

ANNUAL REPORT 2017/18

FIRST NATIONS MAJOR PROJECTS COALITION



DEDICATION

This inaugural Annual Report of the First Nations Major Projects Coalition is dedicated to all of our Members who are developing trust and working together to advance an approach that is uniquely and collaboratively their own. Since its inception, the Coalition has made great strides and achieved significant milestones, as this report will showcase. We look forward to continuing to pursue the vision of our Members and accomplish our goals that will make that vision a reality.

ACKNOWLEDGMENTS

The First Nations Major Projects Coalition wouldn't be where it is today without the support, hard work, and visionary leadership of Harold Calla (Executive Chair, First Nations Financial Management Board) and Hon. Gerry St. Germain (retired Senator). The Coalition would like to offer our special thanks to Mr. Calla and Mr. St. Germain for their volunteer efforts in responding to First Nations' needs by providing the assistance required to establish the FNMPC.

SPECIAL THANKS

The Board of Directors of the First Nations Major Projects Coalition wishes to extend special thanks to Chief Joe Bevan of Kitselas for his time and dedication to this work, serving as Chair of the Coalition during its developmental stages from October 2015 until November 2, 2017. His many contributions to the Coalition are reflected throughout this report.

CONTRIBUTIONS

The FNMPC would like to acknowledge the work of Four Directions Management Services as represented by Dan George and Kelly Mortimer for their assistance with the creation of this inaugural annual report. We also extend appreciation to Topshelf Creative for their graphic design and layout contributions to this report.

FNMPC

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FNMPCHAIR, SHARLEEN GALE

MESSAGE FROM THE CHAIR

On behalf of the Board of Directors, it gives me great pleasure to present the Annual Report of the First Nations Major Projects Coalition Society for the 2017/18 fiscal year. This report is of significance for many reasons. This is the first report since our membership unanimously supported giving legal standing to the Coalition in March 2017. This report represents the Coalition's evolution as a community-driven, Nation-based, and First Nation-led business capacity building organization. Ultimately, this report is of significance because its content reflects the vision

Coalition members have for our communities and the work undertaken to support us in achieving this vision for our future generations to follow.

As Nations working together, we understand the need to preserve and regenerate our resources for the benefit of our members, our communi-

ties and future generations, including our financial resources. As leaders within our communities, we have the duty to carry the vision of our people forward, and in doing so obtain access to the right tools and advice so we can make informed decisions about our future. The Coalition's core focus is to provide its members with access to technical capacity and advice to reach informed decisions concerning the development of major projects that may impact our air, water, and lands.

Our ancestors have fought hard and have told us generation to generation that we must protect our environment, our people, our history and our cultures. We owe it to them to work together to continue to advance our commonly held interests. As they did in times before us, we must continue to recognize that we have much more to gain by working together than working alone. The Coalition is a vehicle designed to hold the type of conversations among our members that keep us moving forward together. We are stronger together. As members of the Coalition, I can proudly say that our unified voice sends a clear message that sustainable development is defined as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs." Coalition members have been clear on their



priorities for considering development. We must continue to protect the land so it will continue to provide for us. We must use our traditional knowledge to influence the structure of our business relationships moving forward. We must be positioned to harness a portion of the wealth being generated from our territories as owners in projects that our communities choose to support. The Coalition is dedicated to supporting the capacity tools required for our members to continue to advance these core priorities.

The upcoming year will be a defining one in the life of the Coalition. Over the last 3 years, our members have dedicated a lot of time and shown a lot of trust and respect to get the Coalition as an organization off the ground. It is now time to put our tools to work to support our members in getting projects off the ground within their territories. By working together, we will make projects move according to our interests and under our terms.

The quality of life for our children and future generations in the next 7 generations depends on our decisions today. I believe through the work we are doing by working together honours our ancestors and our elders and reflects our commitment to our people, our communities and our territories. In closing, I want to thank our

members for their dedication in supporting the work of the Coalition during the early years of the organization, and for placing their trust in the Board of Directors and me as the Chair to ensure our work reflects their vision.

Mussi Cho!



Councillor Sharleen Gale
Fort Nelson First Nation
Chair, First Nations Major Projects Coalition

FIRST NATIONS MAJOR PROJECT COALITION HISTORY OF THE FNMP

In 2013, First Nations participating in the First Nations Limited Partnership ("FNLP") were trying to find financing for the 30% equity option they negotiated in the proposed Pacific Trails Pipeline project, and after speaking to banks and other lenders, a number of First Nation members contacted the First Nations Financial Management Board ("FMB") and the First Nations Finance Authority ("FNFA") to see whether the FMB and FNFA could help them access the capital they required.

In response to this access to capital issue, the FMB undertook some research and produced an economic paper. This paper proposed an approach that could facilitate meaningful First Nations participation in major projects by using government loan guarantees to secure financing for the capital contribution required for the First Nations to purchase an equity stake in a project. This approach was presented by the FMB at a number of gatherings in 2013 and 2014 and caught the attention of some First Nation leaders, including then Chief Martin Louie of Nadleh Whut'en.

