



# INDIGENOUS ARTWORK STATEMENT

"We are all connected, across Turtle Island, each nation as one, from people to the four-legged spirits and birds. Using florals inspired by traditional beadwork to symbolize how our roots run deep to our ancestors and how we continue to grow in our communities. Naanooshkaahs, the hummingbird, represents a good sign, surrounded by a sun for a new day."

- Storm Angecone, Indigenous artist, Treaty Three Territory (Lac Seul First Nation)



## ACKNOWLEDGMENTS

FNMPC acknowledges the funding support received from various government agencies to make the work of our organization possible. We would like to thank Natural Resources Canada, Impact Assessment Agency of Canada, Indigenous Services Canada, Clean Economy Fund, and the Ministry of Energy, Mines, and Low Carbon Innovation of the Province of British Columbia.

## SUSTAINING PARTNERS

We would like to acknowledge our Sustaining Partners for the important role they play in supporting FNMPC members and the work we do. Special thanks to Air Canada, Arcadis IBI Group, Cenovus, CIBC, Colliers Project Leaders, COWI, Gowling WLG, Kiewit, New Gold Inc, and Pattern Energy. More details on the Sustaining Partners Program can be found in the report.



## CONTRIBUTIONS

We would like to acknowledge Sedgwick Strategies for their assistance with the creation of this annual report. We also extend appreciation to Topshelf Creative for their graphic design and layout contributions to this report.

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## MESSAGE from the CHAIR

Chief Sharleen Gale



I am really proud to say that the First Nations Major Projects Coalition has accomplished so much this year. Our work in supporting our 145+ First Nations members in exploring equity ownership of major projects across Canada is having a measurable impact on Indigenous self-determination on Turtle Island. In addition to our impact here in Canada, where First Nations are increasingly the owners and decision makers of projects on our lands and waters, we are grabbing attention around the world. Australia, Germany, Japan, the United States, and other countries are increasingly looking to us for the highest standards in partnerships with First Nations, and for their own investments in projects on the territories of our First Nations members.

What is most important to our work, and what FNMPC is driven by, is supporting our First Nations members. For far too long, Indigenous nations in Canada – such as my own Fort Nelson First Nation – have been excluded from economic development on our lands and waters. Our consent was never sought, and the money and benefits have continued to flow out of our Indigenous territories along with the resources extracted from them, and we were left with only the impacts of these projects – stranded assets, environmental destruction, pollution legacies, and species and habitat loss of our four-legged kin.

However, I can see firsthand in my role as chair that we are turning a new leaf in Canada, which the FNMPC is playing a role in.

The First Nations members that FNMPC supports tell us that they expect two things as a minimum for projects to proceed on their lands and waters: (1) free, prior, and informed consent of their leadership and membership, and (2) the option for significant, meaningful and financeable equity ownership in the projects in their territories. To allow this to come to fruition, Canada needs a National Indigenous Loan Guarantee Program to support Indigenous nations who want to grow their economies, be part of major projects, and remove barriers to Canada's own economic growth.

I'm very excited for what we are providing in the coming year: a National Indigenous Electrification Strategy, our Annual Conference in Toronto in April, and Capital Markets 301. I am proud of our amazing team at FNMPC, and of our members for the bar they are setting here in Canada.

*Mussi cho,  
Chief Sharleen Gale, Fort Nelson First Nation, and Chair, First Nations Major Projects Coalition*



*What is most important to our work, and what FNMPC is driven by, is supporting our First Nations members. For far too long, Indigenous nations in Canada – such as my own Fort Nelson First Nation – have been excluded from economic development on our lands and waters.*

# MESSAGE from the CHIEF EXECUTIVE OFFICER

Niilo Edwards

Management of organizational growth on a national scale continues to be a top priority. This growth is balanced with ensuring that FNMPC does not lose sight of its core mission which is service delivery to our national First Nations membership.

The demand for FNMPC's service delivery is increasing. In 2022, we were managing requests on seven projects totalling \$17 billion. This year our team is providing service on 12 projects totalling \$45 billion in combined total capital cost.

The rising influence of First Nations on public policy changes and private sector investment strategies in Canada has put an increased demand on FNMPC's thought leadership and convening power to ensure that the voice of our membership is represented at national decision-making tables. The unique structure of FNMPC as a grassroots, First Nation-led organization enables our staff to ensure that our advocacy focus takes direction from leadership and technicians working at the community level. Through our annual conferences, FNMPC has quickly become one of the main forums across Turtle Island where our members and other Indigenous nations can gather with governments, the private sector, and civil society for outcomes-based discussions on matters of mutual interest.

The environmental and impact assessment processes at the provincial and federal levels continue to be the main point of leverage our membership has to ensure their priorities, vision, and values are listened to and acted upon by governments and the private sector. Because of this, advancing the development of tools and advice to help our First Nation membership mitigate the cumulative impacts of major project development on the land continues to be a main focus of our environmental services.

I am proud of our whole FNMPC team for contributing to the following achievements over the past year:

## Project Development

- » Assisting our members on finalizing a term sheet on acquiring equity in a major transmission line asset; adding over \$20 million dollars of value to an IBA agreement impacting a consortium of our members; helping to leverage millions of dollars in government capacity funding to advance capacity and project due diligence at the community level; and expanding our service delivery by three new major projects.

## Environmental Services

- » Expanding the scope and impact of our national federal impact assessment capacity training programs to improve the readiness of First Nations to actively participate in impact assessment; working with our members to develop a rights-based toolkit to address cumulative impacts to the spirit of the land; and supporting our project development team with technical support for project regulatory processes.

## Public Policy and Research

- » Increasing the influence of FNMPC members by participating in government trade missions to Asia and Europe; using our annual conference and thought leadership to highlight the excellence of our First Nations membership and other Indigenous nations who are advancing clean energy development as part of the global energy new zero transition; and continuing to advocate with partners on the establishment of a national Indigenous loan guarantee program.

*Niilo Edwards,  
Chief Executive Officer, First Nations Major Project Coalition*

“Through our annual conferences, FNMPC has quickly become one of the main forums across Turtle Island where our members and other Indigenous nations can gather with governments, the private sector, and civil society for outcomes-based discussions on matters of mutual interest.”



# ABOUT the FIRST NATIONS MAJOR PROJECTS COALITION

The First Nations Major Projects Coalition (FNMPC) is a member driven, First Nations-led, non-profit society dedicated to supporting its First Nations membership in making informed decisions regarding their participation in the community, economic, and environmental aspects of major project development within Canada. The FNMPC's mandate is business-focused and non-political. FNMPC's services are accessed free of charge by its First Nations membership.

## FNMPC'S CONSTITUTION STATES:

FNMPC is a Society, and the purposes of it 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 support our members' abilities to:

- » 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;
- » Ensure members receive a fair share of benefits from projects undertaken in the traditional territories of its members; and,
- » Explore ownership opportunities of projects proposed in the traditional territories of its members.



# FNMPC OPERATING PRINCIPLES



## → MEMBER DRIVEN

The FNMPC values our members' decision-making authority on all matters.



## → NEUTRALITY

The FNMPC values providing independent, neutral, non-political, trusted, and fact-based information to our members.



## → UNBIASED

The FNMPC values being project and industry agnostic. FNMPC will not advocate for or against a particular industry or project.



## → NON-PROFITING

The FNMPC will not take a financial interest in the outcome of projects for which it becomes involved in at the request of its members.



## → NON-POLITICAL

The FNMPC does not take political positions, nor does it get involved in issues concerning Treaty rights, territorial boundaries, or issues of rights and title generally.



## → MAXIMIZING VALUE

The FNMPC supports our members by providing innovative approaches to overcome historical barriers that have precluded Indigenous people from our mainstream participation and influence in the economy.



