

First Peoples' Cultural Council

2019/20 **Annual Service Plan Report**



FIRST PEOPLES'
CULTURAL COUNCIL



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

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

250-652-5952

info@fpcc.ca

Or visit our website at

www.fpcc.ca

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Board Chair's Accountability Statement



The *First Peoples' Cultural Council 2019/20 Annual Service Plan Report* compares the corporation's actual results to the expected results identified in the *2019/20 – 2021/22 Service Plan* created in February 2019. I am accountable for those results as reported.

A handwritten signature in black ink, appearing to read 'CJF'.

Cynthia Jensen Fisk

FPCC Board Chair

June 2, 2020

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Letter from the Board Chair & CEO

The 2019/20 fiscal year was a milestone year for FPCC, characterized by the expansion of FPCC's reach and impact which has provided greater opportunities for Indigenous communities to revitalize their languages, arts and cultural heritage. FPCC addressed all the priorities included in our 2019 mandate letter. Much of this work is made possible by funding by the \$50 million investment in Indigenous language revitalization from the Province of B.C. in 2018, which is managed by the First Peoples' Cultural Foundation. FPCC also receives important financial support from other organizations including Aboriginal Neighbors, BC Arts Council, the Ministry of Indigenous Relations & Reconciliation, Canada Council for the Arts, Creative BC, the Department of Canadian Heritage, Heritage Branch, Indigenous Services Canada, Margaret A. Cargill Foundation, National Research Council and the Parks Canada Agency.

The effects of the work of FPCC are wide-ranging and support the social, physical and financial well-being of Indigenous people and all Canadians through growing Indigenous economies, promoting healing and self-determination and contributing to reconciliation between Indigenous and non-Indigenous people.

This year FPCC delivered more grant funding than ever before, providing \$15.68 million in grants to communities. These grants were also more diverse than ever, supporting 19 grant streams to meet the unique needs of communities. FPCC provided strategic supports to enable communities to mobilize capacity and develop the infrastructure needed to be successful. These supports included:

Bringing people together: FPCC hosted three first-time events, which honoured the expertise of Indigenous people including the HELISET TFE SKÁL 'Let the Languages Live' international Indigenous languages revitalization conference that drew 1,000 people from around the world; the Indigifest music festival attended by approximately 3,000 people; and the Indigenous Cultural Heritage Forum.

Offering capacity-building and skills training: FPCC supported capacity-building and skills development by providing training to over 900 people in all regions of B.C. In addition, FPCC developed multiple resources to support communities with the revitalization of Indigenous languages, arts, and cultural heritage.

Supporting evidence-based policies and decision making: FPCC is recognised globally for furthering the revitalization of Indigenous languages, arts, and cultural heritage. FPCC introduced research on the costs and goals of Indigenous language revitalization; began developing ground-breaking research on the status of Indigenous arts; and produced a number of influential policy papers, including the *Policy Paper on Recognizing and Including Indigenous Cultural Heritage in B.C.* which received international endorsements of its policy recommendations. FPCC also worked closely with the Assembly of First Nations and the Government of Canada to advise on the implementation of Indigenous languages legislation.

Developing the systems and infrastructure needed to support success: FPCC is supporting First Nations communities to develop the systems and skills needed for language revitalization. FPCC is also supporting the development of professional networks in Indigenous arts and cultural heritage through events and committees that bring Knowledge Keepers together to provide mutual support and develop

collaborative solutions. FPCC continues to provide innovative technology through FirstVoices.com, an internationally-recognized tool for Indigenous language documentation.

As an organization, FPCC has been making changes to improve the experience of our community members and partners. We have expanded our communications to reach a wider segment of society through multiple media formats and channels. We introduced a highly successful grant portal for online applications and we have increased the frequency of grant intakes.

We have also been strengthening our governance capacity. The FPCC board conducted a recruitment drive and brought on two new board members in 2019/20. FPCC provided training and the board focused on Indigenizing board meetings by bringing Indigenous culture and language into board processes.

The revitalization of Indigenous languages, arts and cultural heritage is a human right that governments around the world, including in B.C. and Canada, are acknowledging through policy, legislation and funding commitments. We are grateful for the ongoing support of governments, funding partners, First Nations communities, Indigenous leaders and others who have supported us over the last 30 years. With this report, we confirm our commitment to our values of public accountability, transparency and results-based programming by openly sharing the impacts of our programs and services.



Cynthia Jensen Fisk
Board Chair
June 2, 2020



Tracey Herbert
Chief Executive Officer
June 2, 2020

Purpose of the Annual Service Plan Report

The Annual Service Plan Report is designed to meet the requirements of the [Budget Transparency and Accountability Act](#) (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, the Crown Corporation's Board is required to report on the actual results of the Crown's performance related to the forecasted targets documented in the previous year's Service Plan.

Purpose of the Organization

The First Peoples' Cultural Council (FPCC) is a First Nations-led crown corporation that was created in 1990 through the [First Peoples' Heritage, Language and Culture Act](#). FPCC's purpose, as laid out in the Act, is to provide leadership for the revitalization of Indigenous languages, arts and cultural heritage in B.C.¹ We have a First Nations-led governance structure, as our board and advisory committee are made up of representatives from each B.C. First Nations language. We work in close partnership with Indigenous communities to support their cultural revitalization goals.

FPCC is uniquely aligned with the government's commitment to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) through the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act). As well, FPCC's work supports government commitments to the Truth and Reconciliation Commission (TRC) Calls to Action and the National Inquiry into Missing and Murdered Indigenous Women and Girls' (MMIWG). These documents bring attention to the cultural genocide perpetrated on Indigenous peoples and call for governments and other organizations to take action to support reconciliation, including revitalization of Indigenous languages, arts and cultural heritage.

The inter-generational impacts of removing opportunities to live according to traditional ways of being and knowing have resulted in the devastation of Indigenous languages and cultures – and there is an urgent need to protect these valuable ways of being before they are lost. In 2018 we completed a third [Report on the Status of B.C. First Nations Languages](#), which demonstrated both the increasing urgency of Indigenous language revitalization (as the number of fluent speakers decline) and how the demand to learn Indigenous languages, especially amongst youth, has grown.

At FPCC, our mission is to provide leadership to strengthen and rebuild systems disrupted by cultural genocide so that Indigenous languages, arts and cultural heritage in B.C. can thrive. We do this by:

- ***Empowering communities to reach their goals*** by offering opportunities for skill development, technical training, coaching, grant funding, resources and models of success.
- ***Honouring the knowledge*** of Indigenous people by providing funding for them to develop and share their expertise.
- ***Providing leadership*** through subject matter expertise, innovative technologies, research, policy papers, best practices and knowledge sharing.
- ***Practicing a community-based approach*** by partnering with communities to deliver successful language, arts and cultural heritage programs.

¹ In this service plan, we use both the terms "Indigenous" and "First Nations." Our language programs fund programs specifically for B.C. First Nations, and our partners are B.C. First Nations communities. Our arts programs fund Indigenous artists, including First Nations, Métis, or Inuit artists who reside in B.C.

- *Advocating for increased recognition and support* for the inherent value of Indigenous languages, arts and cultural heritage.

Strategic Direction

The strategic direction set by Government in 2019/20 and expanded upon in the Board Chair’s [Mandate Letter](#) from the Minister Responsible in 2019 shaped the [2019/20 First Peoples’ Cultural Council Service Plan](#) and results reported in this annual report.