On October 14, 2014, Chief Martin Louie requested support from the FMB to host a meeting. The purpose of the meeting would be to discuss how First Nations could work together to access capital and obtain equity positions in the proposed natural gas pipelines at that time. Since the proposed pipelines were to cross traditional territories of several First Nations, it was important for affected First Nations to gather together to discuss the tools and options for participation. The request from Chief Louie marked the commencement of the FMB's engagement of First Nations communities impacted by proposed major resource projects, and thanks to the outreach efforts carried out by Chief Louie and the FMB, there were over 100 people in attendance at the December 2014 meeting in Prince George. A key outcome of this meeting was a Memorandum of

Understanding (MOU) that was signed by 20 hereditary chiefs and 10 elected chiefs who agreed that they must work together on major projects within their territories.

The next meeting of the First Nations leaders, with the support from the FMB, took place in Prince Rupert in March 2015, where the group adopted-in-principle a draft terms of reference seeking to establish the First Nations Major Projects Coalition Steering Committee. The First Nations in attendance appointed an "interim working group" to oversee the development of a work plan to support the establishment of the Steering Committee.

The Coalition was then established by the participating First Nations leaders at the next meeting held in October 2015. At this meeting, a terms of reference document was formally adopted and representatives were appointed to serve on a Steering Committee.

THE INITIAL MEMBERS OF THE COALITION STEERING COMMITTEE WERE:

- » Chief Joe Bevan (Kitselas), Chair
- » Hereditary Chief Theresa Tait-Day (Wet'suwet'en Matrilineal Coalition)
- » Chief Willie Blackwater (Gitsegukla)
- » Chief Corrina Leween (Cheslatta)
- » Angel Ransom (Nakazdli Whut'en)
- » David Luggi (Stellat'en)
- » Hereditary Chief Nekt, George Muldoe (House of Delgamuukw)

THE PROCESS TO DEVELOP AND ESTABLISH THE COALITION WAS RESOURCED THROUGH FEDERAL CONTRIBUTIONS BY THE STRATEGIC PARTNERSHIPS INITIATIVE ("SPI"), WHICH PRIOR TO THE ESTABLISHMENT OF THE FNMPSC SOCIETY, WAS APPLIED FOR AND ADMINISTERED BY THE FMB ON THE REQUEST OF THE PARTICIPATING FIRST NATIONS. WE WOULD LIKE TO THANK AND RECOGNIZE THE FMB FOR THEIR SUPPORT IN THE COALITION'S CREATION.

As of March 31, 2016, fourteen (14) Band Council Resolutions (BCR) or declarations of support had been received from elected and hereditary leadership. In 2016/17, the Coalition advanced some important pieces of technical work, including the development of i) a common approach to a First Nations-led environmental stewardship framework, ii) a request for indicative terms of First Nations equity financing in an illustrative project (the Strawman), and iii) major project criteria and an approval process for the Coalition to provide capacity support to First Nations in relation to a major project.

Another milestone was reached when on January 27, 2017, members of the FNMPSC passed a resolution to establish the First Nations Major Project Coalition Society, a free-standing non-profit legal entity, and appoint the Board of Directors: Chief Joe Bevan (Chair), Chief Corrina Leween (Vice-Chair), and Chief Willie Blackwater. By March 31, 2017, formal membership of the FNMPSC more than doubled to thirty-one (31) participating Nations.

In 2017/18, the Coalition received formal requests from four (4) First Nations communities to provide capacity support in relation to major project, the Kennedy Dam Water Release Facility ("KDWRF"). This has enabled the Coalition to apply its major project criteria and approval process, as well as its environmental and economic toolkits, to an actual project that is being led by First Nations. Additional milestones include the completion of community readiness assessments with each of the four KDWRF First Nations, the development of a Project Finance & Ownership Model Toolkit, and the development of environmental stewardship standards. By March 2018, membership of the Coalition has grown to 40 participating Nations!



Chief Martin Louie (Nadleh Whut'en) and Chief Justa Monk (Tl'azt'en) signing the MoU on December 4, 2014.



Chief Joe Bevan (Kitselas) and Hereditary Chief Wihaliye Theresa Tait-Day (Wet'suwet'en Matrilineal Coalition) sign the Terms of Reference

ABOUT THE FIRST NATIONS MAJOR PROJECTS COALITION

The First Nations Major Projects Coalition ("FNMPC" or "Coalition") was established in October 2015 by First Nations that have chosen to work together because of major resource projects that are proposed for their territories. Guidance for the Coalition comes from:

- A. Memorandum of Understanding (4 December 2014);
- B. Terms of Reference (9 October 2015);
- C. Constitution & By-Laws; and,
- D. Yearly work plans as approved by the Board of Directors and agreed to by Coalition members.

OUR VISION

Member First Nations working collaboratively, cooperatively and cohesively towards the enhancement of the economic well-being of our respective memberships, understanding that a strong economy is reliant upon a healthy environment, supported by vibrant cultures, languages and expression of our traditional laws.



Angel Ransom, Chief Joe Bevan, Chief Corrina Leween, and Harold Calla in front of the Banking, Trade, and Commerce Standing Senate Committee - October 2016

OUR MANDATE

The Coalition's mandate is grounded in our Constitution and Bylaws as a Society that are supported and upheld by our member First Nations. Our mandate enables the Coalition to undertake advocacy and proactive dialogue ensuring that our community and First Nation standards are met within the boundaries established by our founding documents.