## → COLLABORATION

The FNMPC believes that we are stronger together and benefit by increasing our leverage when we all come together towards a common objective.

# OUR HISTORY



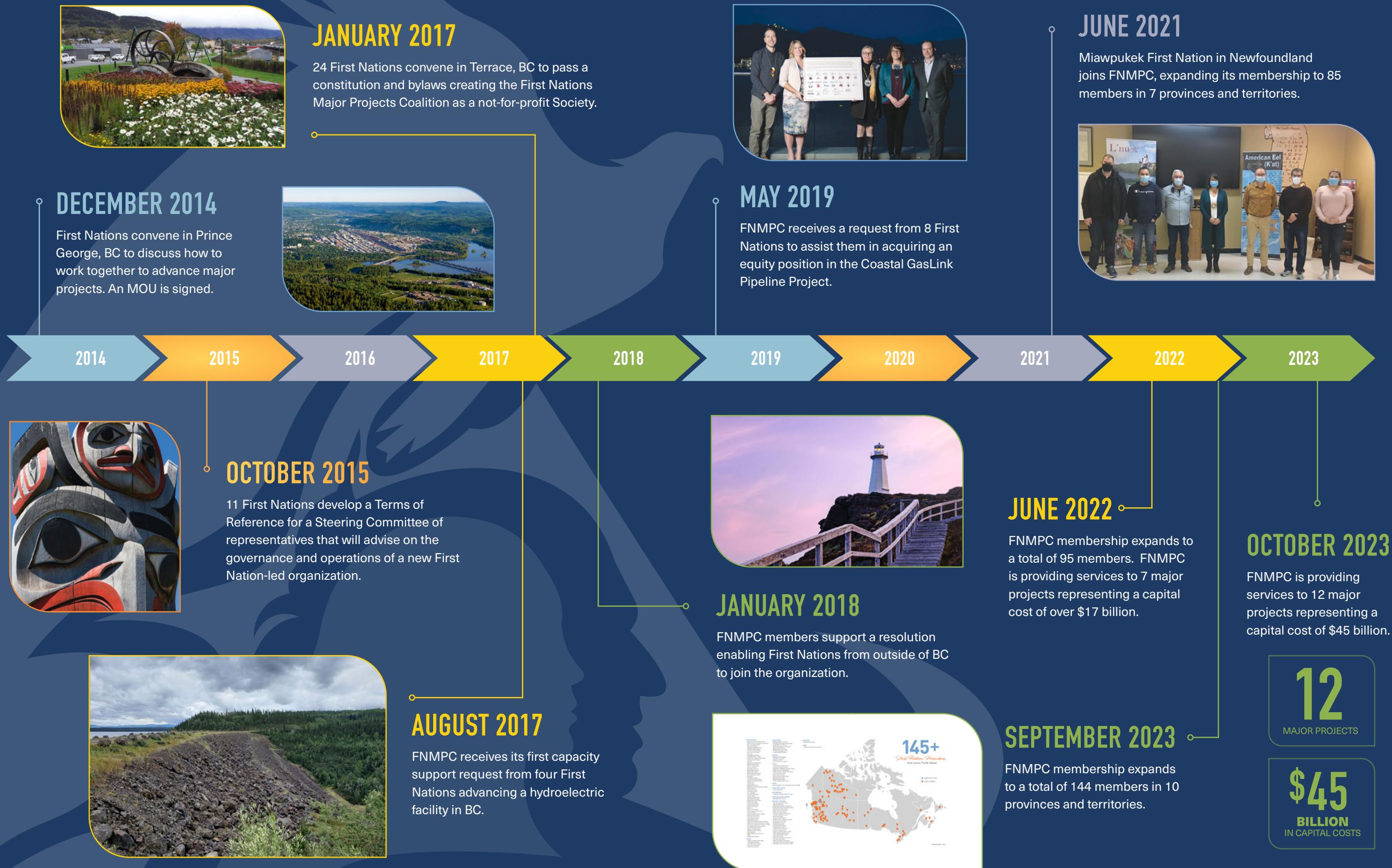
Our history is what has defined FNMPC as a non-profit society established by First Nations for First Nations. FNMPC was established to fill capacity gaps that First Nations leadership identified were preventing Nations from being able to advance fully informed decision-making and to lead with our Nations vision and values at the negotiation table. Before FNMPC was an organization, the founding member First Nations gave guidance on an initial mandate that we still use to guide our work today:

- » The organization needed to be independent and First Nation-led.
- » The organization needed to be non-political, and business focused.
- » There needed to be an approach to business opportunities that was done in a culturally mindful way.
- » The organization was to act as a bridge between First Nations and governments/private sector on public policy/business opportunities.
- » The capacity services provided by the organization needed to create a knowledge transfer and empower First Nations to determine what was right for us.
- » The capacity services needed to be provided free of charge to First Nations members, and the organization could not hold a financial interest in the opportunities it was advising its members on.

The genesis for FNMPC's existence started with a Memorandum of Understanding (MOU) signed by First Nations leadership in Lheidli T'enneh territory in December of 2014. Chief Martin Louie (Nadleh Whut'en) and late Chief Justa Monk (Tl'azt'en Nation) were the first to sign. The MOU paved the way for the original Terms of Reference that established the FNMPC mandate to be signed in October of 2015. FNMPC was formalized as a free-standing, non-profit society at a meeting of members held in Terrace, BC in January of 2017.



# KEY MILESTONES



145+  
FIRST NATIONS MEMBERS

#### BRITISH COLUMBIA

- » Babine Watershed (*Gitxan Nation*)
- » Binche Keyoh Development Corporation
- » Burns Lake Indian Band
- » Chee Xial Taaixou (*Hereditary Chief Roy Jones Jr.*)
- » Cheslatta Carrier Nation
- » Cook's Ferry Indian Band
- » Fort Nelson First Nation
- » Gitanyow
- » Gitsegukla First Nation
- » Gitsegukla Chiefs (*2 Chiefs*)
- » Gitga'at Development Corporation
- » Gitwangak (*aka Kitwanga*)
- » Gitxaala
- » Gitxsan Govt Commission
- » High Bar First Nation
- » House of Delgamuukw
- » House of Gitxoona
- » Kaska Dene Council
- » Kispiox Band Council
- » Kitselas First Nation
- » Kitsumkalum First Nation
- » Kitwanga Band Council
- » Kwadacha
- » Lake Babine Nation
- » Lax Kw'alaams First Nation
- » Lheidli T'enneh First Nation
- » Lhako Dene
- » Lii'wat Nation
- » Malahat First Nation
- » Mid Skeena Watershed (*Gitxsan Nation*)
- » Nadleh Whut'en
- » Nak'azdli Whut'en
- » Nazko First Nation
- » Nee Tah Buhn
- » Nooaitch Indian Band
- » Nuxalk Nation
- » Okanagan Indian Band
- » Pacheedaht First Nation
- » Prophet River First Nation
- » Saik'uz First Nation
- » Saulite First Nation
- » Shackan Indian Band
- » Simpcw First Nation
- » Skin Tyee
- » Stellat'en First Nation
- » St'at'imc government services
- » Suswa (*8 Chiefs*)
- » Sustut Watershed (*Gitxsan Nation*)
- » Takla Lake First Nation
- » Tk'emlúps First Nation
- » Tla'amin First Nation
- » Tsideldel First Nation
- » Upper Nass Watershed (*Gitxsan Nation*)
- » Upper Skeena Watershed (*Gitxsan Nation*)
- » Wet'suwet'en Matrilineal Coalition (*5 Chiefs*)
- » Xat'sull Development Corporation
- » Wai Wei Kum First Nation
- » Wet'suwet'en First Nation
- » Williams Lake First Nation
- » Wilps Milulak
- » Wilps TsaBux (*Gitxsan Nation*)
- » Witset
- » Yekooche First Nation