The following table highlights the key goals, objectives or strategies that support the key priorities of the B.C. Government as identified in FPCC’s 2019/20 Service Plan:

Government Priorities	First Peoples’ Cultural Council aligns with these priorities as follows:
Delivering the services people count on	<ul style="list-style-type: none"> • Sustain and invest in the lasting vitality of B.C. First Nations languages through successful language revitalization strategies (Goal One) • Document every B.C. First Nations language and ensure every B.C. First Nations person has access to their language via FirstVoices.com (Objective 1.1) • Increase the number of fluent speakers of B.C. First Nations languages (Objective 1.2) • Sustain and invest in the lasting vitality of Indigenous arts, culture and heritage in B.C. (Goal 2) • Support the development of Indigenous art forms (traditional and contemporary) through funding for Indigenous artists and investment in the growth of community capacity for arts infrastructure (Objective 2.1) • Support Indigenous communities and individuals in B.C. to meet their arts, language, culture and heritage revitalization goals (Goal 3) • Provide effective training, tools and resources to promote the success of Indigenous arts, language, culture and heritage revitalization programs (Objective 3.1) • Provide leadership on a provincial, national and global scale to support Indigenous arts, language, culture and heritage revitalization (Goal 5)

FPCC also directly contributes to the government’s key priority of building “a strong, sustainable economy.” We promote economic development by employing Indigenous people across B.C. in a variety of roles for their Indigenous knowledge. We provide opportunities for skill-building and professional development and our programming often functions as a catalyst for community participants to pursue further opportunities in Indigenous languages, arts, and culture through post-secondary education and the labour market. Growth in community-based opportunities is particularly important as employment in rural or remotely-located Indigenous communities is often scarce. In addition, Indigenous languages, arts and cultures are valuable resources and can contribute more to the economy than it costs to revitalize them. FPCC’s work is not simply about revitalization of Indigenous languages, arts and cultural heritage; it is about realizing the social and economic potential of Indigenous people.

Operating Environment

Some of the factors that influenced our work in 2019/20 included:

Increasing focus on Indigenous rights to languages, arts and culture: In 2018, the Province allocated \$50 million to support language revitalization, which has supported a significant expansion of the work of FPCC. In 2019, B.C. passed the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) to implement the United Nations Declaration on the Rights of Indigenous People (the UN Declaration). The UN Declaration recognizes the right of Indigenous peoples to speak their languages and practice their cultures and the responsibility of governments to remove obstacles to this right.

The provincial investment and passing of this legislation has brought increased awareness of Indigenous rights to language, arts and culture although further education and advocacy are needed. The provincial government's commitment to bring provincial laws into alignment with the UN Declaration bolsters the mission of FPCC and highlights the importance of our work.

Avenues to self-determination through Indigenous language legislation: In June 2019, the Canadian government worked in partnership with Indigenous people to develop and pass Bill C-91 *An Act respecting Indigenous Languages*, which recognizes that the constitutional rights of Indigenous peoples (under section 35 of the Constitution Act of 1982) include rights related to Indigenous languages, such as the right to reclaim, revitalize, maintain and strengthen Indigenous languages. FPCC's technical expertise was instrumental in the development of this Act and the organization engaged with communities to ensure their needs were reflected in the legislation.

FPCC worked with the federal government and Assembly of First Nations to support the development of a funding model that is based on effective language revitalization approaches and increases Indigenous self-determination. FPCC advocated for B.C. to receive a fair allocation of the funding commensurate with the language diversity in B.C. The work resulted in an increase in funding under the federal language program, from \$2 million in 2018/19 to \$3.1 in 2020.

International focus on Indigenous languages: The United Nations declared 2019 the International Year of Indigenous Languages. In March 2020, UNESCO announced that 2022–2032 will be the Decade of Indigenous Languages. Both initiatives increased international awareness of Indigenous languages and their important role in cultural diversity. While FPCC has been a player in international efforts to protect endangered languages for many years, 2019/20 brought about increasing partnerships through the HELISET TÆ SKÁL 'Let the Languages Live' conference. These partnerships created opportunities for collaboration with global projects and raised the profile of B.C. First Nations languages and the unique approaches B.C. First Nations use to revitalize their languages. FPCC brought together Indigenous language revitalization experts and champions from around the world to attend the conference, which shone a light on the importance of Indigenous languages as a human right and the contributions of FPCC as a global leader in language revitalization. FPCC also developed ten language revitalization goals for the Decade of Indigenous languages that have been shared internationally.

Continued challenges in securing funding for Indigenous arts and cultural heritage: Funding for Indigenous arts and cultural heritage still falls far below the levels needed to support their revitalization. FPCC had success in 2019/20 in acquiring new funding partners and offering new grant

streams in both arts and cultural heritage. However, much of the funding FPCC received was granted on a year-by-year or one-time basis and may not be renewed. As in previous years, the demand for funding far outstripped the funding available.

FPCC educates current and potential funders about the need for equity in Indigenous arts and heritage funding and the importance of sustainable funding. We also share the evidence that investments in Indigenous arts and culture are investments in economic growth, as data shows that Indigenous arts and tourism are important components of B.C.’s economy.²

Impacts of COVID-19 global pandemic: The COVID-19 global pandemic arose late in fiscal year 2019/20 and FPCC programs were impacted in February and March. FPCC worked with each grant recipient to support them to complete their programs when possible. If the recipient was not able to complete the program due to potential risks to community members, they were either offered an extension or were requested to return funds to FPCC so they could be allocated for future use. FPCC’s top priority is the safety of community members and FPCC staff and the organization quickly mobilized to support community efforts to prevent potential spread of the virus.

Report on Performance: Goals, Objectives, Measures and Targets

Goal 1: Sustain and invest in the lasting vitality of B.C. First Nations languages through successful language revitalization strategies.

Objective 1.1: Document every B.C. First Nations language and ensure every B.C. First Nations person has access to their language via FirstVoices.com.

Key Highlights

- Improved the operations and technology behind FirstVoices.com to more efficiently upload batches of language data, leading to significant increases in the number of data points added.
- Created a FirstVoices Knowledge Base which includes tutorials and webinars that will support language documentation and build community technological capacity.
- Launched the new Digitization Grants Initiative (DiGI) with the support of digitization experts from the Musqueam Indian Band and Indigitization (Museum of Anthropology at UBC).

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.1a Number of new data points added to FirstVoices.com ¹	13,493	35,000	59,081	35,000	35,000
1.1b Number of language resources digitized ^{3,4}	275	200	50	300	300

¹Data source: FirstVoices Department, FPCC

³Data source: Language Department, FPCC

⁴Resources include audio-visual sources and textual documents

² For example, the *National Indigenous Music Impact Study* indicated that Indigenous music contributed a total of almost \$78 million to Canada’s economy (GDP) in 2018. Destination B.C. reported in 2019 that Indigenous tourism contributed \$705 million to B.C.’s economy and employed 7400 people in more than 400 businesses.

Discussion of Results

1.1a: FirstVoices.com is an FPCC initiative to document B.C. First Nations languages so that they will be available for use by future generations. This performance measure tracks the number of new data points added to FirstVoices.com, including words, phrases, songs, stories and supporting media (audio, visual, images) and content that is created by communities to represent or support their archives.

This year, we surpassed our target by over 24,000 data points. The significant increase was in part due to improvements we made to the FirstVoices platform. In addition, we imported two dictionaries, Sm'algyax and Heiltsuk, and 10 new archives that contributed many words, phrases and associated audio files. We made improvements to FirstVoices training, which supports the development of technology skills in communities and increases the amount of data uploaded to the site. We funded 17 FirstVoices projects in 2019/20, allowing communities to take advantage of the increased speed and usability to upload significant amounts of language data.

1.1b: This performance measure tracks the number of language resources that are digitized through our new Digitization Grants Initiative (DiGI). DiGI supports the digitization of existing analog audio, video and textual language resources for First Nations in B.C. This program is important because many First Nations have analog language documentation materials that are at risk of being lost if they are not digitized. Recordings of fluent speakers may become damaged or obsolete if they are not transferred to digital formats and appropriately stored and catalogued.

In 2018/19, FPCC focused on digitizing resources from our own collection. In 2019/20, we launched the DiGI program to communities. The program start was delayed as equipment required for the program was ordered from China and did not arrive on time due to impacts of COVID-19. As a result, fewer resources were digitized this year. We expect that in the coming years the number of resources digitized will increase.

Objective 1.2: Increase the number of fluent speakers of B.C. First Nations languages.

Key Highlights

- Provided a record amount of language funding to communities to support effective language immersion programs.
- Offered three regional training workshops to accommodate the record number of Mentor-Apprentice Program teams and support them in their work towards language proficiency
- Offered training to Language Nest programs from a specialized Language Nest coach.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.2a Increase in language proficiency for Mentor-Apprentice Program participants ^{1,2}	n/a	83%	99%	83%	83%
1.2b Number of immersion opportunities funded by FPCC ³	586	1000	3134	1200	1200

¹ This performance measure was updated in the [2019/20 – 2021/22 Service Plan](#)

²Data source: MAP program evaluation self-assessments of increase in fluency

³Data source: Language Department, FPCC

Discussion of Results

1.2a The Mentor-Apprentice Program pairs adult language learners one-on-one with fluent speakers to learn in an immersion environment at home and on the land. This highly structured program includes 300 hours of language immersion work over a year and has proven to be successful in leading to language fluency. Participants may continue to apply each year to build their language proficiency.

