincial Crown Corporation formed in 1990 to administer the First Peoples' Heritage, Language and Culture Program and assist First Nations in efforts to revitalize their languages, arts and cultures.	First Nations' languages, arts and culture	1A Boat Ramp Road Brentwood Bay, BC V8M 1N9
Associations, Commissions, Committees and Councils	Native Fishing Association (NFA)	Violet Hill Executive Director 604-913-2997 reception@shoal.ca	The NFA is a not-for-profit financial lending institution under the British Columbia Societies Act that secures the place of First Nations in the commercial fishing industry.	Treaty and non-treaty agreements and initiatives with Aboriginal people Inland fisheries issues	Suite 110 - 100 Park Royal South West Vancouver, BC V7T 1A2
Associations, Commissions, Committees and Councils	New Relationship Trust (NRT)	Cliff Fregin Chief Executive Officer (604) 925-3338 cfregin@nrtf.ca	The NRT was formed by provincial legislation passed in 2006 (the <i>New Relationship Trust Act</i>), creating the New Relationship Trust Corporation to manage the \$100m New Relationship Trust Fund.	Languages, arts, and cultural funding	Suite 1008 - 100 Park Royal South West Vancouver, BC V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
Local Government	Fraser Valley Aboriginal Relations Committee	Director Sam Waddington City of Chilliwack, Chair 604-702-5000 info@fvrd.bc.ca	The committee represents the interests of the municipalities of Abbotsford, Chilliwack, Mission, Kent, Hope, Village of Harrison Hot Springs and the eight electoral areas of the Fraser Valley Regional District	Treaty and non-treaty agreements and initiatives with Aboriginal people Local government issues	45950 Cheam Avenue Chilliwack, BC V2P 1N6
Local Government	Metro Vancouver Aboriginal Relations Committee	Agnes Rosicki, Senior Policy Analyst 604-451-6175 agnes.rosicki@metrovanco uwer.org	The 13-member Metro Vancouver Aboriginal Relations Committee (MVARC) absorbed the majority of the operations of the former Lower Mainland Treaty Advisory Committee (LMTAC) after Metro Vancouver withdrew its financial support to LMTAC. The MVARC advises the Metro Vancouver Board on Aboriginal relations and treaty issues, enhancing relations with regional First Nations, and working toward aligning Metro Vancouver's and First Nations' interests. Metro Vancouver comprises	Treaty and non-treaty agreements and initiatives with Aboriginal people Local government issues	4330 Kingsway Burnaby, BC V5H 2A5

Branch	Organization	Contact	Description	Key Issues	Address
			22 municipalities, one electoral area, and one treaty First Nation.		
Local Government	Union of British Columbia Municipalities (UBCM)	Al Richmond Chair 604- 270-8226 ubcm@ubcm.ca	The UBCM is an organization representing the interests of local governments in B.C. The UBCM has a First Nations Relations Committee which oversees all policy development work related to Aboriginal issues, including treaty negotiations, self-government and taxation. In 2008, the Province and the UBCM resigned an MOU which outlines how local governments participate in treaty and non-treaty negotiations.	Treaty and non-treaty agreements and initiatives with Aboriginal people Local government issues	Suite 60-10551 Shellbridge Way Richmond, BC V6X 2W9

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	Association of Mineral Exploration BC (AME BC)	Glen Wonders Vice-President – Technical & Government Affairs 604-630-3928 gwonders@amebc.ca	AME BC promotes a healthy, sustainable and environmentally sound mineral exploration and mining sector in BC.	Treaty and non-treaty agreements and initiatives with Aboriginal people Mining issues	Suite 800 - 889 West Pender Street Vancouver, BC V6C 3B2
Business and Industry Organizations	BC Agriculture Council (BCAC)	Reg Ens Executive Director 604-854-4454 bcac@bcac.bc.ca	BCAC represents over 14,000 BC farmers and ranchers and close to thirty farm sector associations from all regions of the province.	Treaty and non-treaty agreements and initiatives with Aboriginal people Land use and tenure issues	#230 - 32160 South Fraser Way Abbotsford, BC V2T 1W5
Business and Industry Organizations	BC Chamber of Commerce (BC Chamber)	Dan Baxter Director of Policy Development, Government & Stakeholder Relations 604.638.8116 dbaxter@bcchamber.org Maureen Kirkbride Interim CEO 604.638.8110 mkirkbride@bcchamber.org	The BC Chamber is a not-for-profit organization representing the interests and concerns of local Chambers of Commerce and business members from across the province. It represents about 32,000 businesses.	Treaty and non-treaty agreements and initiatives with Aboriginal people	Suite 1201 - 750 West Pender Street Vancouver, BC, V6C 2T8

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	BC Wildlife Federation (BCWF)	Rod Wiebe Aboriginal Relations Committee 604-882-9988 rwiebe6@shaw.ca	The BCWF is a voluntary conservation organization of hunters, anglers and recreational shooters. Membership is made up of more than 100 separate clubs, ten Regional Associations, and direct members, for a collective membership of about 38,000. Activities of the BCWF are grouped into committee including a 'native affairs' committee	Treaty and non-treaty agreements and initiatives with Aboriginal people Wildlife issues	101-9706 188th Street Surrey, BC V4N 3M2
Business and Industry Organizations	BC Cattleman's Association of BC (BCCA)	Kevin Boon General Manager 250-573-3611 info@cattlemen.bc.ca	The BCCA aims to promote the cattle industry in B.C. by representing the interests of beef cattle producers and about 1,200 ranchers. The BCCA's Board of Directors is the policy-making body for the Association.	Treaty and non-treaty agreements and initiatives with Aboriginal people Land use and tenure issues	#4-10145 Dallas Drive Kamloops, BC V2C 6T4

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	BC Construction Association (BCCA)	Stephen Richter Marketing 250-475-1077 stephen.richter@bccasn.com	The BCCA is a non-profit organization governed by the Societies Act that represents 2,000 employers working in the institutional, commercial and industrial construction sectors of BC. Advocating for an economic and political climate that promotes growth, competition and success for our industry, the BCCA also provides technologies and services to support BC construction businesses, extending to more than 12,000 companies across the province.	Treaty and non-treaty agreements and initiatives with Aboriginal people Jobs and training partnerships	Main Office 401 - 655 Tyee Road Victoria, BC V9A 6X5

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	BC Salmon Farmers Association (BCSFA)	Jeremy Dunn Executive Director 1-800-661-7256 info@bcsalmonfarmers.ca	The BCSFA is a forum for communication and cooperation within the salmon farming sector, and the focal point for liaison between the industry and government. The BCSFA also provides information to the public and stakeholders about salmon farming, and coordinates industry-wide activities, research, and community events. Our members include both farmed salmon producers, and many of the companies who provide services and supplies to them.	Treaty and non-treaty agreements and initiatives with Aboriginal people Tenure fisheries issues	#201-909 Island Highway Campbell River, BC V9W 2C2
Business and Industry Organizations	BC Shellfish Growers Association (BCSGA)	Darlene Winterburn, Executive Director 250-890-7561 darlene@bcsga.ca	The BCSGA is a non-profit organization that represents approximately 70% of shellfish farmers in British Columbia as well as processors, industry suppliers and service providers related to the industry.	Treaty and non-treaty agreements and initiatives with Aboriginal people Shellfish tenure issues	Unit F – 2002 Comox Ave, Comox, BC V9M 3M6