OUR ORGANIZING PRINCIPLES

In support of our Vision, our Organizing Principles dictate that:

- » Our shared work will be Nation-based, working together, on a government-to-government, Nation-to-Nation basis.
- » The direction for our work comes from member First Nations.
- » The independence of First Nations will not be compromised in our efforts.
- » Our activities and initiatives will be without prejudice to Aboriginal and Treaty Rights and Title.
- » We will not impact on the fiduciary duty of the Crown.
- » We will not affect existing federal funding agreements with individual First Nations, unless individual First Nations want the agreements to change.

OUR PURPOSES

As stated in FNMPC Constitution, the purposes of the Society are to work collaboratively, cooperatively and cohesively towards the enhancement of the economic well-being of its members, understanding that a strong economy is reliant upon a healthy environment supported by vibrant cultures, languages and expressions of traditional laws, and in particular to:

- a. Safeguard our air, land, water and medicine sources from the impacts of resource development by asserting its members' influence and traditional laws on environmental, regulatory and negotiation processes;
- b. Receive a fair share of benefits from projects undertaken in the traditional territories of its members; and
- c. Explore ownership opportunities of projects proposed in the traditional territories of its members.

COLLABORATION WITH GOVERNMENT OF CANADA PRIORITIES

Although the FNMPC is a non-political organization, there are certain priorities of the Government of Canada that the FNMPC can support as they align with Coalition's mandate and purposes.

1. Due to recent shifts in public policy by the federal government, there is a need to consider an approach to the development of First Nations-led service delivery models. As Canada begins to devolve Indigenous services from INAC to Indigenous-led institutions, the Coalition represents a vehicle that is currently delivering critical capital support to First Nations communities to appropriately and accurately engage in this new public policy reality.
2. The work of the Coalition is consistent with the Government of Canada's approach to the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), specifically Article 4 (fiscal) and Article 29 (free, prior and informed consent).
3. There is direct linkage in the FNMPC work plan to supporting sustainable economies and the economic growth necessary to support a new way of delivering First Nations infrastructure. This is consistent with Canada's infrastructure agenda.
4. The Coalition is a forum essential to the development of capacity of First Nations to meaningfully engage in defining the new fiscal relationship between Canada and First Nations governments.
5. The work of the Coalition is supportive to the existing mandates and services of the FMA institutions, which will play an increased role in the new fiscal relationship.



FNMPC OUR MEMBERS

THESE 40 FIRST NATIONS HAVE
FORMALIZED THEIR PARTICIPATION
IN THE BUSINESS OF THE COALITION:

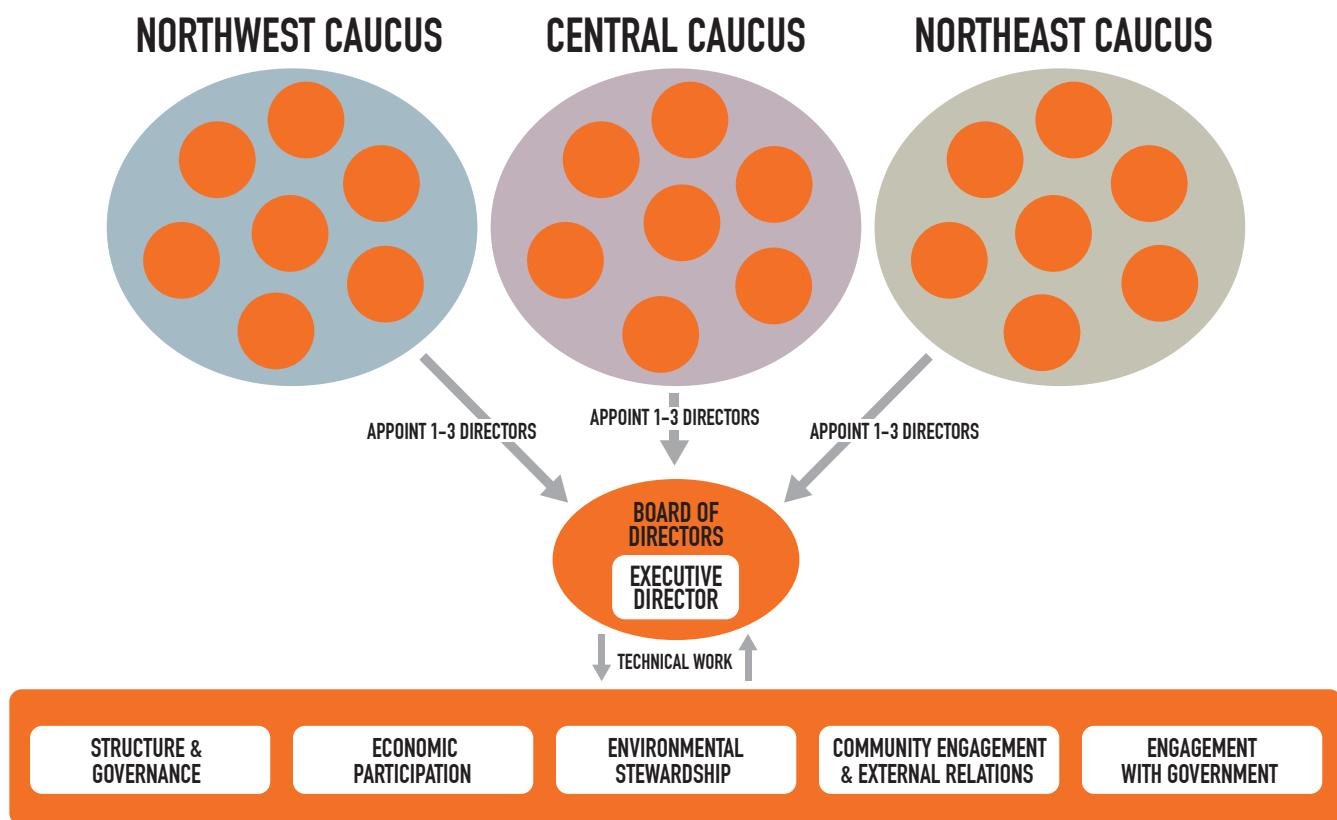


- » Gitsegukla Chiefs (2 Chiefs)
- » Lake Babine Nation
- » Cheslatta Carrier Nation
- » Nadleh Whut'en
- » Nak'azdli Whut'en
- » Stellat'en First Nation
- » Takla Lake First Nation
- » Kitselas First Nation
- » Skin Tyee First Nation
- » Gitsegukla First Nation
- » Suskwa Chiefs (8 Chiefs)
- » Wet'suwet'en Matrilineal Coalition (5 Chiefs)
- » Burns Lake Band
- » Yekooche First Nation
- » Tahltan Central Government
- » Nazko First Nation
- » Lheidli T'enneh First Nation
- » Chee Xial Taaiixou
- » Fort Nelson First Nation
- » Gitanyow Band Council
- » Saik'uz First Nation
- » Gitxsan Govt Commission
- » T'kemlups First Nation
- » Kaska Dene Council
- » Iskut First Nation
- » Conseil Daylu Dena
- » Kispiox Band Council

FNMPC

STRUCTURE OF THE ORGANIZATION

On January 27, 2017, members of the Coalition unanimously passed a resolution to establish the First Nations Major Project Coalition Society, a free-standing non-profit legal entity that will carry the work of the Coalition forward. The structure of the non-profit society is very similar to the structure that was set out in the previous Terms of Reference for the Coalition:



The three caucus groups in the above figure represent the northwest, the central and the northeast part of the province. Each caucus may appoint up to three (3) people to the Board of Directors. Out of the up to nine (9) person Board of Directors, an executive of up to three (3) people is selected as spokespersons for the FNMP.

FNMP BOARD OF DIRECTORS

An interim Board of Directors has been in place since January 2017. This interim Board was established for one (1) year. Grounded on the vision of Coalition members, the FNMP Board of Directors provides guidance to technical work in five (5) key areas:

- 1. STRUCTURE & GOVERNANCE** - this business line deals with the structure of the Coalition and how the structure provides for the governance and administration necessary to support the effective and efficient carry out of the Coalition's stated activities and goals.
- 2. ECONOMIC PARTICIPATION & PROJECT CAPACITY SUPPORT** - this business line deals with the economic technical work of the Coalition and includes the financial / economic models and support services that may be provided to member First Nations who have identified a project that meets the Coalition's adopted criteria.
- 3. ENVIRONMENTAL STEWARDSHIP** - this business line deals with the environmental stewardship technical work of the Coalition and includes the environmental models and support services that may be provided to member First Nations who have identified a project that meets the Coalition's adopted criteria.
- 4. COMMUNITY ENGAGEMENT & EXTERNAL RELATIONS** - this business line deals with the communications and outreach work of the Coalition to First Nations communities, and to external sources such as project proponents and other First Nation organizations.
- 5. ENGAGEMENT WITH GOVERNMENT** - this business line deals with the Coalition's engagement with government. Due to its nature as a non-political, business oriented, and fact-based organization, the Coalition has the ability and standing to communicate its work, the priorities of its members, and its findings to governments. This provides the opportunity for the work of the Coalition to inform and influence the public policy arena.



CHAIR - COUNCILLOR SHARLEEN GALE *Fort Nelson First Nation*

Sharleen Gale has been an elected Councillor of the Fort Nelson First Nation since 2009. She served as Chief from 2012 to 2014 and as Acting Chief from Oct 2016 to August 2017. Sharleen was appointed to the Board of Directors of the First Nations Major Projects Coalition in June 2017. Sharleen has worked at Spectra Energy (now Enbridge) for 18 years and started her career in 2000. Her various roles working in Administration, Finance, Maintenance and Planning have given her extensive experience in the oil and gas sector and corporate world. Sharleen is the granddaughter of Fred Burke and Madeline Needlay. Her roots run deep in the lives of her people. Sharleen enjoys being on the land exploring the territory and loves to hunt, fish, and gather medicines and berries. As the Councillor and former Chief of the Nation, she understands the importance of upholding the spirit and intent of their treaty by asserting her people's rights to their land and taking responsibility for ensuring that our future generations are able to live their lives in their territory in a way that honours our ancestors. The Fort Nelson First Nation is a Dene/Cree nation that signed Treaty 8 with Canada in 1910.