#### ALBERTA

- » Chipewyan Prairie First Nation
- » Cold Lake First Nation
- » Fort MacKay First Nation
- » Papaschase First Nation
- » Samson Cree Nation

#### SASKATCHEWAN

- » Big Island Lake Cree Nation
- » Des Nedhe Development Corporation
- » English River First Nation
- » Kitsaki Management Corporation
- » Moosomin First Nation
- » Muskowekwan First Nation
- » Thunder Developments LP
- » Thunderchild First Nation

#### MANITOBA

- » Bunibonibee First Nation
- » Fox Lake Cree Nation
- » Manitoba USKE
- » Norway House Cree Nation

#### ONTARIO

- » Atikameksheng Anishnabek
- » Aaamjiwnaang First Nation
- » Algonquins of Pikwakanagan First Nation
- » Bingwi Neyaashi Anishinaabek
- » Chippewas of the Thames First Nation
- » Curve Lake First Nation
- » Hiawatha First Nation
- » Munsee Delaware First Nation
- » Rocky Bay First Nation
- » Red Rock Indian Band
- » Taykwa Tagamou First Nation

#### QUEBEC

- » Innu Takuakan Uashat Mak Mani-Utenam (ITUM)

#### PRINCE EDWARD ISLAND

- » Lennox Island FN

#### NEW BRUNSWICK

- » North Shore Micmac District Council

#### NEWFOUNDLAND AND LABRADOR

- » Mawipukek First Nation

#### NORTHWEST TERRITORIES

- » Acho Dene Koe First Nation
- » Aklavik Indian Band
- » Behchokǫ̀ Community Government
- » Behdzi Ahda First Nation Band Council
- » Deh Gáh Got'ie First Nation
- » Délı̨nę Got'ine Government
- » Deninu K'ue First Nation
- » Gamèti Community Government
- » Gwichya Gwich'in Council
- » Inuvik Native Band
- » Ka'a'gee Tu First Nation
- » K'asho Got'ine Community Council
- » Kátl'odeeche First Nation
- » Lídiłlı́ Kųé First Nation
- » Łutselk'e Dene Band
- » Nah'ą̄ Dehé Dene Band
- » Pehdzeh Ki First Nation
- » Salt River First Nation #195
- » Sambaa K'ee First Nation
- » Smith's Landing First Nation #196
- » Teet'lit Gwich'in Band Council
- » Tłı̨chǫ̀ First Nation
- » Tulita Band Council
- » Wekweètì Community Government
- » West Point First Nation
- » Whati Community Government
- » Yellowknives Dene First Nation (Dettah)
- » Yellowknives Dene First Nation (Ndiilo)

#### NOVA SCOTIA

- » Paqtnek First Nation

#### YUKON

- » Daghay Development Corporation



\*Updated October 17, 2023\*

# FOUNDING MEMBERSHIPS

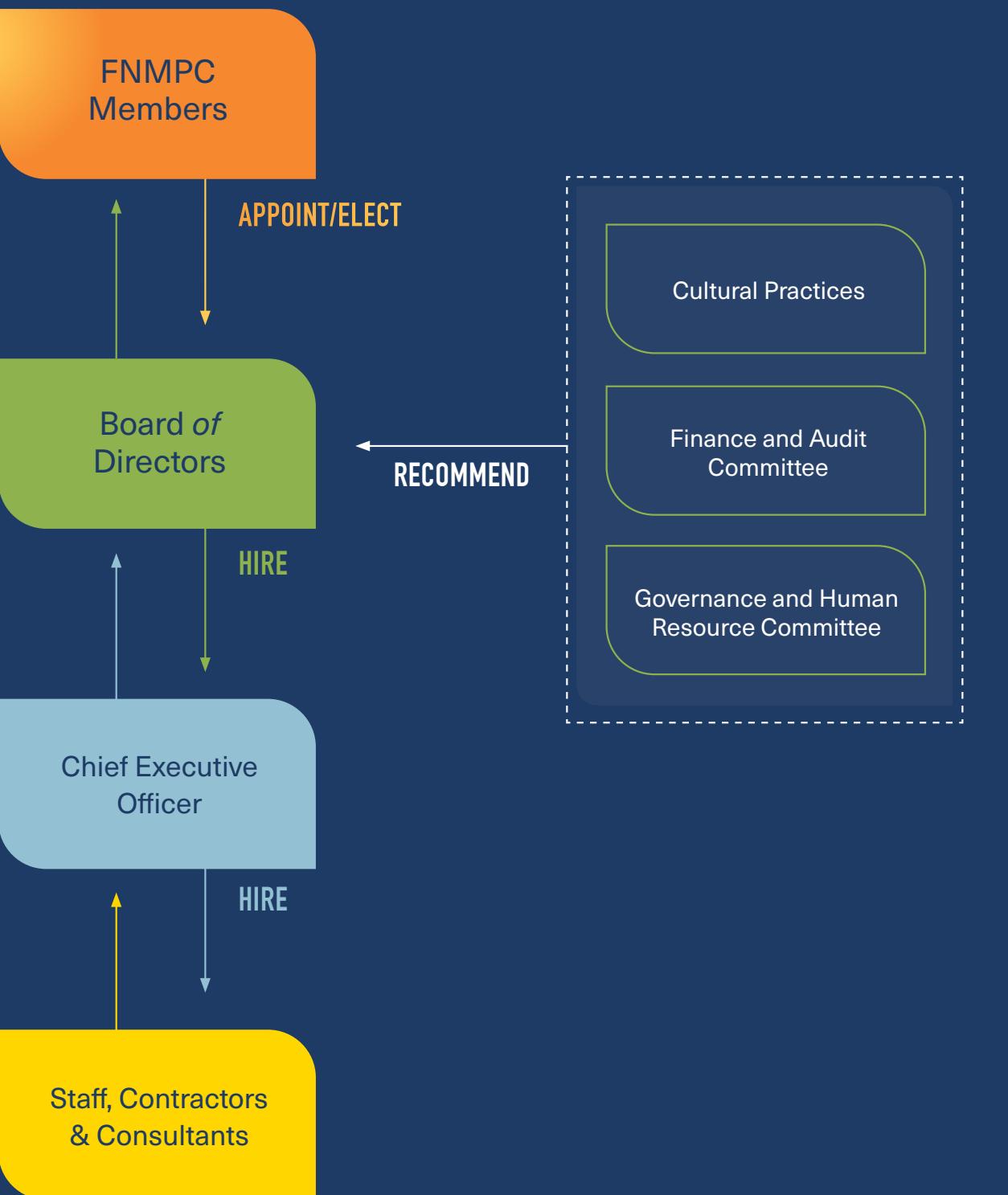
The following 11 First Nations signed the original Terms of Reference in October 2015 that moved FNMPC forward beyond a concept. These First Nations helped to guide FNMPC toward incorporation as a non-profit, which took place in January 2017.

- » **Kitselas First Nation**, represented by Joe Bevan
- » **Gitsegukla First Nation**, represented by prior elected Chief Councillor-Willie Blackwater, (Tsabux)
- » **Nak'azdli Whut'en**, represented by Fred Sam
- » **Wet'suwet'en Matrilineal Coalition**, represented by Theresa Tait-Day
- » **Stellat'en First Nation**, represented by Archie Patrick
- » **Nadleh Whut'en**, represented by Martin Louie
- » **Lake Babine Nation**, represented by Wilf Adam
- » **Nazko First Nation**, represented by Stuart Alec
- » **Wilps Delgamuukw**, represented by Simo'git Nekt (George Muldoe)
- » **Cheslatta Carrier Nation**, represented by Corrina Leween
- » **Tsil Kaz Koh (Burns Lake Band)**, represented by Dan George



FNMPC was established to fill capacity gaps that First Nations leadership identified were preventing Nations from being able to advance fully informed decision-making and to lead with our Nations vision and values at the negotiation table.