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	BC Community Forest Association (BCCFA)	Jennifer Gunter Executive Director 250-384-4110 jgunter@bccfa.ca	The BCCFA is a network of rural community based organizations engaged in community forest management, and those organizations seeking to establish new community forests.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues and forestry partnerships.	Victoria office: 130 Government Street Victoria, BC V8V 2K7
Business and Industry Organizations	Business Council of British Columbia (BCBC)	Greg D'Avignon President and CEO 604-684-3384 greg.davignon@bcbc.com	Representing about 250 major business enterprises across all major sectors of the provincial economy, the BCBC is a primary policy and business and industry association advocacy organization in the province.	Treaty and non-treaty agreements and initiatives with Aboriginal people	810-1050 West Pender Street Vancouver BC V6E 3S7
Business and Industry Organizations	Canadian Association of Petroleum Producers (CAPP)	Geoff Morrison BC Contact 778-265-3819 geoff.morrison@capp.ca	The CAPP represents Canada's upstream oil and natural gas industry.	Treaty and non-treaty agreements and initiatives with Aboriginal people Oil and gas issues	BC Office: 360B Harbour Road Victoria, BC V9A 3S1

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	Clean Energy BC	Paul Kariya Executive Director 604-568-4778 paul.kariya@cleanenergybc.org	Clean Energy BC aims to provide cost-effective electricity through the efficient and environmentally responsible development of the Province's energy resources.	Treaty and non-treaty agreements and initiatives with Aboriginal people Independent power project partnerships and First Nations' Clean Energy Fund	354-409 Granville Street Vancouver, BC V6C 1T2
Business and Industry Organizations	Coast Forest Products Association	Susan Gagnon Vice President, Communications and Research 604-891-1237 info@coastforest.org	The Association represents 22 member companies in the harvesting and manufacturing of primary and added value forest products, and pulp and paper products.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	Suite 1200, 1090 West Pender Street Vancouver, BC, V6E 2N7
Business and Industry Organizations	Council of Forest Industries (COFI)	Cam McAlpine Director, Communications and Engagement 604-891-1247 McAlpine@cofi.org	COFI advocates for and represents the interests of interior forest industry companies which operate 100 production facilities in more than 60 interior communities.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	Suite 1501, 700 West Pender Street Pender Place, Business Building Vancouver, BC, V6C 1G8

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations:	Guide Outfitters Association of British Columbia (GOABC)	Darren DeLuca Aboriginal Chair 604-278-2688 info@goabc.org	The GOABC represents the majority of guide outfitters in British Columbia, Yukon and Northwest Territories. The Association has eight local Associations in B.C.	Regulatory processes, harvest allocations, treaties negotiations and other Aboriginal issues, and land use conflicts.	PO Box 94675 Richmond BC V6Y 4A4
Business and Industry Organizations	Mining Association of BC (MABC)	Karina Briño President and CEO 604-681-4321 mabcinfo@mining.bc.ca	MABC represents the collective needs and interests of operating coal, metal and industrial mineral mining companies. It has come to be regarded as the predominant voice of mining in British Columbia. It liaises with government legislators, lobbies for regulatory advancement and publicly promotes the economic and social value of mining.	Treaty and non-treaty agreements and initiatives with Aboriginal people Mining issues	9 th Floor, 808 West Hastings Street Vancouver, BC V6C 2X4
Business and Industry Organizations	Truck Loggers Association (TLA)	Brenda Martin Director of Communications 604.684.4291 brenda@tla.ca	The TLA represents independent harvesting contractors, independent sawmills, small tenure holders and industry suppliers located across the	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	725 - 815 West Hastings Street Vancouver, BC, V6C 1B4

Branch	Organization	Contact	Description	Key Issues	Address
			coast of BC.		

MINISTRY PROFILE

Ministry:

Ministry of Aboriginal Relations and Reconciliation

Ministry Mandate:

The Ministry of Aboriginal Relations and Reconciliation (MARR) leads the Province of British Columbia's reconciliation efforts with First Nations and Aboriginal peoples by negotiating and implementing agreements and other initiatives that contribute to economic and social progress. The Ministry's work includes collaborating with partner agencies to facilitate and lead reconciliation efforts across government. Because reconciliation has different meanings in each Aboriginal community, the Ministry uses different tools to build relationships to support First Nations and Aboriginal peoples in meeting their social, economic and cultural goals.

MARR's work is focused in three key strategic areas:

1. Create avenues for economic reconciliation by pursuing policy and agreements (treaty and other agreements) that reconcile provincial interests with the rights of First Nations and Aboriginal people;
2. Build respectful relationships through partnership and collaboration with Aboriginal peoples as a model for all British Columbians; and
3. Work with Aboriginal communities to understand social-economic-cultural goals that can be met through partnership and capacity building.

MARR works across the provincial government, with Canada and local governments, stakeholders and key partners to pursue opportunities arising from the *BC Jobs Plan* and B.C.'s evolving and growing economy. These opportunities take the form of agreements and initiatives that support Aboriginal participation through financial benefits, environmental stewardship projects, and skills training. The Ministry reaches and implements agreements to support mining, LNG, forestry, clean energy and tourism sectors, engages directly with stakeholders on key areas of interests, and works with resource ministries to streamline consultation and permitting. By supporting the goals outlined in B.C.'s Skills for Jobs Blueprint target of 15,000 new Aboriginal workers by 2024, the Ministry is working with Aboriginal communities to meet industry's need for skilled workers, and improved employment outcomes that correlate directly to reductions in government spending.

Budget:

\$90.64M - 2017/18

Full Time Equivalents (FTEs):

243

Staff are located in Victoria and in eight regional offices (this structure reflects the broader Natural Resource Sector model with staff co-located in the regions). The MARR Regional Offices include:

North:

- Smithers
- Prince George
- Fort St. John

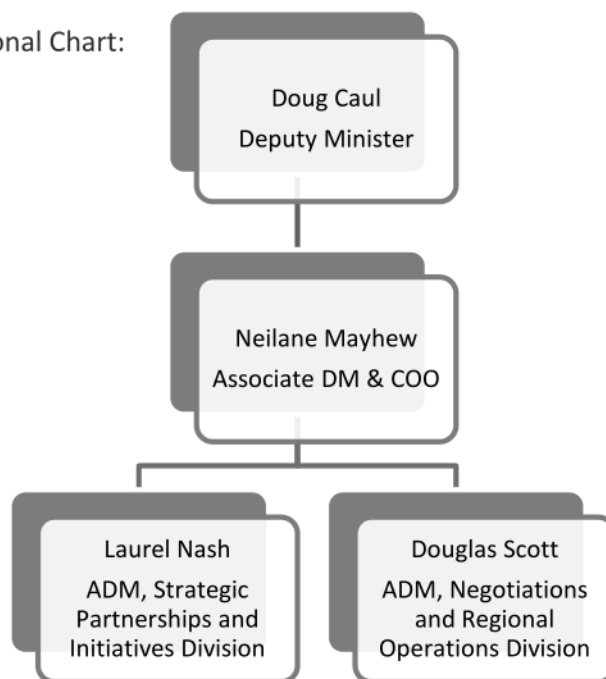
South:

- Kamloops
- Williams Lake
- Cranbrook

Coast:

- Surrey
- Nanaimo

Executive Organizational Chart:



EXECUTIVE MEMBER BIOGRAPHY

Deputy Minister
Doug Caul



Doug Caul was appointed Deputy Minister of the Ministry of Aboriginal Relations and Reconciliation in April 2015. Prior to that, he served as the Associate Deputy Minister at the Environmental Assessment Office (EAO) for two years. He has also held Assistant Deputy Minister roles with the Ministry of Transportation and Infrastructure, BC Public Service Agency, Ministry of Energy and Mines, and the Ministry of Economic Development. Previous to his executive appointments, Doug Caul served as a provincial Chief Negotiator representing the Province in several negotiations with First Nations. Since joining the BC public service in 1992, he has also worked in the Ministries of Agriculture, Fisheries and Food; and Forests.

s.22

EXECUTIVE MEMBER BIOGRAPHY

Associate Deputy Minister & Chief Operating Officer
Neilane Mayhew



Neilane was appointed Associate Deputy Minister and Chief Operating Officer (COO) of the Ministry of Aboriginal Relations and Reconciliation (MARR) in October 2014, and served as Acting Deputy Minister from February 2015 to April 2015.