VICE-CHAIR - CHIEF CORRINA LEWEEN

Cheslatta Carrier Nation

Corrina Leween was first elected Chief of the Cheslatta Carrier Nation on May 23, 2003, the youngest Cheslatta person and third woman ever to hold that position. She has served four terms, being re-elected by acclamation as Chief in 2015 and again in 2017. Chief Leween was appointed Vice Chair of the First Nations Major Projects Coalition in 2015. A graduate of the University of Victoria, Chief Leween has many years experience in First Nations governance. Her leadership has been a dynamic force in local and regional economic development initiatives and has helped to make the Cheslatta Carrier Nation a driving force in the northern BC economy. An advocate of First Nations self-determination, Chief Leween works tirelessly to preserve and enhance the culture, history, and traditions of the Cheslatta people, and understands that a strong and vibrant Nation is supported by a strong and sustainable economy.



TREASURER & DIRECTOR - CHIEF WILLIE BLACKWATER,

Gitsegukla Band Council

Simo'oogit (Chief) Djiiwuus (Willie Blackwater), originates from the Gitxsan Nation in British Columbia. His original home community was Kispiox First Nation, but now he is a registered member of the Gitsegukla First Nation. His hereditary Chief status within the Lak'gi'buu (Wolf Clan), Wilp's (house of) traditional hereditary Chief Tsa Bux, is that he holds the second highest Chief seat within Wilp's Tsa Bux. Willie has been re-elected as Chief Gitsegukla First Nations for a four (4) year term beginning on July 7, 2017.

FNMP TEAM

EXECUTIVE DIRECTOR
Niilo Edwards

TECHNICAL CAPACITY TEAM
Jason Calla, *Temixw Planning*
Dillon Johnson, *Temixw Planning*
David van Hemmen
Delbert Nattrass
Mark Podlasly
Barry Vickers
David Luggi
Angel Ransom, MCIP, RPP
Alistair MacDonald, *Firelight Group*
Rachel Holt, PhD
Aaron Bruce, *Ratcliff & Company*
Theresa Tait Day
Dan George, *FDMS*
Kelly Mortimer, *FDMS*

ADMINISTRATION
Laurie Bonacci and the
First Nations Financial
Management Board Staff



Through its **Economic Participation and Project Capacity Support** initiatives, the Coalition is working to support First Nations in overcoming barriers to accessing capital and increasing understanding of business opportunities and the steps necessary to achieve success. The FNMP is developing tools and options in the areas of access to capital, benefit sharing, and wealth management for First Nations to consider when looking into economic participation in major projects. We also respond to requests from First Nations seeking help in dealing with major projects by performing major project assessment and delivering direct capacity support.

There is an immediate capacity need within First Nations in responding to major projects impacting their territories. First Nations want to participate in the economic benefits of major projects to improve the peoples' lives in their communities but do not have the resources or capacity to best advance their interests, arrive at informed business decisions and achieve their objectives. As a result of this and the limited influence on the environmental aspects, opposition to major projects has become the norm.

Members of the Coalition look to the FNMP for expertise, tools, support and advocacy with government and industry. We have been developing technical options for First Nations to consider when dealing with major projects, and can even deliver direct capacity support to First Nations in advancing their interests in relation to a specific major project.

The Coalition is committed to supporting our member First Nations' goal to increase their economic participation in major projects in the following ways:

1. Help First Nations prepare and respond to the economic aspects of major projects so that they can make informed decisions and advance their interests.

2. Administer the Coalition's process for selecting and approving First Nations for capacity support in relation to major projects in a fair and transparent manner.
3. Upon Coalition approval, deliver direct capacity support to First Nations in relation to major projects by acting as a "toolbox" to provide capacity support to the communities involved in the project including:
 - » Coordination and assistance to determine commercial viability of the project.
 - » Assistance with sourcing creditable project partners (industry experts);
 - » Assistance with bringing different levels of Government to the table;
 - » Guidance with the application of project ownership tools including: corporate structures, wealth management and benefit sharing models, taxation implications, innovative financing models (loan guarantees);
 - » Application of First Nation led environmental standards and processes;
 - » Community capacity readiness, gap analysis, and support; and,
 - » Facilitate effective and timely communication between all project partners/communities.

FNMPC ECONOMIC PARTICIPATION ACCOMPLISHMENTS IN 2017/18

ACCESS TO CAPITAL

In our ongoing pursuit to find options for First Nations to access capital in order to participate in major projects, we continued our engagement with the commercial banking sector and have summarized this feedback in a report. We also presented some research respecting international examples of tool used by indigenous groups in other parts of the world to access capital.

OWNERSHIP MODELS

We developed and presented an "Ownership Model Toolkit" combining two years of economic research on major projects into a capacity application tool that First Nations can use to follow if they would like to pursue ownership in a project. We also took it another step further by preparing and presenting an outline of a sample business plan for each of a project developer and for First Nations seeking equity ownership in a project.

Further, we developed and delivered presentations with both domestic and international examples for how First Nations can work together through a corporate structure.

SUPPORT FOR NON-MAJOR PROJECTS

Coalition members have been asking, where can I get capacity support to help them advance projects that might not qualify as a "major project" per the Coalition's major project identification criteria? In response to this, we have delivered a presentation and developed a database of the tools, funding, and support services that exist for project development and how to access them.