This year we funded a record number of Mentor-Apprentice Program teams: 109 teams. The Mentor-Apprentice Program has a reputation as a program with powerful impacts, not only in terms of language acquisition but also inter-generational relationships and well-being. Forty-two teams returned to the program for a subsequent year and the overall completion rate was 89% – a high amount given the rigours of this program and the time commitment it requires.

1.2b FPCC supports language immersion programs through three program streams, which include:

- Mentor-Apprentice Program: 300 hours of one-on-one instruction with a fluent speaker.
- Language Nest: An early immersion program in which children up to age five engage with Elders and other fluent speakers, speaking only their First Nations languages.
- Open Strategy Programs: The B.C. Language Initiative and the federally-funded Indigenous Languages Grant programs involve a variety of language revitalization programs. Some of these are language immersion programs such as courses, mentorship opportunities, or camps. Others may be language documentation or other types programming and those are not counted in this measure.

These grant streams are important because research and community experience indicates that immersion is the only effective way to learn a language and increasing the number of fluent speakers must occur in order to revitalize Indigenous languages. These programs have proven long-term impacts, not only in increasing language fluency, but also in creating cultural connections, pride and empowerment in communities.

In 2019/20 we surpassed the performance measure significantly, delivering 3,134 immersion opportunities across B.C., a significant accomplishment for the communities we serve. As this was a new performance measure in the 2019 Service Plan, the initial target was an estimate and actual numbers have been higher than expected. In the past year we have seen more communities shifting to effective immersion programs that create new speakers, including open-strategy programs. In addition, increased funding allowed FPCC to expand both immersion-specific programs (Mentor-Apprentice and Language Nest) and open-strategy programs.

In 2019/20, we introduced Reclaiming My Language: A Course for Silent Speakers, to support language speakers who understand, but do not speak their language to regain the confidence to become language teachers or learners. This is not an immersion program and therefore not included in this performance measure, but it is an important component of a holistic approach as it prepares participants to undertake immersion programming if desired.

Objective 1.3: Mobilize community capacity to carry out the work of language revitalization.

Key Highlights

- Provided regional coaching and funding of community gathering and mentorship initiatives, which offer a foundation for developing sustainable language revitalization plans.
- Effectively supported community needs by listening to communities and identifying relevant strategies that match a community’s unique level of readiness for language revitalization.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.3a Number of language resources developed by communities with FPCC funding ¹	593	850	550	1000	1000
1.3b Number of communities who have developed language revitalization plans with FPCC support ^{2,3}	0	0	0	10	20

¹Data Source: Language Department, FPCC

²This performance measure was updated in the [2019/20 – 2021/22 Service Plan](#)

³Data Source: Language Department, FPCC

Discussion of Results

1.3a Language resources may take many forms, such as recordings, stories, songs, books, teaching resources, dictionaries and more. This is linked to objective 1.3 because the more resources that a community has to learn and document their language, the greater their capacity will be to support language revitalization.

In 2019/20 communities developed a variety of resources specific to their languages, including lesson plans and teaching curricula, books, webpages, online apps, DVDs, CDs, family history/genealogy binders, cookbooks, and calendars. In 2019/20 more communities chose to focus on immersion programming that creates new speakers (as indicated in performance measure 1.2b) than language resource development—resulting in an actual slightly lower than our initial target. As communities also faced challenges with final reporting in April 2020 due to COVID-19, the number of resources may be under-reported.

1.3b This performance measure indicates the extent to which FPCC is supporting communities to develop language revitalization plans. A language revitalization plan is a document that captures a community’s unique long-term vision for their language, including their specific goals and an action plan. This is linked to objective 1.3 because a community with a clear language plan will have increased capacity to implement language revitalization.

A language revitalization plan supports a holistic approach in which speaker populations are regenerated by increasing opportunities for learning, speaking and using the language at all age levels and across all social domains (home, school, workplaces, community gathering spaces). This model is

fundamentally supportive of Indigenous rights to self-determination, as it puts control of strategic direction and resource development into the hands of First Nations communities.

FPCC is supporting communities with this multi-year process. We had not anticipated having any plans developed in 2019/20, our focus was:

- Increasing awareness and interest in language revitalisation planning through presentations by FPCC regional coaches to over 350 people in 35 locations around the province.
- Offering 32 grants for Language Gathering and Sharing and Community-to-Community Mentorship. These grants are the first step towards developing language revitalization plans and allow communities to learn from each other, develop a shared vision, build capacity and generate community support for upcoming language planning.
- Preparing the grant guidelines, tools and resources to support language revitalization planning grants that will be offered in 2020/21.

Goal 2: Sustain and invest in the lasting vitality of Indigenous arts, culture and heritage in B.C.

Objective 2.1: Support the development of Indigenous art forms (traditional and contemporary) through funding for Indigenous artists and investment in the growth of community capacity for arts infrastructure.

Key Highlights

- Hosted Indigifest, an Indigenous music festival attended by over 3,000 people that provided new opportunities for Indigenous musicians to reach a broader audience.
- Offered more arts and cultural heritage grant streams than ever before to meet the diverse needs of Indigenous communities.
- Advocated for investments in Indigenous cultural heritage, resulting in \$700,000 in new Indigenous cultural heritage grants.
- Conducted ground-breaking research that focuses on assessing the levels of endangerment of Indigenous arts and heritage and the strategies needed for revitalization. This research is in progress and will be released in 2020/2021.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
2.1a Number of individuals involved in FPCC arts projects ¹	1,500	1,650	2,445	1,800	1,800
2.1b Number of funding partners in arts and heritage ²	5	5	8	6	7

¹Data Source: Arts Department, FPCC

²Data Source: Arts Department, FPCC

Discussion of Results

2.1a In previous years we tracked the “number of arts projects funded,” which was primarily a reflection of FPCC funding levels. This new performance measure has a greater focus on the number of individuals artists who are being impacted by FPCC’s work. These include both visual and performing artists.

In 2019/20 we surpassed our target as 2,445 individuals were involved in FPCC arts projects. Our success this year was due to additional promotion of our programs and offering more arts grant streams than ever before. FPCC’s grant streams create opportunities for Indigenous artists to create and promote their art, to develop their skills and to keep endangered art forms alive through inter-generational knowledge transfer. These funds also provide employment and career development opportunities to Indigenous artists.

We also supported the development of the skills and infrastructure needed for the Indigenous arts industry to flourish – including physical spaces, business development and skills building. To that end, we introduced two new grant streams this year:

- The Community Land-Based Arts grant, which supports Indigenous arts and culture workspace and the transmission of arts skills and knowledge.
- The Touring, Promotions/Marketing and Performance grant, which supports Indigenous artists, ensembles and collectives who undertake touring, promotions, marketing and performance activities that will lead to enhanced professional opportunities.

While we surpassed our target for this performance measure, we were only able to provide funding to 56% of the applicants, leaving many Indigenous artists without funds to practice their art and pass on their knowledge. FPCC continues to work with government and non-government agencies to advocate for equitable investment in Indigenous arts.

2.1b FPCC introduced this performance measure to demonstrate our commitment to advocate for increased and more diversified funding in these areas.

This year, we saw an increase in the number of funders for arts and heritage. In the arts, we were able to secure one additional funder, Tides Canada, who will support research on the vitality of Indigenous arts in 2020/21. In addition, we strengthened existing partnerships and secured new funding streams with existing funders. These include the Touring, Promotions/Marketing and Performance Initiatives funded by CreativeBC and the Community Land Based Arts grant funded by Margaret A. Cargill Philanthropies (MACP). We also secured a new grant stream through the B.C. Arts Council (BCAC) which is set to launch in 2020/21: The Indigenous Arts Scholarship program. This scholarship supports full-time students pursuing an arts education through post-secondary education or mentorship. Our initial funding intake for this program generated more applications than we were able to fund, demonstrating the need for increased funding in this area.