Prior to her Associate Deputy Minister and COO appointment, Neilane was the Assistant Deputy Minister, Strategic Initiatives Division, MARR. She also served as the Executive Financial Officer (EFO) for MARR where she was one of three ADM/EFOs responsible for Corporate Services for the Natural Resource Sector.

Neilane has 16 years of public sector leadership experience in various ministries. She holds a Bachelor of Arts from the University of Calgary and a Bachelor of Laws from the University of Victoria. Prior to joining the BC public service in 2001, she practiced law with a small firm in Victoria.

Assistant Deputy Minister – Strategic Partnerships and Initiatives Division
Laurel Nash



Laurel became Acting Assistant Deputy Minister for the Strategic Initiatives Division on October 20, 2014. Then in December 2014, the Partnerships and Community Renewal Division was added to her portfolio. She was permanently appointed to the position on September 23, 2015.

Prior to taking on the ADM role, Laurel was the Chief Negotiator of the Lands and Resources Branch. She was tasked with developing and implementing B.C.'s First Nation's Engagement Strategy for Liquefied Natural Gas.

Laurel has worked in government for over 20 years in the Natural Resources Sector, holding such roles as the Director of Petroleum Lands and the Chief Gold Commissioner at the Ministry of Energy and Mines.

Laurel grew up in the Northwest Territories, before coming to B.C., where she earned a Bachelor of Science in Geography from the University of Victoria. s.22

EXECUTIVE MEMBER BIOGRAPHY

Assistant Deputy Minister, Negotiations and Regional Operations Division
Douglas Scott



Douglas Scott was appointed Assistant Deputy Minister of the Negotiations and Regional Operations Division in January 2017. Prior to that, he was Assistant Deputy Minister and General Manager of the Liquor Control and Licensing Branch where he led implementation of the Liquor Policy Review including the establishment of the new *Liquor Control and Licensing Act*. Doug entered the provincial public service in 2011 as Assistant Deputy Minister and General Manager of the Gaming Policy and Enforcement Branch following a 20 year career with the Royal Canadian Mounted Police during which time he led several significant change initiatives and a number of major investigations in British Columbia and Alberta.

Doug holds a Master of Business Administration degree from Queen's University and a Master in Public Administration degree from Harvard.

CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Douglas S. Scott

Core Business/Program Area Description/Critical Business Processes:

The Negotiations and Regional Operations Division (NROD) is one of two divisions in the Ministry of Aboriginal Relations and Reconciliation. The Division is responsible for negotiating and implementing lasting agreements that contribute to reconciliation with First Nations and Aboriginal people in BC.

The Division also builds relationships with First Nations, resolves conflicts and provides advice to other ministries and the private sector. Located in Victoria as well as eight regional centres, NROD's regional structure reflects the Natural Resource Sector regional areas in order to ensure a strong integration with other provincial agencies and to provide presence in provincial engagements with First Nations at the local level.

NROD is responsible for all major reconciliation negotiations including treaty, economic, and socio-cultural agreements.

NROD also leads and participates in a number of key negotiations and provides the overall administration of several agreement programs, which support natural resource sector permitting and authorization processes as well as specific sector projects (Strategic Engagement, Economic and Community Development, and Forest Consultation and Revenue Sharing Agreements). In addition, NROD plays a key role in cross-ministry integration in relation to First Nations issues.

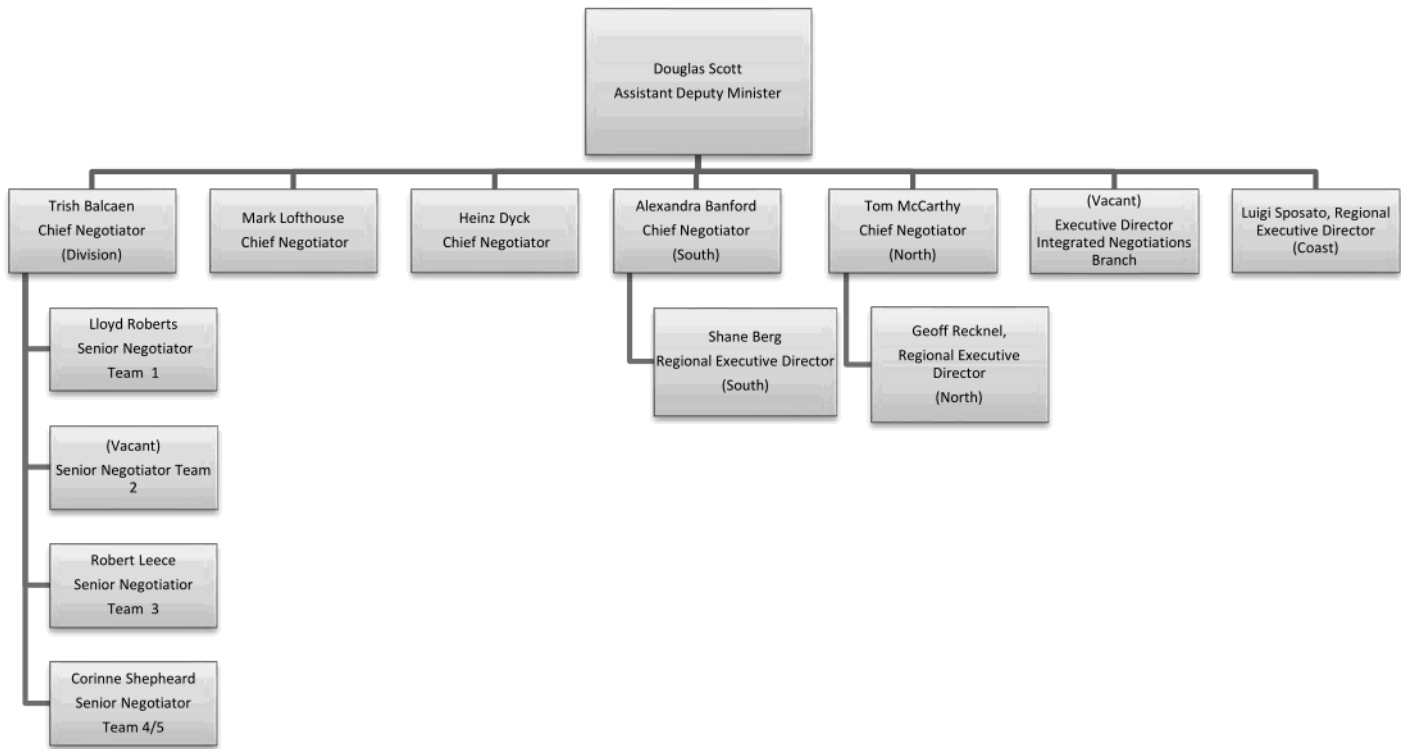
Full Time Equivalents (FTEs): 120

Budget: \$13,131,000 for FY16/17.