MAJOR PROJECT SUPPORT

We received our first official request for major project capacity support! The Coalition received letters from four (4) First Nations requesting support in relation to the Kenney Dam Water Release Facility. As a result, the FNMPC has been undertaking an assessment of the project in relation to the Coalition's major project criteria. This includes a few key milestones:

- » The performance of a community readiness assessment with each of the four communities to better understand the capacity needs of the First Nations in terms of leading and participating in the project.
- » We developed a Terms of Reference for major project economic support with each of the four communities, which outlined the agreed upon areas in which the Coalition will help the communities advance the project.
- » We applied the project ownership model toolkit as a "test-run" for the project, looking into and presenting on options for benefit sharing and conflict resolution, after which conducting a breakout session to gather feedback from Coalition members on these matters.

KEY MILESTONES FOR 2018/19

The Coalition will continue to expand economic participation opportunities for our members in 2018/19 by:

- » Advancing innovative financing options to address access to capital for major projects by
 - Developing or identifying financing options for major projects
 - Assisting in applying financing options to major projects
 - Exploring securitization of revenue sharing
- » Advancing First Nations ownership models and corporate structures by applying the Ownership Model Toolkit to identified major project(s) and investigating relationships with sovereign wealth funds.
- » Building community level literacy concerning major project opportunities by developing case studies. The case studies will identify lessons learned and serve as a capacity development tool for First Nations in responding to and engaging in major projects.
- » Providing recommendations for government for enhancing or improving programs to support economic and project development by First Nations. This involves reviewing and reporting on gaps regarding existing government programs respecting major projects and economic development.
- » Reviewing the Coalition's major project criteria and approval process to ensure they reflect the Coalition's guiding principles and views of its members. This will involve an assessment of the relevance and practical application of the criteria and approval process, feedback from membership, and the evolving technical work of the Coalition.
- » Upon request from First Nations and approval of the Coalition members, providing support services to First Nations communities in relation to up to two (2) major projects. This will involve the completion of community readiness assessments and terms of reference with each First Nation.
- » Collaborating with the BC Assembly of First Nations on their Economic Development Strategy.



Coalition Chair Sharleen Gale,
Executive Director Niilo Edwards
and Theresa Tait Day with
National Chief Perry Bellegarde

FNMPC

ENVIRONMENTAL STEWARDSHIP

“The Environmental Stewardship Framework will get Major Project Coalition members the tools they need, when they need them, in ways that make a difference in protecting lands, waters and way of life.”

Members of the FNMPC have flagged time and again that a healthy economy needs a healthy land, and that First Nations people need both in lockstep in order to be healthy people. Participating members of the FNMPC have said “We want an active role in protecting our territories from cumulative project impacts through a common approach to environmental stewardship.” This has led the FNMPC to develop an Environmental Stewardship Framework (ESF) that runs parallel to the economic mandate of the organization: to support member Nations in assessing major project specific effects, develop community capacity to engage in these assessments, and promote stewardship initiatives to protect and manage the land. As with the economic arm of the FNMPC, the primary role of the is to provide tools and expertise, available to all the members alone or in combination.

At the end of fiscal 2017-18, the environmental arm of FNMPC now has a functioning structure, with six key operational elements shown in the figure below. We have an Environmental Stewardship Technical Team with a clarified mandate on how to support all member Nations in major project assessment and overall stewardship needs. And we have a roster of tools from big (the Major Project Assessment Standard) to small (multiple guidance documents) available to our members to help them navigate assessment of major projects.



FNMP ENVIRONMENTAL STEWARDSHIP ACCOMPLISHMENTS IN 2017/18

ENVIRONMENTAL STEWARDSHIP TECHNICAL WORKSHOPS

The ESTT hosted two workshops with technical staff from member Nations in 2017-18, in order to identify priority needs for the Environmental Stewardship Framework and examine what guidance needs to be issued to proponents to improve major project assessment in ways meaningful to our members.

The first workshop was hosted on November 14, 2017 in Vancouver, BC. The second workshop was hosted on February 20, 2018 in Prince George, BC.

The main outcome of these two workshops was the drafting of, and preliminary review by First Nation Technicians, of the Major Project Assessment Standard document. Workshop participants also provided detailed feedback on: What hasn't worked for them respecting the way major projects are currently conducted; the kind of tools they need to help them with assessing environmental impacts of major projects in their respective territories; some of the biggest problems they currently face with environmental management today; and how we can improve the Principles, Criteria and Guidance in the Major Projects Assessment Standards document.

A MODELED OPTION: THE MAJOR PROJECT ASSESSMENT STANDARD

The Major Project Assessment Standard document is a key piece of work drafted in 2017-18. FNMP members have all expressed concerns about the inadequate focus of federal and pro-

vincial environmental assessment (EA) process for major projects; this Standard is in direct response to these concerns. The Standard identifies members' expectations for assessment of environmental effects of major projects by providing a set of jointly developed and agreed upon principles, criteria, and other guidance and expectations to guide major project environmental assessments that address engagement, funding, scoping, assessment, and other requirements that need to be adhered in order for required free, prior and informed consent decisions to be made by member Nations.

This Standard is one of the first set of rules for impact assessment derived from First Nations' perspectives, values and priorities, and one of the first pan-First Nation guidance documents for Canadian impact assessment. In setting expectations for major project assessment, it provides greater certainty for First Nations, proponents and the Crown alike, a pathway toward meaningful implementation of the expectations of Free, Prior and Informed Consent.

The Standard differentiates between nine **principles** (high level expectations) and **criteria** (measurable requirements tied to the spirit and intent of the principles, designed to ensure that the principle is being met).