# ORGANIZATIONAL CHART



# BOARD of DIRECTORS

The FNMPC Board of Directors are appointed to by FNMPC members to serve two-year terms. The FNMPC Bylaws outline the board appointment process. The Board of Directors are responsible for the governance of the FNMPC, including the approval of annual work plans, budgets, and overseeing the role of the Chief Executive Officer.



## CHIEF SHARLEEN GALE

**Chair of the Board of Directors**  
(*Fort Nelson First Nation*)

Chief Sharleen Gale has dedicated six years of service as a board member with FNMPC, assuming the role of Board Chair in 2017. Her commitment to her nation, the Fort Nelson First Nation (FNFN), spans over 14 years serving in positions as both Chief and Councillor. Chief Gale brings a wealth of experience garnered from her extensive tenure in the oil and gas sector, the corporate realm, and various leadership roles. This rich background informs her contributions at the Council table and as the Chair of the Dehtai Corporation—the FNFN's economic development corporation. Chief Gale has overseen significant milestones in her First Nation's development, including the realization of the Tu Deh-Kah Geothermal electricity project, a pivotal

partnership in a major renewable energy endeavor, the acquisition of the largest Indigenous woodlot license in British Columbia and partnership with the Northern Rockies Regional Municipality in securing the largest community forest in the province. In 2020, Chief Gale served as the sole Indigenous member on the Premier's Economic Recovery Task Force for the Province of BC. In 2023, Chief Gale further expanded her reach by joining the Canada Electricity Advisory Council, entrusted with the mission to advise the Minister of Natural Resources. Her role entails accelerating investments and advancing sustainable, affordable, and reliable electricity systems for the betterment of all Canadians.



## CHIEF CORRINA LEWEEN

**Vice Chair of the Board of Directors**  
(*Cheslatta Carrier Nation*)

Corrina Leween was first elected Chief of the Cheslatta Carrier Nation in May 2003, the youngest Cheslatta person and third woman ever to hold that position. She has served five terms, being re-elected by acclamation as Chief in 2015 and 2017. She was re-elected to her fifth term in 2021.

Chief Leween was appointed Vice Chair of the FNMPC in 2015. In 2019, she was appointed to the Board of Directors of the CGL First Nations General Partnership and serves as a member of the Board's management committee, overseeing the negotiation of a 10% equity option in the Coastal GasLink Pipeline Project.



## SIMOO'GIT TSA BUX (WILLIE BLACKWATER)

**Member of the Board of Directors, Chair of the Finance and Audit Committee**  
(*Gitxsan Nation*)

Simoo'git Tsa Bux is a Gitxsan hereditary Chief and has dedicated five years of service as a board member with the FNMPC. Willie has served as the Chief Councillor for Gitsegukla First Nation for six years and a Councillor for an additional two years. He has served as a director for the BC Assembly of First Nations and the First Nations Health Council.

He currently sits on the board of the FNMPC Advisory Centre and Chairs the Gitxsan Treaty Society and their Oversight and Reform Committee. Willie has recently spearheaded a Gitxsan Youth Canoe Journey and conducts workshops on Seven Step Sexual Abuse Healing and Grief and Loss across Canada.



## CHIEF PRISCILLA MUELLER

**Member of the Board of Directors**  
(*Saik'uz First Nation*)

Chief Priscilla Mueller has dedicated six years of service as a board member with FNMPC. She also serves on the board for the Carrier Sekani Family Services, Carrier Sekani Tribal Council, and is a member of the Chiefs Committee on Jurisdiction of Children and Families. She is the Chief Councillor of Sak'uz First Nation for her second four-year term. Prior to being an elected official, she worked as an

Aboriginal advocate and support worker for School District 91 for 16 years. She was instrumental in the development of the proposed Healing and Treatment center at Tachic Lake. She also organized the first healing fire in Prince George for homeless off-reserve First Nation and non-First Nation people which is now a monthly event.



## JACQUELINE FRENCH

**Member of the Board of Directors**  
(*Chippewas of the Thames First Nation*)

Chief Jacqueline French has completed her first year on the FNMPC Board. She also sits on the Policing Program Committee at Fanshawe College. She recently held two two-year terms as the Chief Councillor in her community of Chippewas of the Thames-Ontario, also known as Deshkan Ziibing. During this time Jacqueline, was able to establish a relationship with Hydro One, with a strong focus on transmission lines, relationship building, and community inclusion. This work led to an established 50-50 First Nations-Hydro One

partnership with a focus on equity, procurement, and revenue. Prior to becoming Chief, Jacqueline was in office for four years as a Councillor in her community and held portfolios in education, social and health. She was appointed to a community Trust that was created to manage Clench Fraud Land Claim settlement. Prior to being an elected official, Jacqueline worked for 11 years as an advocate for families and children involved in the Child Welfare System.



## MAXWELL STEVENS

**Member of the Board of Directors**  
(*Upper Skeena Watershed Chiefs – Gitxsan Nation*)

Maxwell Stevens has dedicated six years of service as a board member with FNMPC. He works for the Gitxsan Laxiyip Management Office as a Facilitator for the Upper Skeena Watershed and the Environmental Stewardship Initiative Lead sitting on

numerous committees that represent the values of the Gitxsan. Maxwell has served many years as an elected official for the Kispiox Band, serving as both the Chief Councillor and a Councillor.

# BOARD COMMITTEES

The FNMPC Board of Directors is empowered under the Bylaws to create committees of the board. These board committees facilitate strategic governance and oversight of key issues important to the organization by allowing for more time to analyse issues and make considerations in addition to the regularly scheduled meetings of the board.



## → GOVERNANCE AND HUMAN RESOURCE COMMITTEE

*Committee Members: Chief Sharleen Gale, Simo'git TsaBux, and Jacqueline French*

In 2023, the Board of Directors established the Governance and Human Resource Committee of the board. The purpose of this committee is to provide board level guidance on matters relating to governance and human resourcing that are significant to the Coalition.



## → FINANCE AND AUDIT COMMITTEE

*Committee Members: Simo'git Tsa Bux, Chief Priscilla Mueller, and Maxwell Stevens*

The Finance and Audit Committee provides extra financial oversight to the budgetary needs of FNMPC. The committee regularly reviews financial statements, engages in budget planning, audit planning, and reviews contracting and procurement processes and other financial matters.



## → CULTURAL PRACTICES COMMITTEE

*Committee Members: Chief Sharleen Gale, Simo'git Tsa Bux, and Jacqueline French*

In 2021, the Board of Directors established the Cultural Practices Committee of the board. The purpose of this committee is to provide board level guidance to ensure the culture of FNMPC members is appropriately incorporated into the mission of the organization. The members of the FNMPC believe that informed business decisions are best grounded in and guided by First Nation cultural values.



# MANAGEMENT TEAM

FNMPC's management team is responsible for the execution and delivery of the organization's goals, objectives, and services to members. The management team is made up of qualified experts who possess financial, environmental, project development, commercial, legal, public policy and other valuable experience.



## NIILO EDWARDS

**Chief Executive Officer**

Niilo Edwards is responsible for implementing the work plans and overall strategy of the FNMPC, and advice to the Board of Directors. He provides direction to the technical team and is responsible for leading the engagements FNMPC has with its members on major projects as well as acting as the primary contact for private sector, government, and other external interests looking to engage with FNMPC.