Related Legislation:

Negotiations touch on various pieces of legislation in the resource and social sectors.

Organizational Chart:



CORE BUSINESS / PROGRAM AREAS / BUSINESS PROCESSES

ADM Responsible: Laurel Nash

Core Business/Program Area Description/Critical Business Processes:

The Strategic Partnerships and Initiatives Division (SPID) is one of two divisions in the ministry. The major function of the division is to lead and support government's reconciliation mandate. This includes:

- Providing expertise and advice to support and lead the negotiation and implementation of agreements with aboriginal peoples;
- Providing corporate leadership to government Ministries and agencies on reconciliation, initiatives, policy and strategies; and,
- Working directly with Aboriginal communities to improve socio-economic outcomes for Aboriginal people.

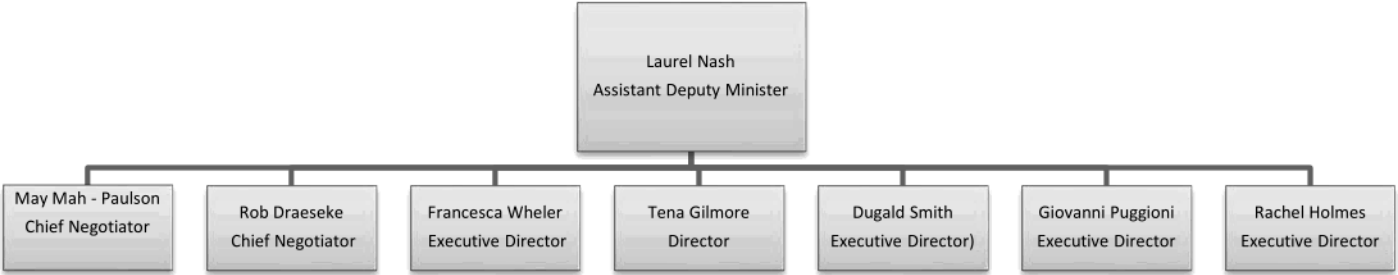
The division provides key guidance and support to the Negotiation and Regional Operations Division (NROD), the Natural Resource sector, and other agency partners and stakeholders by providing tools, including policy, fiscal, and lands advice and expertise to support negotiations and implementation of agreements and initiatives with First Nations and Aboriginal people. SPID develops mandates and policies and negotiates provincial interests with the federal government at treaty and non-treaty tables, and plays a lead role on provincial initiatives for closing the socio-economic gaps for Aboriginal peoples. SPID has a central role in developing government's reconciliation strategies through policy development, and providing expert guidance and advice to support and lead negotiations with First Nations and the federal government.

Full Time Equivalent (FTEs): 111

Budget: \$19,687,000 for FY16/17

Related Legislation: Not applicable

Organizational Chart:



Ministry of Aboriginal Relations and Reconciliation - Key Stakeholders

Branch	Organization	Contact	Description	Key Issues	Address
ACROYNM	Name	Contact Name Title Phone Email		List of Key Issues this Stakeholder is consulted on	Mailing address
Political Organization	BC Assembly of First Nations (BCAFN)	Maureen Chapman A/Regional Chief 250-828-9757 regionalchief@bcafn.ca	The BCAFN is a regional arm of the National Assembly of First Nations and represents 203 First Nations in BC. The Regional Chief represents the regional concerns of the BCAFN constituents at the national level.	Aboriginal title, rights and treaty rights	312-345 Chief Alex Thomas Way Kamloops, BC V2H 1H1
Political Organization	First Nations Summit (FNS)	Executive team: Grand Chief Edward John 778-772-8218 edjohn@fns.bc.ca Robert Phillips 778-875-4463 rphillips@fns.bc.ca Cheryl Casimer 604-926-9903 ccasimer@fns.bc.ca	One of the principals of the treaty negotiations process, the FNS is comprised of a majority of First Nations and Tribal Councils in BC and provides a forum for First Nations in BC to address treaty negotiations and other issues.	Treaty negotiations	Suite 1200 - 100 Park Royal South West Vancouver, BC V7T 1A2
Political Organization	Union of BC Indian Chiefs (UBCIC)	Grand Chief Stewart Phillip President Vancouver office: 604-684-0231 Kamloops office: 250-828-9746 ubcic@ubcic.bc.ca	The UBCIC is a non-profit political organization representing First Nations in BC (largely those First Nations which do not participate in the treaty process). The UBCIC has consistently opposed the BC Treaty Process and the federal government's Comprehensive Claims	Non-treaty issues, Aboriginal Title and Rights	Vancouver Office: 500 - 342 Water Street Vancouver, BC V6B-1B6 Kamloops Office: 209 - 345 Chief Alex

Branch	Organization	Contact	Description	Key Issues	Address
			Policy arguing that these are processes to extinguish and modify Aboriginal rights.		Thomas Way Kamloops, BC V2H-1H1
Political Organization	First Nations Leadership Council (FNLC)	Contact info listed above for each separate organization	The FNLC is comprised of the political executives of the BC Assembly of First Nations, the First Nations Summit and the Union of BC Indian Chiefs. While the members of the FNLC work together to engage with the Province and others to reach agreements in a number of areas, they remain separate entities.	Commitment Document, Aboriginal title and rights, reconciliation of Aboriginal and Crown titles, Children & Families and Jurisdictions,	1200-100 Park Royal South West Vancouver, BC V7T 1A2
Political Organization	Métis Nation BC (MNBC)	Clara Morin Dal Col President cmorin-dalcol@mnbc.ca 604-557-5851	Created in 1996, the MNBC is the governing nation for Métis people living in British Columbia, and represents one of five governing members of the Métis National Council.	Engagement around the Métis Nation Relationship Accord	Unit 103 - 5668 192 Street Surrey, BC V3S 2V7
Associations, Commissions, Committees and Councils	Aboriginal Business and Investment Council	ABIC Chair - Currently vacant Kim Baird Council Member 604-839-3690 KimCBaird@gmail.com	This 13-member council, formed as part of a BC Jobs Plan commitment, identifies alternative business models that encourage economic development in Aboriginal communities across BC, supporting greater participation of Aboriginal people in the economy. The council provides investors with the tools to engage and partner with First Nations, enhancing economic participation.	Business opportunities, partnerships, development and investment, including LNG	Box 9411 Victoria, BC V8W 9V1