FPCC is the only organization in B.C. mandated to support the revitalization of Indigenous cultural heritage that has been endangered by colonization. In 2019/20 we secured three heritage funding partners: Heritage Branch (Ministry of Forests, Lands, Natural Resource Operations and Rural Development), Indigenous Services Canada and the United Nations Educational, Scientific and Cultural Organization (UNESCO) Canada.

As a result of these new partnerships we were able to offer two new grants through FPCC’s Cultural Heritage Program:

- A Sense of Place: Reconnecting the Land through Indigenous Cultural Heritage
- Indigenous Heritage Micro-Grants

High levels of community interest affirmed the need for these grants. FPCC had 104 applicants for Indigenous Heritage Micro-Grants but were only able to fund 15; the amount of funding requested was close to ten times the amount available. The Sense of Place program was a one-time funding opportunity but FPCC continues to get community requests for this program. As a result, we are seeking sustainable funding to meet the needs of communities.

Goal 3: Support Indigenous communities and individuals in B.C. to meet their arts, language, culture and heritage revitalization goals.

Objective 3.1: Provide effective training, tools and resources to promote the success of Indigenous arts, language, culture and heritage revitalization programs.

Key Highlights

- Developed and disseminated a variety of resources to share knowledge and tools with communities and advocate for policy and investments.
- Created the new [First Peoples’ Map](#), an interactive and accessible mapping platform that combines information about Indigenous language, arts and heritage data in communities across the province. This map is set to be launched in 2020 and will enable users to more easily connect with Indigenous artists, visit Indigenous cultural heritage sites that are open to the public and learn about Indigenous languages.
- Trained over 900 people in all regions of B.C. in language documentation, language immersion, grant-writing and planning.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
3.1a Number of new tools and resources to support language, arts, culture and heritage revitalization ¹	18	24	30	28	28
3.1b Number of individuals receiving language training from FPCC ²	814	500	864	550	550
3.1c Number of individuals participating in FPCC arts workshops ³	48	90	115	180	180

¹Data Source: Arts, Heritage and Language Departments, FPCC

²Data Source: Language Department, FPCC

³Data Source: Arts Department, FPCC

Discussion of Results

3.1a This performance measure includes resources developed for communities (such as learning and assessment tools, handbooks, videos, etc.) as well as resources developed for experts in the field (such as policy papers, fact sheets, templates and models). FPCC chooses which resources it develops based on feedback from partners, communities and experts. These resources support communities to have access to the best tools, research and information on the revitalization of Indigenous languages, arts and cultural heritage.

In 2019/20 we surpassed our target by offering six more tools/resources than originally planned. This year, FPCC developed a diverse range of tools and resources. Some examples include:

- **Dictionary apps for iPhone:** Dictionary apps for four First Nations languages.
- **Language Learning Tools:** A handbook, video series and a set of noun/verb immersion cards.
- **Language Documentation Tools:** Community self-assessment tool and informed consent template.
- **Webinars:** Webinars on language documentation and Indigenous cultural heritage policy.
- **Articles:** A book chapter on Indigenous Language Legislation and a paper on Decolonizing Indigenous Cultural Heritage.
- **Policy papers:** Notable policy documents including *Recognizing and Including Indigenous Cultural Heritage in B.C.* and 10 recommended goals for the UNESCO Decade of Indigenous Languages.
- **Two custom websites to support HELISET and Indigifest events.**

3.1b This performance measure counts the number of individuals FPCC provides language training to, whether they receive that training through an FPCC program with a required training component or are non-program participants who request training. Also included are individuals or communities receiving language planning training through language revitalization coaches. The specialized training that we provide is one of the features that makes our programs unique by providing support to participants and strengthening partnerships with communities.

This year we surpassed our target by training 364 more individuals than anticipated. FPCC training supports successful projects and helps mobilize long-term capacity that empowers communities. It provides valuable skills and connections that can be applied in areas beyond language revitalization.

3.1c This performance measure includes the number of individuals attending workshops for artists and arts organizations. These workshops explain the funding opportunities available to artists through FPCC and provide support for the application process. This training also builds communications and planning skills.

FPCC is recognized for the ways we work directly with communities to ensure that they maximize the benefits from our grants and find success. As a result of effective community outreach and prioritizing relationship-building with Indigenous communities, we surpassed our target by providing training to 115 people through FPCC arts workshops. We also enhanced workshop materials in 2019/20 to make the training more hands-on, so participants can leave the workshop with a grant proposal in development and with input from FPCC staff. This approach resulted in higher quality proposals.

Objective 3.2: Ensure FPCC programs are responsive to the needs of B.C. First Nations to deliver benefits to B.C. First Nations.

Key Highlights

- Delivered over 30% more grant funding than in 2019/20, for a record number of grants to communities to support the revitalization of Indigenous languages, arts, and cultural heritage.
- Recognized and provided opportunities that respond to the diverse contexts of Indigenous communities in B.C. by delivering programs that are relevant, useful and effective.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
3.2a Grants delivered to communities ¹	\$11.4M	\$16M	\$15.7M	\$17M	\$17M
3.2b Level of user satisfaction with FPCC programs ²	80%	75%	92%	78%	80%

¹Data Source: Arts, Heritage, Language and Operations Departments, FPCC

²Data Source: Arts and Language Departments, FPCC

Discussion of Results

3.2a This performance measure tracks the amount of funding that goes directly to First Nations and Indigenous communities and individuals in B.C. to support arts, languages and cultural heritage.

The grants include \$1.7M in arts grants, \$13.6M in language grants and \$368K in heritage grants. This is a significant increase from \$11.4M in 2018/19 (\$1.8M in arts grants, \$9.6M in language grants and no heritage grants). Due to the 2018 \$50 million investment from the Province of B.C., managed by the First Peoples' Cultural Foundation, and increased funding from the Government of Canada FPCC was able to deliver an unprecedented amount of language funding to communities in 2019/20, increasing grant delivery by 40% compared to the previous year.

Grants to communities were slightly below target due to receiving less funds than expected from some existing partners for arts programs. In addition, COVID-19 impacted grants to communities as some communities were not able to carry out planned events and had to return funds. This is reflected in the total for this performance measure, which shows only the funds that were actually spent.

Another factor in increasing language revitalization grants is community readiness. While most First Nations in B.C. have an urgent need for language revitalization programming, the majority have been operating for years with very little funding, and time and investment is needed to increase readiness for expanded programming. FPCC is working with communities to understand and mitigate barriers to language revitalization work and to enhance operational supports.

3.2b This measure tracks the level of user satisfaction as reported through a survey question on all program final reports. This performance measure is particularly important to FPCC as it provides direct guidance and feedback from program participants and grant recipients, allowing FPCC to be responsive to the needs of the people we serve.

FPCC [grant recipients](#) are extremely satisfied with FPCC programming. As this was a new performance measure in the 2019 Service Plan, the initial target was an estimate and the actual

percentage was higher than anticipated. When asked to rate their satisfaction on a scale of 100, the average response was 92%. These results show that FPCC programs are valued by communities.

Goal 4: Build awareness and appreciation for Indigenous languages, arts and culture in B.C. and promote the work of FPCC to communities, funders and leadership.

Objective 4.1: Promote FPCC's work and its impacts.

Key Highlights

- Significantly increased engagement with communities through social media channels, websites, visits and hosting major events.
- Created the online FPCC grant portal, which provides a more convenient grant application and reporting process.
- Increased our online presence by adding new social media platforms (Instagram) and formats (social media videos) to increase engagement.
- Developing a new website that will be launching in 2020/21.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
4.1a Number of followers engaged through FPCC social media streams ¹	17,500	17,000	21,081	17,700	18,400
4.1b Number of website visits ²	260,800	350,000	414,070	350,000	360,000

¹Data Source: Communications Department, FPCC

²Data Source: IT and Communications Departments, FPCC.

Discussion of Results

4.1a This performance measure helps us assess the effectiveness of our approach to sharing information with the public around Indigenous languages, arts and cultural heritage in B.C. We surpassed our target this year, added a new social media channel (Instagram) and increased activity through all social media streams.