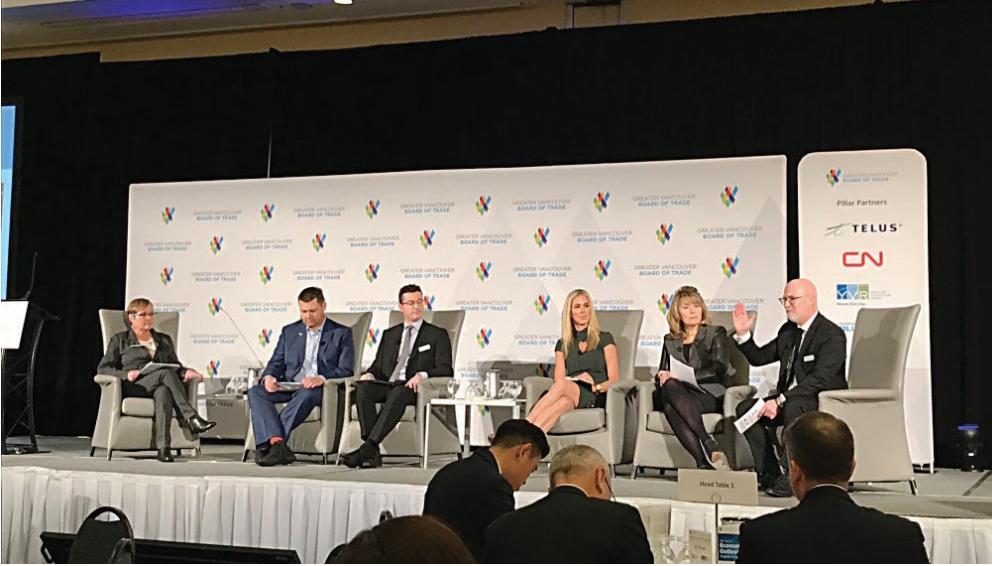
This document is NOT intended to replace existing Federal or Provincial EA processes, but rather to clarify our member First Nations' expectations of Proponents no matter what legislated process is being run and whether or not a parallel indigenous-led assessment is occurring. *It is worth noting that the proposed federal Impact Assessment*

Act, expected to be finalized in 2019, for the first time recognizes that parallel indigenous-led assessment processes may occur and must be considered by the Crown in any final decisions. The ESF also has the flexibility to support member Nations that choose to chart their own indigenous-led assessment course, and has produced documents outlining the options available.

KEY MILESTONES FOR 2018/19

Priorities for the Coalition through its Environmental Stewardship Technical Team in 2018-19 include:

- » Building and strengthening community level literacy through case studies examining lessons learned
- » Development of additional web resources for members and the public on good practice and member expectations of major project assessment
- » Development of internal tools and communication mechanisms to make sure that individual member Nations have access to state of the art tools and resources for all six stages of major project assessment
- » Finalizing the Major Project Assessment Standard document
- » Fostering community level engagement to determine a multi-year, phased approach for the implementation of the ESF
- » Informing ongoing revisions to impact assessment regimes at the federal and provincial levels
- » Informing the ongoing assessment of major project capacity requests, such as the Kenney Dam Water Release Facility Project
- » Providing summaries of examples of monitoring and compliance models that could further support the ESF



FNMPC

COMMUNITY ENGAGEMENT AND OUTREACH

The FNMP is a community driven organization that receives its direction and mandate from our membership. As such, outreach and communications is the backbone of our work. Our technical expertise is foundational to the advancement of the Coalition, but if we are unable to communicate that work out to the communities then we won't be successful in our endeavours.

This past year, the communications and outreach work to First Nations communities (including members and potential members), and to external sources such as project proponents and other First Nation organizations, was advanced through the implementation of a Communications Strategy that was developed for the Coalition and endorsed by the Board of Directors in the Fall of 2017. The developed strategy facilitated the work of the Coalition internally by identifying member needs for information and resources and utilizing effective methods for delivering this information. As well, the strategy amplified the efforts of the Coalition externally by engaging targeted audiences and communicating our goals for the Coalition through tools such as a revised website, print materials, and a monthly e-newsletter.

At the Coalition, we are dedicated to ensuring our members have the information they need and the channels available to them so that they can share their value-added feedback with the support of our Outreach Team. The Community Engagement and Outreach Team is responsible for connecting with our members regularly and responding to their needs/queries; hosting workshops in communities that are interested in learning more about the work of the Coalition; and, growing our membership by engaging with interested First Nations.

As we move forward in our engagement and communication efforts for 2018/19, our goals include:

- » Reviewing and revising community engagement and external relations plans and materials;
- » Growing the Coalition's membership in BC and engaging with interested First Nations in other areas of Canada;
- » Supporting the technical work of the Coalition by communicating with First Nations at the community level in a manner designed to build capacity and literacy;
- » Conducting workshops with First Nations and other interested parties to share on the work the Coalition is undertaking; and,
- » Fostering a greater awareness of the Coalition through engagement with First Nations, industry, and other groups as required.

For more information on how to connect with our Community Engagement and Outreach Team, please visit our website: www.FNMP.ca



Chief Willie Blackwater speaks to Matawa First Nation Chiefs about the work of the Coalition
- Thunder Bay, ON, July 2017.