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	Minister's Advisory Council on Aboriginal Women (MACAW)	Chastity Davis Chair 778-251-0444 chastityontheweb@gmail.com	The council is intended to provide advice to government through the MARR Minister on how to improve the quality of life for Aboriginal women in B.C. The council was formed as a result of the Collaboration to End Violence: National Aboriginal Women's Forum in June 2011.	Aboriginal women's issues and violence against Aboriginal women and girls	301-811 Helmcken Street Vancouver, BC, V6Z 1B1
Associations, Commissions, Committees and Councils	BC Treaty Commission (BCTC)	Celeste Haldane A/Chief Commissioner 604-482-9200 chaldane@bctreaty.ca	The independent body responsible for facilitating treaty negotiations, the BCTC's primary role is to oversee the negotiation process to make sure that the parties are being effective and making progress in negotiations. BC has passed the OIC to confirm Celeste, but we are waiting on Federal OIC.	Treaty negotiations	700-1111 Melville Street Vancouver, BC V6E 3V6
Associations, Commissions, Committees and Councils	BC Association of Aboriginal Friendship Centres (BCAAFC)	Annette Morgan President 250-388-5522 mshaughnessy@bcaafc.com	The BCAAFC is the umbrella association for 23 Friendship Centres throughout BC. Friendship Centres provides services for Aboriginal people and communities in urban areas.	Socio-economic services for Aboriginal people, urban Aboriginal issues, services for youth and elders and violence against women	551 Chatham St. Victoria, BC V8T 1E1
Associations, Commissions, Committees and Councils	First Nations Energy and Mining Council (FNEMC)	Dave Porter CEO 604-924-3844 dave.porter@fnemc.ca	The FNEMC is a provincial First Nations non-profit organization mandated by the BC First Nations Leadership Council to support and facilitate First Nation efforts to manage and develop energy and mineral resources that protect and	Treaty and non-treaty agreements and initiatives with Aboriginal people Mining issues	#1764-1959 Marine Drive North Vancouver, BC V7P 3G1

Branch	Organization	Contact	Description	Key Issues	Address
			sustain the environment while enhancing the social, cultural, economic and political well-being of First Nations in BC.		
Associations, Commissions, Committees and Councils	First Nations Forestry Council	Chief Bill Williams, President 604-971-3448 fnforestrycouncil@gmail.com	The First Nations Forestry Council is a non-profit society supporting all First Nations in their forestry activities. Based on direction from communities in regional dialogue sessions, Action Plans provide the mandate for the FNFC.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	745-1979 Marine Drive North Vancouver, BC V7P 3G2
Associations, Commissions, Committees and Councils	First Nations LNG Alliance	Karen Ogen Chief, Wet'suwet'en First Nations 250 698 7307 wfnchief@lakescom.net	The First Nations LNG Alliance is a collective of First Nations who are participating in, and supportive of, sustainable LNG development in BC	LNG agreements and job and training opportunities	#21 Tom Drive Burns Lake, BC V0J 1E1
Associations, Commissions, Committees and Councils	First Nations Technology Council (FNTC)	Denise Williams Executive Director 604-921-9939 info@fntc.info	FNTC was created by a First Nations' Summit resolution to support First Nation communities in BC with the full integration of technologies including high-speed internet.	Technology issues	1200-100 Park Royal South, West Vancouver BC, V7T 1A2
Associations, Commissions, Committees and Councils	New Relationship Trust (NRT)	Cliff Fregin Chief Executive Officer (604) 925-3338 cfregin@nrtf.ca	The NRT was formed by provincial legislation passed in 2006 (the <i>New Relationship Trust Act</i>), creating the New Relationship Trust Corporation to manage the \$100m New Relationship Trust Fund.	Languages, arts, and cultural funding	Suite 1008 - 100 Park Royal South West Vancouver, BC V7T 1A2

Branch	Organization	Contact	Description	Key Issues	Address
Associations, Commissions, Committees and Councils	First Peoples Cultural Council (FPCC)	Tracey Herbert Chief Executive Officer 250-652-5952 tracey@fpcc.ca	The FPCC is a provincial Crown Corporation formed in 1990 to administer the First Peoples' Heritage, Language and Culture Program and assist First Nations in efforts to revitalize their languages, arts and cultures.	First Nations' languages, arts and culture	1A Boat Ramp Road Brentwood Bay, BC V8M 1N9
Local Government	UBCM, First Nations Relations Committee	Murry Krauss, Chair 604-270-8226 ext 113 agnes.rosicki@metrovancoouver.org	Oversees all policy development work related to Aboriginal issues, including treaty negotiations, self-government and taxation. The Committee's key role is to focus on relationship building between First Nation and local governments through best practices and initiatives such as the Community to Community Forum program.	Treaty and non-treaty agreements and initiatives with Aboriginal people Local government issues	Suite 60-10551 Shellbridge Way Richmond, BC V6X 2W9

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	Association of Mineral Exploration BC (AME BC)	Gavin Dirom President 778-233-6459 gdirom@amebc.ca	AME BC promotes a healthy, sustainable and environmentally sound mineral exploration and mining sector in BC.	Treaty and non-treaty agreements and initiatives with Aboriginal people Mining issues	Suite 800 - 889 West Pender Street Vancouver, BC V6C 3B2
Business and Industry Organizations	BC Wildlife Federation (BCWF)	Rod Wiebe Aboriginal Relations Committee 604-882-9988 rwiebe6@shaw.ca	The BCWF is a voluntary conservation organization of hunters, anglers and recreational shooters. Membership is made up of more than 100 separate clubs, ten Regional Associations, and direct members, for a collective membership of about 38,000. Activities of the BCWF are grouped into committee including a 'native affairs' committee	Treaty and non-treaty agreements and initiatives with Aboriginal people Wildlife issues	101-9706 188th Street Surrey, BC V4N 3M2
Business and Industry Organizations	BC Cattleman's Association of BC (BCCA)	Kevin Boon General Manager 250-573-3611 info@cattlemen.bc.ca	The BCCA aims to promote the cattle industry in B.C. by representing the interests of beef cattle producers and about 1,200 ranchers. The BCCA's Board of Directors is the policy-making body for the Association.	Treaty and non-treaty agreements and initiatives with Aboriginal people Land use and tenure issues	#4-10145 Dallas Drive Kamloops, BC V2C 6T4
Business and Industry Organizations	BC Community Forest Association (BCCFA)	Erik Leslie President 250-229-2271 edrikl@netidea.com	The BCCFA is a network of rural community based organizations engaged in community forest management, and those organizations seeking to establish new community forests.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues and forestry partnerships.	Victoria office: 130 Government Street Victoria, BC V8V 2K7

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	Business Council of British Columbia (BCBC)	Greg D'Avignon President and CEO 604-684-3384 greg.davignon@bcbc.com	Representing about 250 major business enterprises across all major sectors of the provincial economy, the BCBC is a primary policy and business and industry association advocacy organization in the province.	Treaty and non-treaty agreements and initiatives with Aboriginal people	810-1050 West Pender Street Vancouver BC V6E 3S7
Business and Industry Organizations	Canadian Association of Petroleum Producers (CAPP)	Geoff Morrison BC Contact 778-265-3819 geoff.morrison@capp.ca	The CAPP represents Canada's upstream oil and natural gas industry.	Treaty and non-treaty agreements and initiatives with Aboriginal people Oil and gas issues	BC Office: 360B Harbour Road Victoria, BC V9A 3S1
Business and Industry Organizations	Clean Energy BC	Paul Kariya Executive Director 604-568-4778 paul.kariya@cleanenergybc.org	Clean Energy BC aims to provide cost-effective electricity through the efficient and environmentally responsible development of the Province's energy resources.	Treaty and non-treaty agreements and initiatives with Aboriginal people Independent power project partnerships and First Nations' Clean Energy Fund	354-409 Granville Street Vancouver, BC V6C 1T2
Business and Industry Organizations	Coast Forest Products Association	Don Demans Western Forest Products Chair 604-891-1237 info@coastforest.org	The Association represents 22 member companies in the harvesting and manufacturing of primary and added value forest products, and pulp and paper products.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	Suite 1200, 1090 West Pender Street Vancouver, BC, V6E 2N7