To enable this growth, FPCC recruited a social media/website design expert to join our team, increasing our capacity to post more frequently and effectively. We also held two successful events, Indigifest and the HELISET TFE SKÁL 'Let the Languages Live' conference, which generated meaningful discussion, community interest and international awareness that was reflected on social media. Both events had custom websites to provide information and generate excitement and interest. Engagement in the digital realm, including social media and web, raised the public profile of FPCC.

4.1b This measure includes activity on all FPCC websites and continues to be an effective way to track interest in FPCC's programs, products and services.

In 2019/20 website visits surpassed the target by 64,070 visits. This is because in addition to increases in visits to all our existing websites (FPCC main site, FirstVoices.com, and the FPCC Arts and Languages Maps), FPCC created and launched three new websites this year:

- A website for FPCC-hosted HELISET TFE SKÁL 'Let the Languages Live' conference.
- A website for Indigifest.
- An online FPCC grant portal, which allows communities to access grant information and apply online for grants in a more streamlined process.

In 2019/20 we also focused on improvements to all our existing websites, including:

- Moving FirstVoices to a Canadian cloud hosting environment that is managed and maintained by the FirstVoices team. This allowed us to implement new features faster and with more control, such as improvements to system stability. Visits to FirstVoices increased by over 60,000 this year.
- Developing a new, more user-friendly and engaging FPCC main website to be launched in 2020/21.
- Updating the First Peoples' Map (which combines the former Arts Map and Language Map), which officially launches in 2020/21.

Goal 5: Provide leadership on a provincial, national and global scale to support Indigenous arts, language, culture and heritage revitalization.

Objective 5.1: Position the organization as the go-to thought leader on Indigenous languages, arts, culture and heritage in B.C., Canada and internationally.

Key Highlights

- Promoted FPCC programs and shared expertise with communities, researchers, policy makers and others at conferences and events.
- Strengthened relationships with Indigenous partners, government ministries and international organizations.
- Gained local, provincial, national and international recognition by hosting the hugely impactful HELISET TFE SKÁL 'Let the Languages Live' conference in 2019.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
5.1a Number of events, conferences and presentations FPCC staff attend ¹	123	50	53	52	52
5.1b Number of collaborative partnerships for FPCC ^{2,3}	40	39	62	40	41

¹Data Source: Language, Arts, Heritage and Operations Departments, FPCC

²Data Source: Language, Arts, Heritage and Operations Departments, FPCC

Discussion of Results

5.1a The number of events, conferences and presentations that FPCC staff attend is a good indicator of the time and energy we spend connecting with others in our field. We met our attendance target this year and participated in a wide variety of events including 33 conferences (such as the annual

Indigenous Elders conference and the UNESCO Language Technologies for All conference), nine cultural events (such as Syilx Language House Celebration and the Spirit of Peace PowWow) and nine professional gatherings (such as University of British Columbia's Indigenous Research Support Initiative Speaker Series and B.C. Cabinet and First Nations Leaders Gathering). At these events, we delivered presentations and workshops, provided expertise in policy and practice, interacted with communities through booths, learned from experts in the field, and networked with community members.

In addition to the events we attended, in 2019/20 we hosted three landmark events, including:

HELISET TFE SKÁL 'Let the Languages Live' conference: A four-day international conference hosted by the FPCC and the First Peoples' Cultural Foundation (FPCF) in June 2019. This conference was held in celebration of the UN 2019 International Year of Indigenous Language and brought together about 1000 Indigenous language leaders from around the world to share stories, best practices and expertise related to Indigenous language revitalization. This event highlighted FPCC's role as a global leader and brought public attention and visibility to the value of Indigenous languages.

Indigifest: A one-day Indigenous music, arts and culture festival hosted in partnership with CreativeBC and BC Arts Council in August 2019. This inaugural event brought out about 3,000 attendees and featured Indigenous musicians from across B.C. performing on outdoor stages, as well as interactive workshops that gave attendees opportunities to learn, dance and create art and music.

The Indigenous Cultural Heritage Forum: The first ever gathering which brought B.C. Indigenous cultural heritage practitioners together to provide expertise on the current context of Indigenous cultural heritage. This gathering was intended to share knowledge on Indigenous cultural heritage between Indigenous communities in B.C. and to help the Heritage Branch at the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) understand how provincial cultural heritage policies can be improved to better support Indigenous cultural heritage. This is important as Indigenous cultural heritage has been relatively misunderstood and overlooked by mainstream heritage organizations.

In 2018/19, FPCC staff members attended an unusually high number of events, conferences and presentations, due in part to the United Nations 2019 International Year of Indigenous Languages and engagement on the national *Indigenous Languages Act*.

5.1b The number of collaborative partnerships is an indicator of the reach and impact of our role as a leader in our field. This measure includes formal partnerships, informal partners that we work on collaborative projects with, FPCC funders, organizations that we provide training and support to, members of networks that we coordinate and others.

This year, we surpassed our target by increasing our number of collaborative partnerships to 75. We increased our collaboration across Canada and internationally, connecting with multiple sectors including government, education, non-profits, Indigenous organizations and Nations, philanthropy, arts councils and research institutions. We added 10 new heritage partners and created an Indigenous Cultural Heritage Advisory Committee to support our mandate. Provincially, we are building relationships and engaging in partnership projects with the Ministry of Advanced Education, Skills and

Training, the Indigenous Languages Partners Table³ and the Heritage Branch of FLNRORD. We also collaborate on an international level through our contributions to the Decade of Indigenous Languages and ongoing work with UNESCO.

Financial Report

Discussion of Results

FPCC receives \$1 million per year in core funding from the Province of British Columbia (MIRR). In 2018, the Province also invested \$50 million in Indigenous language revitalization. Unlike many other government agencies, FPCC is a Crown agency with diverse funding sources. In total FPCC had 12 funding partners in 2019/20 including provincial and federal governments, private foundations in B.C. and the United States, and community-based groups.

Additional revenues are acquired through proposals to FPCC's funding partners, including the First Peoples' Cultural Foundation, the Government of Canada, the BC Arts Council, CreativeBC and various non-governmental agencies. These funds are used for the provision of FPCC programs and services. FPCC works with communities to ensure the funds are invested in initiatives that yield concrete results. This complex work requires access to trained staff, Elders and Knowledge Keepers, support from Indigenous leadership, research and technical expertise, and community infrastructure and space.

FPCC closed the year ending on March 31st, 2020 with a balanced budget. This year, FPCC continued with past practice and did not carry any debt. FPCC's revenues and expenditures were greater than in any previous year. FPCC has undergone rapid growth, with expenditures of approximately \$6.8M in 2017/18⁴, \$15.4M in 2018/19 and \$21.4M in 2019/20, due in significant part to the provincial investment in 2017/18. We are proud of our success in raising funds and getting grants out to communities while maintaining a high level of support.

Costs such as salaries and office overhead have remained a relatively low proportion of our funding, only increasing in relation to delivering the programs and specialized supports that communities count on.

The Financial Resource Summary Table on the following page provides a summary of operating results for the year ending March 31st, 2020, as well as the prior fiscal year. Financial information for FPCC was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP). Audited Financial Statements are available on the FPCC website.

In the coming years, we expect to continue to receive funding from FPCF and the federal and provincial governments to support language revitalization and we are working to make sure our languages receive the support they need. We also plan to continue our efforts to increase partnerships and funding amounts in the arts and cultural heritage departments.

³ The members of the Indigenous Languages Partners Table include: FPCC, First Nations Education Steering Committee, First Nations Schools Association, Indigenous Adult Higher Learning Association, First Nations Confederacy of Cultural Education Centres, Ministry of Education, Ministry of Advanced Education, Skills and Training, Ministry of Child and Family Development, Ministry of Indigenous Relations and Reconciliation.

⁴ Not including the \$50 million investment by the Province of B.C., which was received in March 2018.