Niilo has spent the last 15+ years working with organizations to advance Indigenous business capacity and participation in major project development. Niilo has served as an advisor to national organizations including the First Nations Financial Management Board and the Standing Senate Committee on Aboriginal Peoples in the Senate of Canada.

Niilo is a Board Director of the Canadian Council for Public-Private Partnerships and Board Director for a First Nations-owned development corporation. He also serves on various advisory councils including the Sustainable Finance Action Council's Net Zero Capital Allocation Working Group, Electrifying Canada, New Economy Canada, and the University of Ottawa's Positive Energy Initiative.

Niilo is a kidney transplant recipient and an advocate for organ donation.



## MARK PODLASLY

**Chief Sustainability Officer**  
(*Nlaka'pamux Nation*)

Mark Podlasly leads FNMPC's policy and research initiatives. In addition, he plays a dual role in supporting the CEO in engagements with external stakeholders and other interests, and he supports the Senior Vice President of Project Development with project capacity support to FNMPC members.

Mark is a Board Director at Hydro One and is a Trustee on his First Nation's mining revenue trust. Mark is a Board Director at CIBC.



## ANGEL RANSOM

**Senior Vice President of Environmental Services**  
(*Nak'azdli Whut'en*)

Angel Ransom leads FNMPC's member-driven approach to the organization's environmental stewardship and impact assessment technical work. In this role, she provides tools and guidance to FNMPC members concerning provincial and federal environmental assessments of major projects. She also provides support to the CEO concerning the administrative and day-to-day functions of FNMPC.

Angel's recent work with FNMPC includes the development of the following First Nation impact assessment capacity development resources:

1. *Effective Indigenous Involvement in Federal Impact Assessment Trainers Handbook*, and *Workshop Materials* for delivering Impact Assessment 101 (beginner), 201 (intermediate), and 301 (advanced) levels of learning to First Nations.

2. *Spirit of the Land: Indigenous Cultural Rights and Interests Toolkit (Version 1).*

3. *Primer for Effective Indigenous Involvement in BC Environmental Assessment.*

Angel is a member of the Indigenous Advisory Committee for the Impact Assessment Agency of Canada and a member of the Planning Practice and Reconciliation Committee for the Planning Institute of British Columbia. From 2019-2020, Angel sat on the committee for Indigenous Implementation for the BC Environment Assessment Office. She also was an Adjunct Professor with the School of Environmental Planning at the University of Northern British Columbia from 2018-2020.



## BARRY VICKERS

**Vice President of Project Development**  
(*Saik'uz First Nation*)

Barry Vickers leads FNMPC's project capacity services. He focuses on providing direct support to FNMPC members on large-scale natural resource and infrastructure projects. Barry works with FNMPC members to help design an approach to project development that protects community interests while maximizing value for the First Nation.

Barry has extensive experience working on natural resource and infrastructure projects with a particular emphasis on electrical infrastructure, energy pipeline, mining, and green energy projects. He has direct experience in negotiating commercial agreements for Indigenous nations with large-scale, private sector proponents and governments, including equity ownership agreements. Barry's wealth of knowledge and experience on major project financing, contracting, procurement, legal, risk management, technical, and business analysis are central to FNMPC's capacity support services.

Barry has spent most of his career working in First Nations project development and has also operated his own successful medium size business which brings a valuable perspective to the work he performs on behalf of FNMPC members. He also holds an undergraduate degree in Economics.



## JESSE MCCORMICK

**Senior Vice President of Research, Innovation, and Legal Affairs**  
(*Chippewas of the Thames First Nation*)

Jesse McCormick leads cross-cutting innovation services for the FNMPC. In this role he contributes to policy initiatives, legal proceedings and stakeholder engagement focussed on improving the participation and influence of First Nations in major project development in Canada.

Jesse has affiliations with the Liberal Party of Canada and the Banff Forum. He is the Co-Chair of the Indigenous Peoples Commission of the Liberal Party of Canada and Chair of the Indigenous Relations Council of the Canadian Nuclear Association.

In September 2023, Jesse was inducted into the Common Law Honour Society, the most prestigious alumni distinction presented by the Faculty of Law, Common Law Section of the University of Ottawa.



## ASHLEY HARDILL

**Vice President of Operations**

Ashley Hardill is responsible for keeping the operational aspects of FNMPC in good working order. She plays a key role in supporting FNMPC's finances, administration, data management, and other services. In addition, Ashley participates in organizational strategy, work planning and other services.

For the past eight years, Ashley has been working in service of First Nations supporting their economic development goals and priorities. Ashley is a member of the Chartered Professional Accountants Canada (CPA, CA) and volunteers with the CPA Financial Literacy Program in British Columbia. She also holds a Masters in Resource and Environmental Management, and a Bachelor of Economics and Accounting.



## SCOTT CAVAN

**Vice President of Member and External Relations**  
(*Mohawk – Six Nations of the Grand River*)

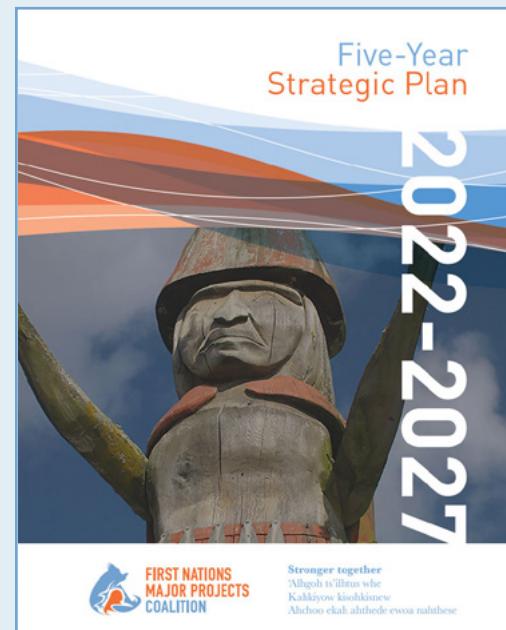
Scott Cavan leads member and external relation activities for the FNMPC. As a senior team member, Scott contributes to public policy issues such as critical minerals, represents the FNMPC at public events, and works with the CEO on member relations and national outreach.

Throughout his career, Scott has been active both personally and professionally in enacting meaningful change through mainstream and Indigenous political systems for the benefit of First Nations and all Canadians.

## TECHNICAL SUPPORT TEAM

- » **Saga Williams**, Senior Advisor, External Relations (*Curve Lake First Nation*)
- » **Steve Saddleback**, Senior Advisor, External Relations (*Samson Cree Nation*)
- » **Tina Gillanders**, Manager of Training, Communication, and Cultural Affairs (*Black River First Nation*)
- » **JP Gladu**, Strategic Advisor (*Bingwi Neyaashi Anishinaabek*)
- » **Theresa Tait-Day**, Manager of Community Engagement (*We'tsuwet'en hereditary chief*)
- » **Jasmine Thomas**, Manager of Environmental Services (*Saik'uz First Nation*)
- » **Dr. Suzanne von der Porten**, Senior Research Advisor
- » **David Luggi**, Projects Advisor (*Stellat'en First Nation*)
- » **Iva Jules**, Land Management Services (*Member of Adams Lake Indian Band*)
- » **Howard Campbell**, Strategic Advisor (*Tk'emlups te Secwepemc*)
- » **Janelle Nahanee**, Executive Assistant (*Skwxwu7mesh Nation*)
- » **Dan George**, Facilitation (Four Directions Management Services) (*We'tsuwet'en First Nation*)
- » **Allie Meeres, Melanie Peng, Johanna Godt** (Sedgwick Strategies)
- » **Scott Smith** (Gowling WLG)
- » **Valerie Helbronner** (Torys LLP)
- » **Stephen Lidington** (Colliers Project Leaders)
- » **Alistair MacDonald and Trefor Smith** (Firelight Group)

# FIVE-YEAR STRATEGIC PLAN



In the fall of 2021, FNMPC released its 5-year Strategic Plan covering the period from 2022 to 2027. This long-term plan was developed through engagement with membership to ensure the needs of FNMPC members continue to be reflected accurately in the organization's mission, goals, and objectives. This plan acts as a roadmap for the direction of the organization over this period.