Branch	Organization	Contact	Description	Key Issues	Address
Business and Industry Organizations	Council of Forest Industries (COFI)	Susan Yurkovich President & CEO 604-684-0211 yurkovich@cofi.org	COFI advocates for and represents the interests of interior forest industry companies which operate 100 production facilities in more than 60 interior communities.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	Suite 1501, 700 West Pender Street Pender Place, Business Building Vancouver, BC, V6C 1G8
Business and Industry Organizations:	Guide Outfitters Association of British Columbia (GOABC)	Darren DeLuca Aboriginal Chair 604-278-2688 info@goabc.org	The GOABC represents the majority of guide outfitters in British Columbia, Yukon and Northwest Territories. The Association has eight local Associations in B.C.	Regulatory processes, harvest allocations, treaties negotiations and other Aboriginal issues, and land use conflicts.	PO Box 94675 Richmond BC V6Y 4A4
Business and Industry Organizations	Mining Association of BC (MABC)	Karina Briño President and CEO 604-681-4321 mabcinfo@mining.bc.ca	MABC represents the collective needs and interests of operating coal, metal and industrial mineral mining companies. It liaises with government legislators, lobbies for regulatory advancement and publicly promotes the economic and social value of mining.	Treaty and non-treaty agreements and initiatives with Aboriginal people Mining issues	9 th Floor, 808 West Hastings Street Vancouver, BC V6C 2X4
Business and Industry Organizations	Truck Loggers Association (TLA)	Jacqui Beban President 604.684.4291 contact@tla.ca	The TLA represents independent harvesting contractors, independent sawmills, small tenure holders and industry suppliers located across the coast of BC.	Treaty and non-treaty agreements and initiatives with Aboriginal people Forestry issues	725 - 815 West Hastings Street Vancouver, BC, V6C 1B4

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ISSUE NOTE

Issue:

- 4th Annual Cabinet and First Nations Leaders Gathering (The Gathering)

Background:

- The Gathering is booked at the Vancouver Convention Centre all day September 6th and the morning of September 7th.
- The Province and First Nation Leadership Council co-organize and co-host the Gathering.
- All 203 First Nations are expected to attend (typically the Chief and at least one councilor)
- In previous years all Cabinet Ministers and Deputy Ministers have been in attendance.
- Based on discussions with First Nations Leadership Council (FNLC) and expectations of First Nations from previous gatherings, they expect the following:
 - Focus on 1:1 First Nation leader and Cabinet Minister meetings;
 - Report out on the BC/First Nation Leadership Council Commitment Document work plan;
 - Report out on the Assembly of First Nations' economic development strategy; and
 - Discussion on tangible actions regarding aboriginal child welfare, including follow up Grand Chief Ed John's report and partnership with the federal government.
- First Nation Leaders can be expected to continue to press for BC's formal position on the United Nations Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission's Calls to Action.
- The Commitment Document work plan calls for the following by Fall 2017:
 - Identify models for the creation of an independent Indigenous Commission to support indigenous nation and governance building
 - Key strategies for implementation of legislative changes regarding child and family jurisdiction and self-government, environmental assessment and forestry.
 - Innovative and creative principles for how negotiations may be conducted; and
 - A comprehensive multi-year public strategy to educate British Columbians on First Nations history and contributions.

Decision required:

s.13,s.16

ISSUE NOTE

Issue:

- Resource Development – First Nations Agreement Types

Background:

- Resource development and decision making authority over land is one of the most important issues that defines the relationship between the Province and First Nations in B.C.
- The courts have held that the Crown has an obligation to consult and accommodate First Nations on decisions that could affect asserted aboriginal rights and title.
- The UN Declaration on the Rights of Indigenous Peoples calls for government “...to obtain free, prior and informed consent prior to the approval of any project affecting their lands and territories and other resources...”
- First Nations expect that BC will meet its legal obligations, implement UNDRIP and improve opportunities for First Nations to participate in, and benefit from, resource activity in their traditional territories. Equally, First Nations expect that resource development be done in an environmentally sustainable manner.
- A key interest of First Nations is to address their communities’ cultural and socio-economic needs.
- The Province’s existing agreement tools are listed and described below.

Revenue Sharing and Benefit Agreements:

Mining - Economic and Development Agreements (ECDA)

- ECDAs are agreements between government and First Nations for sharing of up to 37.5% of direct mineral tax revenue on new mines and major mine expansions, and resorts. This would be for the life of the mine.
- B.C. has 32 ECDAs with 44 First Nations.

Forestry - Forest Consultation and Revenue Sharing Agreements (FCRSA)

- FCRSAs provide First Nations with up to 5% of stumpage from timber harvest activities in their traditional territory and up to 85% of return of stumpage paid by the First Nation on Bill 28 volumes in their own Direct Award tenures.
- Typically FCRSAs have a three (3) year term, after which they are able to be renewed.
- 120 First Nations have FCRSAs with British Columbia.

Atmospheric Benefit Sharing Agreements

- These agreements provide First Nations with the ownership of, and the right to sell, carbon credits in local or international carbon markets.
- The agreements are in effect from the date that BC and each of the First Nations sign them, and continue until March 31, 2025.
- British Columbia has signed three ABSAs with 12 First Nations.

First Nations Clean Energy Business Fund:

- The fund is an application based program for First Nations to conduct feasibility studies and planning with proponents, and equity to joint venture on projects with energy Purchase Agreements with BC Hydro.
- The scope of projects includes wind energy, biomass, solar, run-of-river hydroelectric power and clean energy planning.
- The fund also provides revenue sharing to First Nations from eligible clean energy projects within their traditional territories.
- The program also provides funding for First Nations communities to convert from diesel generated power to cleaner sources.

Liquefied Natural Gas Facility Agreements

- Liquefied Natural Gas Facility Agreements are accommodation agreements with First Nations regarding potential LNG facilities within their traditional territories. The agreements are structured that to deliver some initial benefits, however the majority of benefits flowing after final investment decisions have been made and facilities are operational.
- British Columbia has signed 3 LNG Benefits Agreements and 4 Coastal Fund Agreements with First Nations.

Natural Gas Pipeline Benefit Agreements

- Natural Gas Pipeline Benefits Agreements (PBA) are accommodation agreements with First Nations that include funding, skills training and environmental stewardship projects.
- The agreements are structured in a manner that provides an additional payment upon signing and then subsequent payments linked to various phases of construction, and then an ongoing benefit payment as long as the pipeline is in service.
- British Columbia has signed 64 PBAs with First Nations for three proposed pipelines.

Other Agreements:

Reconciliation Agreements

- Refers to a range of agreement types that are not treaties, which can incorporate a range of substantive elements, such as land transfers, government to government forums, and jurisdiction.
- Often they include provisions for operational consultation processes and revenue sharing.
- Terms of these types of agreements typically range 2 – 10 years in relation to the elements listed above.

Strategic Engagement Agreements

- Establish mutually agreed upon procedures and structures for consultation and accommodation, and various shared decision making models.
- Typically SEAs have a three year term, after which they are renegotiated.

Decisions required:

s.13

BRIEFING NOTE

CROWN CORPORATIONS

Name: First Peoples' Cultural Council (FPCC)

Mandate: The main purpose of FPCC is:

- To provide funding and training supports to organizations, programs, cultural centres and individuals to support the revitalization of Aboriginal languages, arts and culture in British Columbia.
- To support and advise ministries of government on initiatives, programs and services related to First Aboriginal heritage, language, culture and arts.
- To advise the government on the preservation and fostering of Aboriginal languages, arts and other aspects of cultural development of Aboriginal peoples through British Columbia.