Financial Summary

	2018/19	2019/20	2019/20	2019/20
	Actual	Budget	Actual	Variance
Operating Revenue				
Ministry of Indigenous Relations & Reconciliation	1,051	1,051	1,051	0
BC Arts Council	1,500	1,500	1,500	0
Other Provincial Ministries	0	0	210	210
Grants from Federal Ministries	2,606	3,630	4,163	533
Grants from Non-Governmental Organizations	9,972	18,433	14,105	-4,328
Deferred Revenue	120	0	206	206
Interest and Other	80	2,019	134	-1,885
Office overhead recoveries	56	0	57	57
Total revenue	15,385	26,633	21,426	-5,207
Operating Expenses				
Arts Programs	2,263	3,836	2,320	1,516
FirstVoices Programs	341	1,979	1,809	170
Language Programs	10,874	17,355	14,205	3,150
Heritage Programs	41	263	586	-323
Operating and Overhead				
Administrative Salaries/benefits & Governance	695	1,787	1,171	616
Amortization	175	304	243	61
Other Operating Costs	996	1,109	1,092	17
Total Expenses	15,385	26,633	21,426	5,207
Capital Expenditure	0	195	356	-161
Accumulated Surplus	384	384	384	0

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

Note 2: All figures are in thousands (000's).

Variance and Trend Analysis

The following commentary reflects the dollar values reported in the Financial Resource Summary Table and will only comment on material variances that are over 1% (or \$266,000) of the total gross budget for 2019/20.

There are often additional resources brought into the organization from non-core funding sources and variances are common due to the fluid nature of the funding priorities of outside organizations.

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 grants and program delivery. This funding is often one-time (or soft funding) and as a result, FPCC frequently encounters variances in its budget when funding is accessed after the service plan has been approved. FPCC employs a system of close monitoring and forecasting to ensure a balanced budget is maintained.

Operating Revenues:	2019/20 Budget Variance
Grants from Federal Ministries	FPCC was successful in attaining funding from Indigenous Services Canada (\$341,000) and Parks Canada (\$18,000) for heritage grants. FPCC also advocated for and received additional funds from Department of Canadian Heritage (\$175,000) for language programming.
Grants from Non-Governmental Organizations	Most of the variance in this area resulted from a reduction of required resources from First Peoples Cultural Foundation (\$4.421 million). Language programs required less revenue, partly due to capacity to deliver language programming increasing less quickly than anticipated in communities and at FPCC. In addition, some community projects and events were cancelled as a result of the COVID-19 pandemic. Finally, increased resources were provided by other funders directly to language programs. The remainder of the variance resulted from reduced funding from Aboriginal Neighbors (-\$40,000), Margaret A. Cargill (-\$171,000) and additional funding from a successful proposal to CreativeBC (\$304,000).
Interest and Other	The primary source of the negative variance in this area resulted from funding proposals to B.C. Arts Council that did not materialize to fund various initiatives identified in the business plan (-\$1.794 million). Heritage programs planned to start in fiscal 2019/20 did not start until later in the year resulting in a negative variance (-\$207,000). Administration was able to generate additional interest revenue by investing in short-term GIC's (\$64,000), the Language program received miscellaneous funds (\$6,000) and FirstVoices received National Research Council funds (\$45,000) as a result of a successful proposal to this funder.

Operating expenses are also often subject to variations in funding, as described in the variance analysis for operating revenues and increase in accordance with the additional funding streams.

Operating Expenses:	2019/20 Budget Variance
Arts Programs	There were a number of arts program projects planned where FPCC was unsuccessful in obtaining funding from B.C. Arts Council for new initiatives resulting in a variance of (\$1.757 million). FPCC was successful in their funding proposals to CreativeBC for music projects (-\$406,000) and expenses increased accordingly to match the new funding. Funding provided by Margaret A Cargill Foundation is part of a new three-year agreement and expenditures were lower than expected (\$165,000).
Language Programs	As discussed in the revenue variance report, most of the variance in this area resulted from a reduction of required resources from First Peoples Cultural Foundation (\$4.421 million).
Heritage Programs	FPCC originally planned to cover staffing and infrastructure costs for heritage programs through funding from FPCF (\$230,000) but successful project proposals to Heritage Branch (-\$210,000) and Indigenous Services Canada (-\$343,000) covered some staffing costs. As a result, FPCC did not require funding from FPCF for heritage in the 2019/20 fiscal year.
Administrative Salaries/Benefits and Governance Costs	Administrative Salaries and Benefits costs were less than planned for Operations (\$148), Communications (\$34,000), Financial Services (\$92,000), IT Services (\$283,000) and Advisory Council costs (\$59,000).

Risks and Uncertainties

As an entity which relies almost entirely on grant funding, FPCC is at risk of significant impacts from the policy and business environment. We work closely with First Nations and Indigenous communities and therefore we are very aware of the significant need for more funding to support the revitalization of Indigenous arts, languages and cultural heritage. We have been working to meet this need and the last two years have far surpassed our previous years in revenue and expenditures. We have a long-range strategy for growth and are focusing in the coming years on increasing our impacts through providing more funding and supports to communities, as research on best practices and international models indicates that successful revitalization of Indigenous arts, languages and cultural heritage requires significantly higher levels of investment than currently provided.

We have seen growing support for Indigenous language revitalization. The federal government is working with FPCC and other Indigenous agencies through Bill C-91 *An Act respecting Indigenous Language* to develop a funding model based on Indigenous self-determination and increased funding.

We have been advising the federal government to ensure these funds are allocated towards language revitalization strategies that are effective, and to ensure that we receive funding that recognizes the incredible language diversity of B.C., which is home to more than 50% of the Indigenous languages in Canada. As a result, we expect to see increased federal funding in the 2020/21 fiscal year.

The Province of B.C. has committed to supporting Indigenous rights through the *Declaration on the Rights of Indigenous Peoples Act* and has demonstrated a commitment to language revitalization with a \$50 million investment in 2018. While we are encouraged by recent commitments and investments, long-term funding for Indigenous language revitalization is not in place, and programs and services will need to be scaled back significantly if the current levels of funding are not continued. We continue to emphasize the importance of Indigenous languages, arts and cultural heritage as a human right.

In the arts and cultural heritage department we have not yet seen similar growth. Most of the funding in these areas varies year-to-year, and funding is typically allocated on a one-year (fiscal year) basis. This means that FPCC needs to focus on revenue generation in order to achieve its program and service goals. This also means that cash flow continues to be unpredictable, and funding delays or reductions can significantly impact our programs and services to communities.

In response to these needs, FPCC is compiling an evidence-based business plan to seek long-term sustainable investment and continues to focus on developing new funding partnerships.

Demand from B.C. First Nations and Indigenous people for language, arts and cultural heritage programs and expertise continues to grow as does the urgency to meet this demand. At the same time, community readiness to implement successful programming needs time and support to meet demand. While we will continue to support communities as they ramp up their services, there is uncertainty around the speed at which communities will be able to undertake new programming and approaches. FPCC is developing supports to address the barriers identified by communities and provide appropriate mitigation strategies. As well, FPCC delivers tailored training and coaching to communities to build foundations for lasting community-based cultural infrastructure and ensure successful outcomes.

Unlike many Crown corporations, achieving our mandate requires support from a number of B.C. government ministries. Strong inter-ministry partnerships and a cross-government commitment to the revitalization of Indigenous languages, arts and cultural heritage are critical to our work. We have been working to build and strengthen partnerships across agencies to enable the multi-sectoral work needed to rebuild Indigenous cultural systems.

Overall, the greatest risk to our future operations in the near term is the uncertainty surrounding the economic and social impacts of the COVID-19 pandemic. We ended fiscal year 2019/20 at the start of a global situation unseen in human history. In the coming years, we expect uncertainty in relation to expenditures, as many of our current programs rely on face-to-face interactions. Where possible we are working with communities to create innovative alternatives to continue to provide these programs in a safe way (such as through webinars, videos and other materials) with a focus on maintaining critical programming while protecting vulnerable Elders and Knowledge Keepers.