**This plan has established the following seven goals:**

- 1. SUPPORTING OUR MEMBERS**
- 2. ACHIEVING FUNDING STABILITY**
- 3. EXPANDING OUR SERVICE OFFERINGS**
- 4. ADDRESSING OUR INTERNAL CAPACITY**
- 5. ADVANCING PROJECTS AND INFLUENCING PUBLIC POLICY**
- 6. CONVENING FIRST NATIONS, GOVERNMENT, AND THE PRIVATE SECTOR**
- 7. INCORPORATING OUR CULTURE INTO WHAT WE DO**

FNMPC management is responsible for implementing the Strategic Plan goals through yearly operational plans. The FNMPC Board of Directors is responsible for approving the yearly operational plans and ensuring those plans align with the goals set by the Strategic Plan. A report on progress and achievements is delivered by management to the membership of FNMPC at the Annual General Meeting.

## FUNDING STABILITY

Strategic Plan Goal(s) #2 was a notable achievement over the last two years, and included the following work:

FNMPC member First Nations have identified the organizations' funding stability as a key goal as part of the 5-year Strategic Plan. While FNMPC's funding is currently supported by long-term, multi-year program funding by the Government of Canada, funding is not guaranteed beyond the expiry date of those agreements.

In 2021, FNMPC members gave a unanimous mandate of support for the establishment of revenue-generating opportunities that diversify FNMPC's funding sources. The Advisory Centre and Sustaining Partners are how FNMPC has been actioning that mandate:

**Management lead on Funding Stability:** Niilo Edwards, CEO

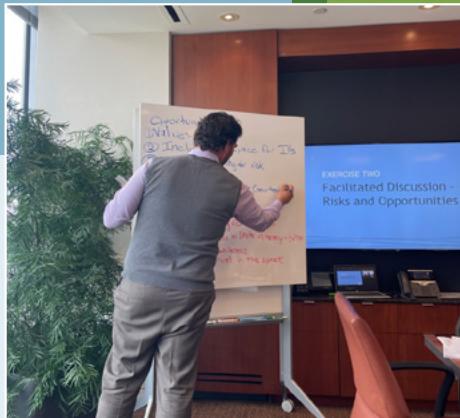
*"FNMPC member First Nations have invested a lot of time and trust in this organization. As management, it is our responsibility to plan and identify sources of long-term revenue so that FNMPC can continue to meet the needs of our membership for future generations."*



## ADVISORY CENTRE

As part of the 2021 mandate to generate revenue, FNMPC members supported the establishment of the FNMPC Advisory Centre. The Advisory Centre is the for-profit arm of FNMPC. The Advisory Centre looks for revenue generating opportunities through the provision of consulting and advisory services to the private and public sectors.

The FNMPC Advisory Centre is 100% owned by the non-profit First Nations Major Projects Coalition Society. All profits generated by the Advisory Centre are distributed back into the FNMPC non-profit to fund our free programs and services to our membership. The Advisory Centre is governed by a Board of Directors comprised of the executive members of the FNMPC non-profit to maintain member control. There are two outside director seats on the Advisory Centre board that are held by people with many years of business expertise, both Indigenous and non-Indigenous.



## SUSTAINING PARTNERS

Launched in 2021, the FNMPC Sustaining Partners Program has strengthened FNMPC's ability to connect its members with key corporations in the private sector. Additionally, the Program has enabled FNMPC to work with corporations on aligning their mission with the vision and values of the FNMPC First Nations membership. Together, FNMPC and our Partners are giving life to the TRC's Call to Action #92 and strengthening the resolve of our Partners to advance economic reconciliation with Indigenous nations across Canada.

FNMPC controls the parameters of the Program to ensure the Program's objectives do not conflict with the priorities of FNMPC member First Nations. Membership in the Sustaining Partners Program is by the invitation of FNMPC on a sector-exclusive basis and is capped at ten members.



# ENVIRONMENTAL SERVICES

Strategic Plan Goal(s) being met through this work: #1, #3, & #5

**Management lead on Environmental Services:** Angel Ransom, SVP of Environmental Services with support from Jesse McCormick, SVP of Research, Innovation, and Legal Affairs.

Over the last 5 years, the First Nations Major Projects Coalition has developed and delivered several events on the topics of Indigenous-led environmental assessments, introduction to land use planning, and federal and provincial assessments and public policy:

- » **4 virtual “lunch-and-learns”**
- » **3 information sharing webinars**
- » **12 workshops**
- » **1 Impact Assessment conference**

**We know that the environment is inextricably connected to everything that we do and that for any major project to obtain First Nations support and free, prior, and informed consent, it must firstly meet our standards of environmental stewardship.**

Since its inception, FNMPC has supported these inherent responsibilities and worked to develop Indigenous-led resources for our Members and First Nations across Canada to be able to support their needs in addressing their environmental stewardship concerns as they relate to major project development.



*“Indigenous knowledge has made, and continues to make, valuable contributions to environmental, regulatory, and other processes across the country. There is still a lot of work to be done by First Nations to strengthen their capacities, and much to learn by Proponents and Government about the role of IK in data collection, assessment, and decision-making.”*

– Angel Ransom, Senior VP, Environmental Services, FNMPC

*“The starting point for successful partnerships is confidence in assessment processes and the protection of First Nations values. The environmental services provided by the First Nations Major Projects Coalition help to ensure that First Nations have the capacity to make free, prior and informed decisions about project development within their territories.”*

– Jesse McCormick, Senior VP, Research, Innovation & Legal Affairs, FNMPC



FNMPC continues to be a leader in First Nation Impact (Environmental) Assessment Capacity Development through the development of Indigenous-led and designed tools, resources, research, workshops, and training:

## IMPACT ASSESSMENT CAPACITY BUILDING

Looking forward, the Environmental Stewardship Technical Team is shifting our capacity building workshops, tools and resources from “what is an environmental assessment” to “how can First Nations get prepared”. We are also focusing our research and analysis efforts on mechanisms that support the governance and administration of impact assessments i.e., agreement options and structures, and the implementation and monitoring of post-certificate conditions.

## INDIGENOUS CULTURAL RIGHTS AND INTERESTS TOOLKIT “SPIRIT OF THE LAND”

The First Nations Major Projects Coalition partnered with the Anishinabek Nation, Stellat'en First Nation, Nadleh Whut'en First Nation, Saik'uz First Nation, and Cheslatta Carrier Nation to co-develop the Spirit of the Land technical toolkit.

In Canada, there was an absence of existing tools for valuing and assessing project-specific and cumulative effects on Indigenous cultural rights. The Toolkit is a set of community-based, technical guidance tools for the assessment of adverse residual project-specific effects to Indigenous cultural rights and for the evaluation of costs of cultural restitution.

## STUDY ON REGULATORY EFFICIENCIES

The Environmental Stewardship Technical team is conducting and studying and will prepare a report on the topic of ‘Indigenous-led approaches to environment assessments and opportunities to enhance efficiencies in regulatory processes for net-zero project development’.