Financial Information: The FPCC's annual budget is \$4M annually with the majority of its revenues coming from the Ministry of Aboriginal Relations and Reconciliation (MARR), the Federal Government, the BC Arts Council, Margaret A. Cargill Foundation, and the New Relationship Trust. Since 2007, MARR has contributed between \$1.051M and \$1.451M annually through a combination of contributions from the First Citizen's Fund (FCF) and MARR's operational budget. BC established the FCF in 1969 through legislation that restricts expenditures to the principle only. In recent years, the annual FCF investment returns have decreased.

Issues:

- In March 2017, FPCC submitted a request to the Minister of Aboriginal Relations and Reconciliation that government consider transferring the Crown Corporation to the Ministry responsible for community and cultural development based on the rationale that there is better mandate alignment.
- Over the past ten years, FPCC has consistently requested an increase in funding from the Province. In recent years, provincial funding to FPCC has decreased due to poor returns on the First Citizen's Fund.

Appointment Status: By late June, FPCC may want to fill three board positions that are currently vacant. **60 Day issue**

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s.14

Corporate Transition Briefing Note

Prepared in Response to 2017 Confidence and Supply Agreement between the BC Green Caucus and the BC New Democrat Caucus

Issue: *A foundational piece of this relationship is that both caucuses support the adoption of the Tsilhqot'in Supreme Court decision (pg. 2, para 3).*

Ministry: *Justice (lead), Aboriginal Relations and Reconciliation (supporting)*

Background Information:

The Supreme Court of Canada decision in *Tsilhqot'in Nation v. BC*:¹

- granted the first declaration of Aboriginal title in Canada to the Tsilhqot'in Nation to approximately 40% of the area claimed;
- clarified the Crown has underlying title but has no beneficial interest in Aboriginal title land; ownership rights conferred by Aboriginal title to the Tsilhqot'in Nation include the right to decide how the land will be used, the right of enjoyment and occupancy of the land, the right to possess the land, the right to the economic benefits of the land, and the right to pro-actively use and manage the land;²
- affirmed that Aboriginal title is a collective right held for all succeeding generations of the Aboriginal title holding group that cannot be alienated except to the Crown or encumbered in ways that would deprive future generations of the benefits of the land;³
- affirmed that where Aboriginal title is asserted but not yet established, section 35 of the Constitution Act, 1982 requires the Crown to consult and, if appropriate, accommodate with the Aboriginal group asserting rights, in accordance with the *Haida* framework;⁴
- affirmed that where Aboriginal title is established by a court declaration or agreement, the Crown may only permit incursions with the consent of the Aboriginal group or where incursions are justified by a compelling and substantial legislative objective, and meet the Crown's fiduciary duty to the Aboriginal group including adequate consultation, minimal impairments and proportionality of impacts;⁵
- affirmed that provincial laws of general application may apply to Aboriginal title land, subject to the justification framework and the structure of the legislation.⁶

Following the *Tsilhqot'in* decision, the Province commenced negotiations with the Tsilhqot'in Nation and, in February of 2016, the parties entered into the *Nenqay Deni Accord* (the *Accord*), a 5 year

¹ *Tsilhqot'in Nation v. BC*, 2014 SCC 44 ("*Tsilhqot'in*").

² *Tsilhqot'in* at para. 73.

³ *Tsilhqot'in* at para. 74.

⁴ *Tsilhqot'in* at paras. 2 and 89.

⁵ *Tsilhqot'in* at paras. 2 and 90.

⁶ Following the decision, legal advice was provided with respect to certain legislation and tenured activities and these memorandums are provided separately for additional background as may be useful.

framework agreement to guide ongoing negotiations to effect a comprehensive and lasting reconciliation between the Tsilhqot'in Nation and the Province throughout the Tsilhqot'in asserted territory.

- The *Accord* seeks to foster a stable transition to full management, benefit and control of the Tsilhqot'in title area to the Tsilhqot'in Nation while respectfully engaging third parties and attempting to address their interests within the area;
- The parties have negotiated interim agreements, and a Tsilhqot'in Range Order 136/2017 has been enacted, that allows prior tenured activities to continue for the duration of a transition period that may end in early 2019; the Xeni Gwet'in, as stewards of the Tsilhqot'in title area, are developing a long-term vision for use and management of the title area;
- The parties acknowledge the need for tripartite discussions with the federal government regarding law-making authority and certain other goals in the *Accord*.

More broadly, the Tsilhqot'in decision has led to calls by Aboriginal leaders for the Provincial and Federal government to recognize Aboriginal title elsewhere in BC and Canada. In addition, in Provincial negotiations with First Nations, many are seeking recognition of title.

It is unlikely that the provincial or federal government has the authority to unilaterally recognize Aboriginal title or establish Aboriginal title by agreement. There are a number of reasons for this limitation:

- Recognizing Aboriginal title that would be protected under section 35 of the *Constitution Act, 1982* would limit the powers of the other level of government, this would offend a fundamental principle of Canadian constitutional law;
- Recognizing Aboriginal title would affect legal matters outside of the authority of either level of government under sections 91 and 92 of the *Constitution Act, 1867* and could be vulnerable to being held *ultra vires*;
- In British Columbia, the Province has limited its Crown prerogative under section 46(1) of the *Financial Administration Act* such that all dispositions of Crown land must have statutory authority. There is no provincial or federal legislation that currently provides for the creation or recognition of Aboriginal title land over Crown land.

A policy initiative to recognize Aboriginal title could be developed through tripartite negotiations. Concurrent federal and provincial legislation would be required to give legal effect to this kind of agreement. These agreements would need to clarify in each instance the identity of the collective that holds Aboriginal title. The geographic scope of these title assertions and overlapping claims would also need to be resolved in accordance with current legal principles and case law. The consequences for the ongoing negotiations under the BC Treaty Commission process would need to be addressed. Consideration could also be given to whether the Province could symbolically recognize Aboriginal title, in a manner that would not have unintended consequences, as this would be of significance to First Nations and Aboriginal people. Additionally, provincial staff could explore options to identify high title potential lands and provide for First Nations ownership or access.

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s.14;s.16;s.13

Corporate Transition Briefing Note

Prepared in Response to 2017 Confidence and Supply Agreement between the BC Green Caucus and the BC New Democrat Caucus

Issue: *“A foundational piece of this relationship is that both caucuses support the adoption of the UN Declaration on the Rights of Indigenous Peoples. We will ensure the new government reviews policies, programs and legislation to determine how to bring the principles of the Declaration into action in BC” (pg. 2, para 3).*

Ministry: *Justice (lead), Aboriginal Relations and Reconciliation (supporting)*

Background Information:

- The United Nations Declaration on the Rights of Indigenous Peoples (“UNDRIP”) is a resolution of the United Nations General Assembly adopted on September 13, 2007. As a resolution, UNDRIP is not binding in either international or Canadian domestic law. UNDRIP contains 46 articles setting out the rights of Indigenous peoples across a range of subjects including human rights and equality, language, culture, media, education, economic and social conditions, health and environmental protection, self-determination, land and resource ownership and participation in decision-making. Much of the content of UNDRIP is readily implementable by either the federal or provincial governments, and is already consistent with Canadian constitutional and domestic law and policy. However, some of UNDRIP’s provisions regarding “free, prior, and informed consent” (FPIC) have dominated perspectives and positions regarding the entire Declaration.
- From a legal perspective, in terms of their subject matter and possible interpretation, some of UNDRIP’s provisions may provide for broader protections or rights than does Canadian constitutional law under s. 35. There is considerable uncertainty regarding the interpretation of some of UNDRIP’s provisions. Those relating to the apparent geographic scope of land ownership, ownership of territorial resources, and FPIC have been, and continue to be, particularly controversial; most of the debate focuses on whether or not FPIC provisions in respect of lands and resources effectively provide Indigenous people with a “veto” over Crown land and resource decisions.
- The federal government has constitutional jurisdiction to bind Canada to international legal instruments; however, it does not have authority to implement Canada’s international obligations into areas of domestic law that fall within provincial legislative competence.
- Until 2015, Canada’s position has been that UNDRIP is a non-legally binding “aspirational” document that does not change Canadian laws. The Province largely relied on this position.
- In May 2016, Canada announced at the UN that it is “now a full supporter of the declaration, without qualification”, and will “adopt and implement the Declaration in accordance with the Canadian Constitution”.