FPCC expects to face uncertainty in regard to revenue, as we do not yet know the economic impacts of the COVID-19 pandemic. The organization already operates in a highly competitive funding environment, and it is only in the past several years that widespread awareness of the importance of

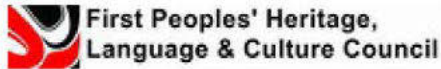
Indigenous languages, arts and culture has been growing. As such, we are vulnerable to reductions in funding. At the same time, we may be well-positioned for funding that is meant to create economic stimulus. FPCC continues to inform partners that access to Indigenous languages, arts and culture is a human right, and that investments in these areas contributes to economic growth and well-being for Indigenous people and all Canadians.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL

Financial Statements

(In Thousands of Dollars)

Year Ended March 31, 2020



1A Boat Ramp Road, Brentwood Bay, BC V8M
1N9 Phone [250] 652-5952 Fax [250] 652-5953

Management's Report

Management's Responsibility for the Financial Statements

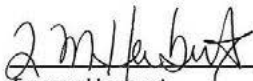
The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, 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 13, 2020



PATERSON HENN CPA
CHARTERED PROFESSIONAL ACCOUNTANTS

Caroline M. Paterson, CPA, CGA*
Sheila C. Henn, CPA, CA*
* denotes Incorporated Professionals

2440 Bevan Avenue
Sidney, BC V8L 5C5
P: **250-656-7284 (PATH)**
F: **250-656-7288**
admin@patersonhenn.com
www.patersonhenn.com

INDEPENDENT AUDITOR'S REPORT

To the Minister of Indigenous Relations & Reconciliation
To the Members of First Peoples' Heritage, Language & Culture Council

Opinion

We have audited the financial statements of First Peoples' Heritage, Language & Culture Council (the Council), which comprise the statement of financial position as at March 31, 2020, and the statements of operations, changes in net financial assets (debt) and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

(continues)

2

Independent Auditor's Report to the Members of First Peoples' Heritage, Language & Culture Council
(continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Sidney, British Columbia
May 13, 2020

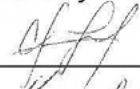
Paterson Henn CPA

Chartered Professional Accountants

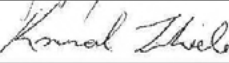
FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Statement of Financial Position
(In Thousands of Dollars)
March 31, 2020

	2020	2019
Financial assets		
Cash and cash equivalents	\$ 3,899	\$ 2,265
Accounts receivable	165	1,070
GST receivable	100	99
Due from government (Note 4)	-	5
	<u>4,164</u>	<u>3,439</u>
Liabilities		
Accounts payable and accrued liabilities	3,605	3,685
Deferred contributions (Note 6)	1,172	252
	<u>4,777</u>	<u>3,937</u>
Net financial debt	<u>(613)</u>	<u>(498)</u>
Non-financial assets		
Tangible capital assets (Note 5)	921	807
Prepaid expenses	76	75
	<u>997</u>	<u>882</u>
Accumulated surplus	<u>\$ 384</u>	<u>\$ 384</u>

Approved by the Board:



Director



Director

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

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Statement of Operations
(In Thousands of Dollars)
Year Ended March 31, 2020

	Budget	2020	2019
Revenue			
Grants (<i>Schedule 1</i>)	\$ 24,614	\$ 21,075	\$ 15,160
Interest and other revenue	2,019	88	48
Administration fees	-	57	56
Deferred revenue	-	206	120
	<u>26,633</u>	<u>21,426</u>	<u>15,384</u>
Expenditures			
Arts Programs	3,836	2,320	2,263
First Voices Programs	1,979	1,809	341
Language Programs	17,355	14,205	10,874
Heritage Programs	263	586	41
Communications	603	535	318
Finance Services	290	199	108
Information Technology Services	714	399	235
Operating Expenses	1,289	1,130	1,029
Amortization	304	243	175
	<u>26,633</u>	<u>21,426</u>	<u>15,384</u>
Annual Surplus	-	-	-
Accumulated surplus - beginning of year	384	384	384
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 (Debt)
(In Thousands of Dollars)
Year Ended March 31, 2020

	Budget	2020	2019
Annual Surplus	\$ -	\$ -	\$ -
Purchase of tangible capital assets	(195)	(357)	(918)
Amortization of tangible capital assets	304	243	175
Decrease (increase) in prepaid expenses	-	(1)	(16)
	<u>109</u>	<u>(115)</u>	<u>(759)</u>
Increase (decrease) in net financial assets	109	(115)	(759)
Net financial assets (debt) - beginning of year	<u>280</u>	<u>(498)</u>	<u>261</u>
Net financial assets (debt) - end of year	<u>\$ 389</u>	<u>\$ (613)</u>	<u>\$ (498)</u>

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

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FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Statement of Cash Flows
(In Thousands of Dollars)
Year Ended March 31, 2020

	2020	2019
Cash flows from operating activities		
Aboriginal Neighbors	\$ 10	\$ 35
BC Arts Council	1,500	1,500
BC Ministry of Indigenous Relations & Reconciliation	1,051	1,051
Canada Council for the Arts	-	25
Creative BC	304	364
Department of Canadian Heritage	3,805	2,581
First Peoples' Cultural Foundation	13,427	9,339
Heritage Branch	210	-
Indigenous Services Canada	340	-
Margaret A. Cargill Foundation	364	233
National Research Council	46	32
Parks Canada Agency	18	-
Administration fees	57	56
Interest income and other miscellaneous receipts	88	48
Net change in non-cash item - deferred contributions	206	120
	<u>21,426</u>	<u>15,384</u>
Cash used for grants and awards	(15,684)	(11,432)
Cash used for salaries and benefits	(2,667)	(1,606)
Cash paid to materials and services	(1,084)	(590)
	<u>1,991</u>	<u>1,756</u>
Investing activity		
Purchase of tangible capital assets	(357)	(918)
	<u>(357)</u>	<u>(918)</u>
Cash flow used by investing activity	<u>(357)</u>	<u>(918)</u>
INCREASE IN CASH FLOW	1,634	838
Cash and cash equivalents - beginning of year	<u>2,265</u>	<u>1,427</u>
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 3,899	\$ 2,265

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

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FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Notes to Financial Statements
(In Thousands of Dollars)
Year Ended March 31, 2020

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 and reported as per the Service Plan for 2019/20.

Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are investments in term deposits and are valued at cost plus accrued interest. The carrying amounts approximate fair value because they have maturities at the date of purchase of less than ninety days or are cashable.

Financial instruments

The Council's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, all of which are reported at amortized cost.

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.

(continues)

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Notes to Financial Statements
(In Thousands of Dollars)
Year Ended March 31, 2020

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

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.

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.

Grant expenditures are recorded based on the various grant awards and may differ on whether the payable or holdback is set up initially or whether a payable is set up at year end, to reflect an approximation of the expenses for the fiscal year.

At the end of the year, management assessed the various grant awards and programs and have estimated any impairments to grant awards, based on information available at that time. The actual grants paid relating to this fiscal year will vary due to holdbacks and funding that the recipient may not be able to complete based on various factors, including the coronavirus (COVID-19) crisis.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Notes to Financial Statements
(In Thousands of Dollars)
Year Ended March 31, 2020

3. RELATED PARTY TRANSACTIONS

The Council's Board of Directors and Advisory Committee are appointed by the Minister of Indigenous 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 may be 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 Council works closely with the First Peoples' Cultural Foundation (the "Foundation") on shared language revitalization goals, including the FirstVoices program. The Foundation is an independent organization with a separate Board of Directors. Transactions with this entity are made under normal operational terms and conditions.