We are engaging subject experts, community practitioners and First Nations leaders to identify and understand opportunities to uphold Indigenous rights and interests while creating impact assessment efficiencies. In addition, the research will focus on developing options to offer better predictability and confidence for project proponents within existing federal legislative and regulatory parameters.

## SCOPING ON ENVIRONMENTAL REGULATORY SUPPORT TO MEMBERS

There is a need to define the range and scope of services the FNMPC’s Environmental Stewardship Technical Team (ESTT) can offer members in terms of the environmental assessment and regulatory support for major projects.

The ESTT will undertake a scoping exercise of existing services and experiences to understand what we realistically can or cannot do. This will inform the development of a “Environmental Support Services” document for FNMPC to use when providing support to members.

Additionally, an eight-part, short video series on key topics for effective Indigenous involvement in impact assessment will be created entitled:

- » **What's New in the Federal IA Process**
- » **Influence Project Design Early in the Process**
- » **Establishing Relationships with Government and the Proponent**
- » **Taking the Lead: Indigenous-Led Studies**
- » **Meaningful Consideration of Indigenous Knowledge**
- » **Cumulative Effects**
- » **Assessing Impacts on Health, Culture and Socio-Economic Well-Being**
- » **Assessing Impacts on Indigenous Rights**

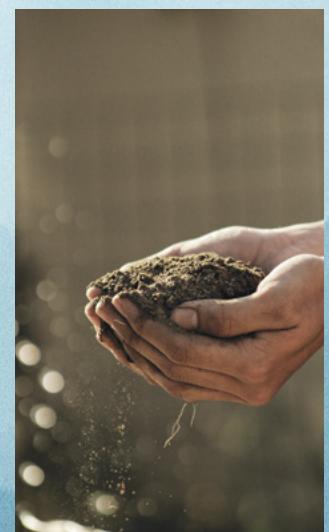
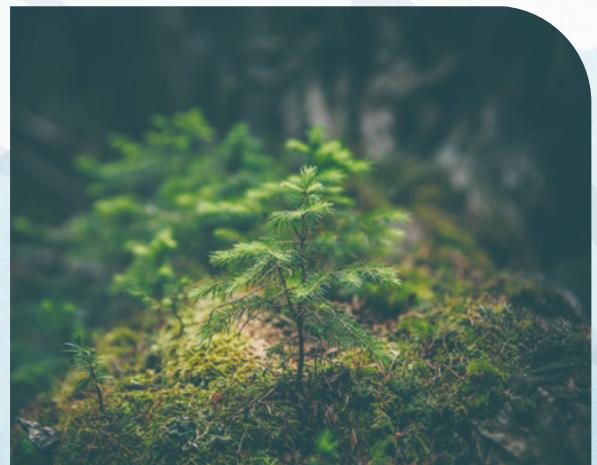
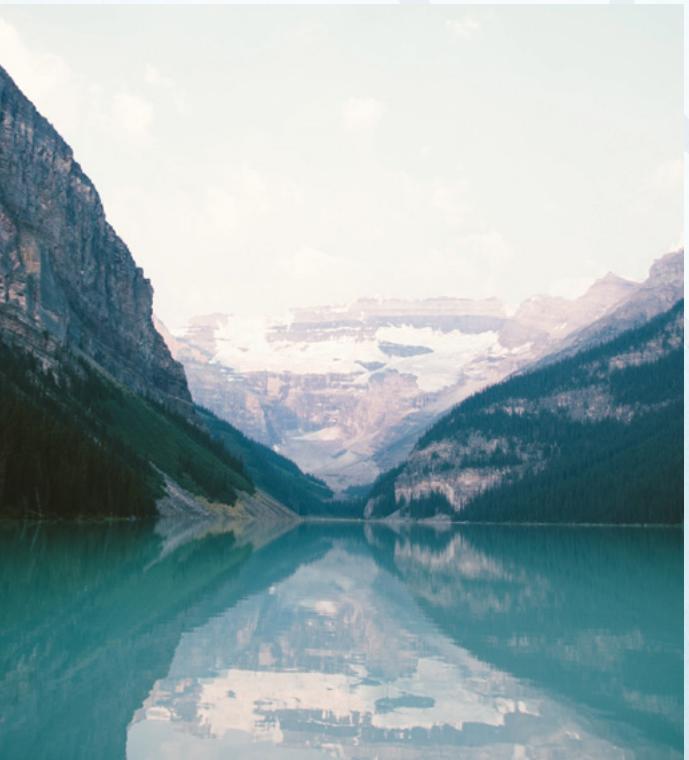
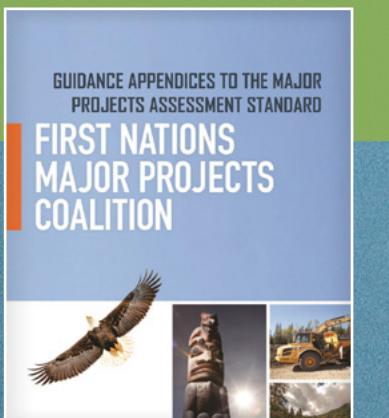
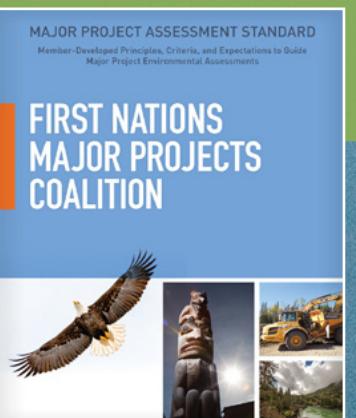
# ENVIRONMENT

Since 2019, FNMP has leveraged funding from the Impact Assessment Agency to co-develop environmental tools and processes that help bring Indigenous knowledge to the forefront of impact assessment.

These tools have been deployed on 2 major projects, 1 which resulted in FNMP helping our members double their capacity funding agreements with the project proponent for impact assessment

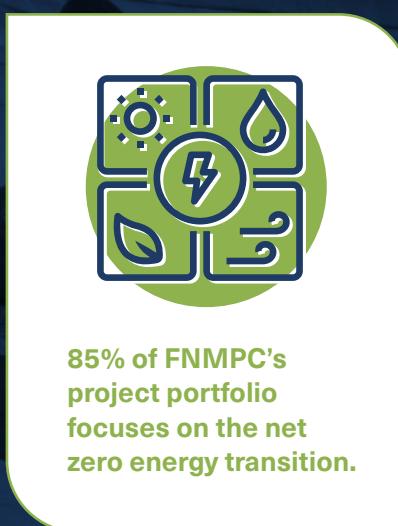
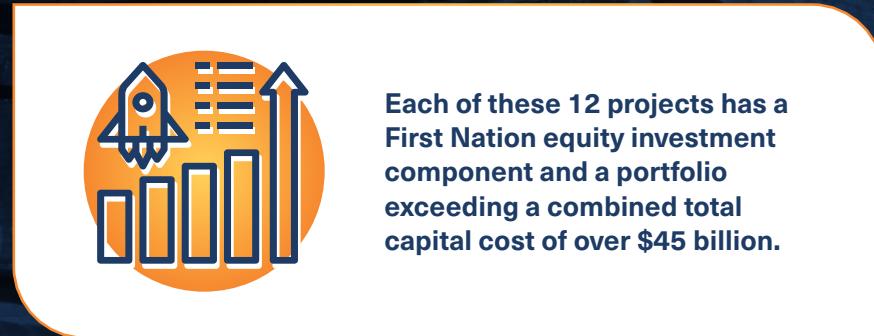
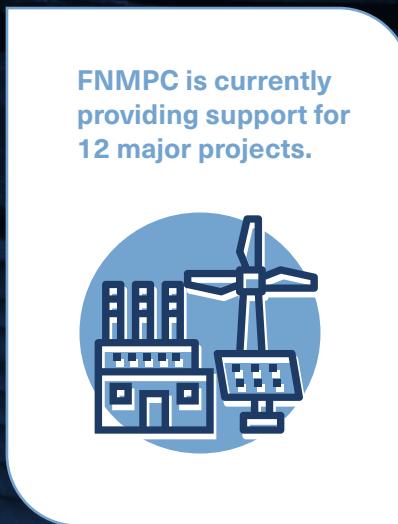
FNMP has taken our tools across the country, making them accessible nationally for use by Indigenous nations

Over 180 Indigenous participants have attended at least one FNMP impact assessment workshop or training session.