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s.14;s.16;s.13

From: [French, Shawna ABR:EX](#)
To: [Root, Danielle ABR:EX](#)
Subject: FW: Questions for transition team/Don/new minister
Date: Monday, July 17, 2017 9:43:42 AM

For 2017-72272

From: Caul, Doug D ABR:EX
Sent: Wednesday, July 12, 2017 4:41 PM
To: French, Shawna ABR:EX
Subject: Re: Questions for transition team/Don/new minister
Thanks Shawna.
Dc

Doug Caul
Deputy Minister
Ministry of Aboriginal Relations and Reconciliation

On Jul 12, 2017, at 4:11 PM, French, Shawna ABR:EX <Shawna.French@gov.bc.ca> wrote:

Questions for tomorrow:

- Can we use PACE?
 - PACE was the successful company on an RFP process
 - They have done the event management for previous years gatherings
 - Without PACE it will delay the invitations to First Nations as we will need to establish a new website (2 week delay)
 - MARR does not have the resources to staff registration and 1:1 meeting desks
- Will we invite fed govt?
 - If so, who?
 - What is the expectation of their participation? 1:1 meetings or just observer?
- Will Metis participate?
s.16
- Will we invite local govt or UBCM?
 - If so, who?
 - What is the expectation of their participation? 1:1 meetings or just observer?
- Will new govt want to put its stamp on event?
 - Is the BCBC event still on? If not is there another event they

would like to see?

- Logo – will the logo for the invite remain the same?
- Change format of Agenda

s.13

- Will MOs want to review and approve schedules, or are they ok with MARR providing the strategic lens and scheduling?
- Will opposition MLAs attend?
- Will non-minister party MLAs attend?
- Are there any specific briefing materials required?
 - 1:1 meetings bullets?
 - Community profiles done
 - TRC, UNDRIP, anything else?
 - FNLC Bios
- Should GCPE draft general messaging for new ministers? If so, what should the focus be?

Shawna French

A/ Executive Director

Deputy Ministers Office

Ministry of Aboriginal Relations & Reconciliation

5th Floor - 2957 Jutland

Victoria BC

Phone: 250 356-6330

Cell: 250-213-7671

[mailto: Shawna.French@gov.bc.ca](mailto:Shawna.French@gov.bc.ca)

From: [French, Shawna ABR:EX](#)
To: [Root, Danielle ABR:EX](#)
Subject: FW: While i'm away
Date: Monday, July 17, 2017 9:49:58 AM

From: French, Shawna ABR:EX
Sent: Wednesday, July 12, 2017 2:27 PM
To: Williams, Karen ABR:EX; Root, Danielle ABR:EX
Cc: Keene, Jeff ABR:EX; Howie, Matthew ABR:EX
Subject: While i'm away

If Marlene (or anyone) from the transition team contacts you guys re: FNLG please pass her on to my cell ☺.

Thanks,

Shawna French

A/ Executive Director

Deputy Ministers Office

Ministry of Aboriginal Relations & Reconciliation

5th Floor - 2957 Jutland

Victoria BC

Phone: 250 356-6330

Cell: 250-213-7671

[mailto: Shawna.French@gov.bc.ca](mailto:Shawna.French@gov.bc.ca)

From: DONALD WRIGHT
To: Caul, Doug D ABR:EX
Subject: Re: Connecting
Date: Sunday, July 9, 2017 6:20:50 PM

Doug,

How about 4:30 on Thursday?

Thanks.

Don

From: "Caul, Doug D ABR:EX"
To: "Don Wright"
Sent: Sunday, July 9, 2017 10:03:15 AM
Subject: Re: Connecting
Hi Don - welcome back and I look forward to connecting with you.

My availability is flexible this week. I am available:

- Monday afternoon any time
- Tuesday afternoon any time
- Thursday to Saturday - any time

See you soon.

Doug

Sent from my iPad

On Jul 9, 2017, at 9:20 AM, DONALD WRIGHT > wrote:

Hi All,

As I try to get organized for rejoining the Public Service, I would like to set up times to meet with each of you in the next week. I would like to schedule an hour with each of you. Partly to begin to get to know you (or to reconnect with those I know from past movies), partly to get a quick sense of what the major issues are in your current portfolio, and partly to get a sense of what you might like to do going forward.

To facilitate those meetings, I would appreciate it if you could send me what your availability would be by large blocks of time on Monday, Tuesday, Thursday, Friday and Saturday of the coming week. I will begin scheduling you in. If you are able to meet me at the transition office at 553 Superior Street that would be much appreciated.

I know that times of transition are periods of anxiety. We will try to minimize that as much as possible. And I know it is only human nature to read entrails and other highly scientific methods of soothsaying at times like this. My advice to you is as much as possible to not do that. In particular in this regard, please don't read anything into when I will schedule you in for a meeting - it will be a more-or-less random order that comes out of trying to develop a schedule that allows me to meet with each of you. (Also, don't read anything to the order you were listed in the distribution list. It started out as an alphabetical list, but between my fat fingers and spellcheck defaults I had to delete some and re-enter them.)

Looking forward to sitting down with each of you.

Best wishes,

Don

From: DONALD WRIGHT
To: Caul, Doug D ABR:EX
Subject: Re: Tomorrow
Date: Wednesday, July 12, 2017 9:56:15 PM

Great. Thanks.

Sent from my BlackBerry 10 smartphone on the Rogers network.

Original Message

From: Caul, Doug D ABR:EX
Sent: Wednesday, July 12, 2017 9:55 PM
To: Wright, Don J FLNR:IN
Reply To: Caul, Doug D ABR:EX
Subject: Re: Tomorrow

Hi Don. Absolutely. I see you then.
Doug

Doug Caul
Deputy Minister
Ministry of Aboriginal Relations and Reconciliation

On Jul 12, 2017, at 8:37 PM, DONALD WRIGHT ·s.22

> wrote:

Hi Doug,

Any chance we could change our meeting tomorrow to 2?

Don

From: DONALD WRIGHT
To: Caul, Doug D ABR:EX
Subject: Accept: MEETING: Doug, Don
Start: Thursday, July 13, 2017 2:00:00 PM
End: Thursday, July 13, 2017 3:00:00 PM
Location: Don's office
Sensitivity: Private

Subject: MEETING: Doug, Don
Organizer: Doug.Caul@gov.bc.ca
Location: Don's office
Time: Thursday, July 13, 2017, 2:00:00 PM - 3:00:00 PM GMT -08:00 US/Canada Pacific
Invitees: s.22
~~*~*~*~*~*~*~*~*

Yes, I will attend.