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. DUE FROM GOVERNMENT

Due from government consists of the following:

	(In Thousands of Dollars)	
	March 31, 2020	March 31, 2019
Provincial government	\$ -	\$ 5

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Notes to Financial Statements
(In Thousands of Dollars)
Year Ended March 31, 2020

5. TANGIBLE CAPITAL ASSETS

(In Thousands of Dollars)

<u>Cost</u>	March 31, 2019 Balance	Additions	Disposals	March 31, 2020 Balance
Art Collection	\$ 101	\$ 67	\$ -	\$ 168
Computer equipment	432	111	-	543
Computer software	51	-	-	51
Furniture and Equipment	285	143	-	428
Leasehold Improvements	695	35	-	730
	\$ 1,564	\$ 356	\$ -	\$ 1,920

<u>Accumulated Amortization</u>	2019 Balance	Amortization	Accumulated Amortization on Disposals	2020 Balance
Art Collection	\$ -	\$ -	\$ -	\$ -
Computer equipment	335	93	-	428
Computer software	51	-	-	51
Furniture and Equipment	129	68	-	197
Leasehold Improvements	242	81	-	323
	\$ 757	\$ 242	\$ -	\$ 999

<u>Net book value</u>	March 31, 2020	March 31, 2019
Art Collection	\$ 168	\$ 101
Computer equipment	115	97
Furniture and Equipment	231	156
Leasehold Improvements	407	453
	\$ 921	\$ 807

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Notes to Financial Statements
(In Thousands of Dollars)
Year Ended March 31, 2020

6. 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	Receipts	Transferred to	Balance
	April 1, 2019	during year	revenue	March 31, 2020
Aboriginal Neighbors	\$ 15	\$ 10	\$ 25	\$ -
BC Arts Council	43	1,500	1,543	-
Canada Council for the Arts	25	-	25	-
Creative BC	96	304	245	155
Department of Canadian Heritage	24	3,805	3,406	423
First Peoples' Cultural Foundation	-	13,427	13,354	73
Indigenous Services Canada	-	340	180	160
Margaret A. Cargill Foundation	29	364	32	361
National Research Council	20	46	66	-
	\$ 252	\$ 19,796	\$ 18,876	\$ 1,172

	(in Thousands of Dollars)			
	Balance	Receipts	Transferred to	Balance
	April 1, 2018	during year	revenue	March 31, 2019
Aboriginal Neighbors	\$ -	\$ 50	\$ 35	\$ 15
BC Arts Council	-	1,500	1,457	43
BC Ferries	5	-	5	-
Canada Council for the Arts	-	25	-	25
Creative BC	198	364	466	96
Department of Canadian Heritage	-	2,581	2,557	24
Margaret A. Cargill Foundation	130	233	334	29
National Research Council	-	32	12	20
	\$ 333	\$ 4,785	\$ 4,866	\$ 252

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Notes to Financial Statements
(In Thousands of Dollars)
Year Ended March 31, 2020

7. EXPENDITURES BY OBJECT

The following is a summary of expenditures by object (in Thousands of Dollars):

	2020	2019
<u>Expenditures</u>		
Grants	\$ 15,684	\$ 11,432
Salaries and Benefits	2,667	1,606
Community Resources, R&D and Jury Costs	395	447
Purchased services	1,370	644
Professional Fees	279	433
Facilities Rent, Heating and Maintenance	129	89
Office Overhead and Operating Costs	569	478
Board and Advisory	91	80
Amortization	243	175
	\$ 21,427	\$ 15,384

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.

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. Based on the most recent actuarial (March 31, 2017 Actuarial Valuation Report), the financial position of this plan is in a surplus position.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Notes to Financial Statements
(In Thousands of Dollars)
Year Ended March 31, 2020

10. CONTRACTUAL LEASE AGREEMENT

The Council had entered into a seven year commercial lease agreement on September 1, 2018 with the Tsartlip First Nation, expiring August 31, 2025. The lease has a minimum base rental of \$78,000 annually with any additional taxes, charges or other costs to be paid by the Council.

The minimum annual operating lease repayment for the next five years is:

	(In Thousands of Dollars)
2021	\$ 78
2022	78
2023	78
2024	78
2025	78
	<hr/>
	<u>\$ 390</u>

11. SUBSEQUENT EVENTS

In March 2020 and subsequent to the year end, the coronavirus (COVID-19) continues to have wide reaching implications which affect every community, including the operations of the Council. The Council has followed the federal and provincial government recommendations and has postponed upcoming events and training sessions. As described in Note 2, the Council has assessed the implications of global change in operations and has adjusted for any impairment in grant expense, based on the knowledge and information available at that time. At the release of these financials, management has no information that would result in a going concern issue for the Council. The Council is continuing to use technology, work remotely and offer support and programs for grant recipients and Indigenous communities, within their mandate.

FIRST PEOPLES' HERITAGE, LANGUAGE & CULTURE COUNCIL
Schedule of Grant Revenue *(Schedule 1)*
(In Thousands of Dollars)
Year Ended March 31, 2020
(In Thousands of Dollars)

	Budget	2020	2019
Revenue			
Aboriginal Neighbors	\$ 50	\$ 10	\$ 35
BC Arts Council	1,500	1,500	1,500
BC Ministry of Indigenous Relations & Reconciliation	1,051	1,051	1,051
Canada Council for the Arts	-	-	25
Creative BC	-	304	364
Department of Canadian Heritage	3,630	3,805	2,581
First Peoples' Cultural Foundation	17,847	13,427	9,339
Heritage Branch	-	210	-
Indigenous Services Canada	-	340	-
Margaret A. Cargil Foundation	536	364	233
National Research Council	-	46	32
Parks Canada Agency	-	18	-
	\$ 24,614	\$ 21,075	\$ 15,160

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

Appendix A – Additional Information

Corporate Governance

The First Peoples' Cultural Council (FPCC) is governed by a [Board of Directors](#), comprising up to 13 members. In 2018, Cynthia Jensen Fisk, of the Fireweed clan, from the house of Geel of the Gitx'san Nation became Chair of the Board of Directors.

The work of the Board is supported by three sub-committees: Governance, Finance and Audit, and Human Resources 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.

FPCC's 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 contemporary 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 the 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 and Indigenous individual, organization or community can nominate someone or apply for membership.

The Advisory Committee and 10 of the 13 Board members are all recommended for appointment by the Board's Governance Committee (and then appointed by the Minister of Indigenous Relations and Reconciliation), in addition to the three Board members directly appointed by the Minister.

Organizational Overview

FPCC's mandate is to assist B.C. First Nations and Indigenous people in their efforts to revitalize their languages, arts, heritage and cultures. Since 1990, FPCC has successfully distributed over \$75 million to B.C.'s Indigenous communities for language, arts and culture projects.

FPCC serves 203 B.C. First Nations, 34 languages, over 90 language dialects and a number of First Nations and Indigenous arts, culture and educational organizations. More details about FPCC's mandate, vision, mission, who we serve and key partners are available on the organization's [About Us](#) page.

Report on the Status of B.C. First Nations Languages

FPCC reports on the status of B.C. First Nations languages every four years. We have so far produced three reports – one in 2010, a second in 2014, and a third in 2018. According to the [2018 Report on the Status of B.C. First Nations Languages](#):

- Fluent speakers of a First Nations language make up 3.0% of the total B.C. First Nations population, a decrease of 1.1% from 2014.
- Just over half (51.9%) of fluent First Nations language speakers are aged 65 and over. The passing of fluent Elders is the main reason why fluent speakers are declining.

- There are 13,997 language learners as of 2018. This includes an increase of 2,135 (9.1%) active learners since 2014.
- 98.4% of semi-fluent speakers are under age 65.
- 78.1% of learners are 24 years old or younger.
- First Nations language learners comprise 10.2% of the total provincial First Nations population, an increase since 2014.
- 24 out of 34 First Nations languages have an archive of their language on FirstVoices.com.

Contact Information and Links

Section	Hyperlink
<p><u>Organizational Overview</u> Mission, vision and values Legislation and mandate Overall benefit or service Principal partners and stakeholders How services are delivered</p>	<p>www.fpcc.ca/about-us</p>
<p><u>Programs and Special Projects</u> Language programs Arts programs Cultural heritage programs FirstVoices Endangered Languages Project Our Living Languages Exhibition Language Revitalization Coaching</p>	<p>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/coaching/</p>
<p><u>Corporate Governance</u> Board of Directors Advisory Committee Board Committees Senior Management Governance Principles</p>	<p>www.fpcc.ca/about-us/board www.fpcc.ca/about-us/advisory www.fpcc.ca/about-us/performance www.fpcc.ca/about-us/governance</p>
<p>First Peoples’ Cultural Institute</p>	<p>www.fpcc.ca/culture/institute</p>
<p>List of First Nations Languages in British Columbia</p>	<p>www.fpcc.ca/Default.aspx</p>
<p><u>Research and Policy Papers</u> Status of Language Report Costing Models for Language Maintenance, Predictive Factors for High Resource Funding in Indigenous Language Revitalization Revitalization, and Reclamation in Canada A Global Perspective on Costing for Indigenous Language Revitalization Policy Paper; Recognizing and including Indigenous Cultural Heritage in B.C.</p>	<p>www.fpcc.ca/about-us/Publications/Default.aspx</p>