FNMPC

FORECAST FOR THE FUTURE

To understand and communicate the opportunities for First Nations and Canadians alike that Coalition's work presents, there is a need to better understand the cumulative impact of existing or proposed economic projects across a region and propose solutions to get projects operational. This will be an area of focus for the Coalition's economic participation business line in 2019-20 and 2020-21.

The development of a comprehensive environmental stewardship framework and environmental standards are a key priority of the Coalition that will extend beyond the 2018-19 fiscal year. Needs include resourcing for the ongoing phased implementation of the ESF, continuation of baseline data, and examination and evaluation of options for delivery of environmental technical services.

The request for the utilization of the services of the FNMPC by participating First Nations is anticipated to continue in earnest beyond the 2018/19 fiscal year. The work of the Coalition represents a wide ranging and highly beneficial use and impact of resources provided by the Strategic Partnerships Initiative (SPI). The Coalition intends to inform the SPI, through the Department of Indigenous and Northern Affairs Canada of its future financial needs throughout the 2018/19 fiscal year.

Moreover, attendance at meetings of the Coalition and membership of participating First Nations continues to grow, as does interest from First Nations in areas outside of the northern corridors of BC. The Coalition will be exploring options for expanding to other areas of BC and

Canada to respond to interest and to increase membership and awareness of the Coalition.

The FNMPC Board of Directors provided guidance to our path forward by identifying the following strategic issues which will be focused upon in 2018/19:

- » **FOCUS ON BUSINESS:** The FNMPC has been developing technical options for First Nations to consider when dealing with major projects. This includes both economic participation and environmental stewardship. While legal decisions about rights and title have provided leverage and opportunities for First Nations, these remain the opportunities of the rights holders: First Nations.
- » **A FIRST NATIONS LED ORGANIZATION:** The FNMPC was established by First Nations and has been inclusive of all First Nations communities, recognizing the authority of both hereditary and elected Chiefs. The FNMPC will continue to reach out to both elected and hereditary chiefs while respecting the internal politics of First Nations.

- » **INSTITUTIONAL DEVELOPMENT:** Since inception, the Coalition has been supported by the FMA Institutions. As these institutions become increasingly engaged in the development of First Nations service delivery vehicles designed to respond to the devolution of services traditionally provided by INAC, the Coalition has highlighted the need to consider certain areas of capacity support where our mandate is suited to play a role.
- » **EXPANDING TO OTHER AREAS OF CANADA:** First Nations in areas outside of the northern corridors of BC are demonstrating interest in the work of the Coalition and how it may apply to advance their objectives. In response, the Coalition must consider how its membership and/or models could be expanded to other areas of Canada. In consideration of this demand, the Coalition must seek funding from Canada and elsewhere to take on additional membership and requests for capacity support.

- » **SELECTING AND SUPPORTING MAJOR PROJECTS:** Coalition members are eager to apply the work of the Coalition to one or more major projects. Members of the Coalition will be bringing projects forward for consideration in 2018/19. The work plan for 2018/19 contemplates the Coalition approving up to two (2) major projects for capacity support.
- » **LESSONS LEARNED:** The Coalition will undertake the preparation of case studies. The case studies will identify lessons learned and serve as capacity development tools for First Nations in responding to and engaging in major projects.



FNMP GOALS FOR 2018/19

The following table outlines objectives for the FNMP during 2018-19:

CATEGORY	GOAL
Structure & Governance	<ul style="list-style-type: none">» Hold Caucus and Board of Directors meetings» Functioning administrative office and accountability framework in place» Governance and administrative policy development and implementation» Review of performance and job description of Executive Director and contractors» Investigate and report on models that would provide structure as a national institution» Examine the potential for a national model for the Coalition
Economic Participation & Project Capacity Support	<ul style="list-style-type: none">» Advance innovative financing options to address access to capital for major projects» Advance First Nations ownership models and corporate structures» Build community level literacy concerning major project opportunities by advancing case studies» Review and report on gaps regarding existing government programs respecting major projects and economic development» Review the Coalition's major project criteria and approval process» Provide support services to First Nations communities for up to two (2) major projects

CATEGORY	GOAL
Environmental Stewardship	<ul style="list-style-type: none"> » Build community level literacy concerning major project opportunities by developing a case study. » Develop of a work plan and budget to implement the environmental stewardship framework (ESF) » Commence a multi-year, phased approach for the implementation of the ESF » Foster community level engagement about the ESF » Develop a draft environmental standards model » Provide a summary on examples of monitoring and compliance models » Provide ongoing support in suggested revisions to the federal EA process
Community Engagement & External Relations	<ul style="list-style-type: none"> » Review and revise community engagement and external relations plans and materials » Grow membership in the Coalition through use of targeted regional and local strategies » Support literacy and capacity building efforts through effective communication » Develop roster of capacity development tools » Conduct meetings with First Nations, industry, and other interested parties as required » Establish protocols for the Coalition when there is not full support for a major project
Engagement with Government	<ul style="list-style-type: none"> » Keep effective lines of communication open and monitor movement of officials and staff changes » Coordinate meetings with government offices and prepare Coalition representatives » Develop approaches to communicate material to government » Compare coalition's work against key government priorities. Act as a window into the community level needs of First Nations

THE FIRST NATIONS MAJOR PROJECTS COALITION

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