# SMALL INVESTMENT = BIG RESULTS

A core objective of FNMPC is to support its members in the advancement of their project priorities. This section demonstrates statistics of how FNMPC can multiply sponsor/funder investment towards member participation/capacity in major projects.



Over the last 5 years, Natural Resources Canada's investment in FNMPC has been multiplied by 42x through our service delivery to our First Nation members.

**\$8.5 million**

Since 2019, FNMPC has used approximately \$8.5 million in NRCAN INRP funding for our operations comprehensively.

**\$43.4 million**

\$43.4 million in grants and contributions leveraged direct to our First Nation members to further business capacity and informed decision making

**\$316 million**

\$316 million in direct economic participation benefits in major projects (including equity)

**42X**  
THE ORIGINAL INVESTMENT

**\$359.4 million**

Based on the initial \$8.5 million in federal funding, FNMPC services have unlocked \$359.4 million in economic benefits to FNMPC members.

These significant results demonstrate the outcomes that are possible when governments support strategic investments in the business capacity First Nations need to make informed business decisions about our participation in major projects that impact our lands.

# PROJECT DEVELOPMENT

## Strategic Plan Goal(s) being met through this work: #1, #3, & #5

Project development is a core service of the FNMPC, often shared with Environmental Services, at request of member First Nations. Our project development services are delivered to FNMPC members on the principles of maximizing value and minimizing risk while enabling decisions to be made by First Nations on the basis of free, prior, and informed consent.

### Management lead on Project Development:

Barry Vickers, SVP of Project Development with support from Niilo Edwards, CEO.



*“When the coalition was first formed in 2017, it was determined that capacity assistance to indigenous communities participating in Major Projects was in dire need. Along with support on environmental process, communities signalled that support for all aspects of project development was also needed.”*

*– Barry Vickers, SVP of Project Development*

## OVER THE PAST SIX YEARS THE FNMPC HAS PROVIDED A HOST OF SERVICES TO FIRST NATIONS INCLUDING:

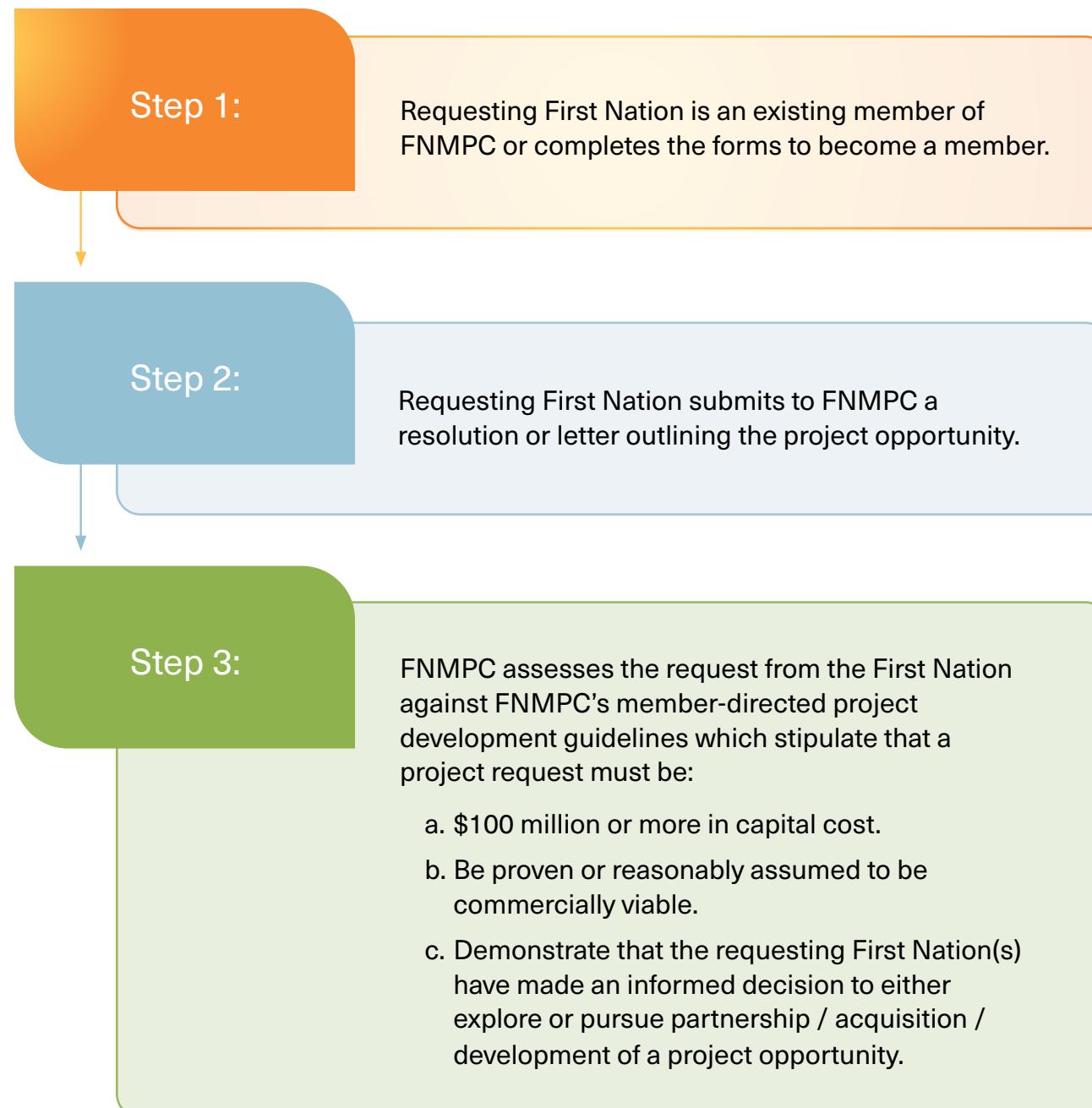
- » Advocacy, negotiation, and execution of project equity options.
- » Corporate structuring and legal advice
- » Development of commercial terms sheets and agreements
- » Project benefit-sharing options
- » Financial analysis and advice
- » Financing strategies and assistance navigating capital markets
- » Leveraging relationships with government
- » Application of a Major Project Environmental Assessment Standard concerning environmental Impacts and advancing the use of Indigenous knowledge systems
- » Facilitation, coordination, and administrative support
- » Negotiations assistance

The demand from First Nations for these services has seen exponential growth and First Nations are benefitting from the experience the FNMPC has come to possess by way of our involvement in broad diversity of major projects involving First Nations. Perhaps the most important principal that the FNMPC has taken in all of work has been to ensure that our assistance comes as support to First Nations, and that the communities of those First Nations themselves are being supported to govern and make decisions with our professional support. It is part of the FNMPC vision that First Nations not only actively participate in major projects but retain the experience and capacity to lead and manage future projects.

## HOW OUR PROJECT CAPACITY SUPPORT SERVICES WORK

In the early years of FNMP's development, management undertook a robust engagement exercise to involve FNMP member First Nations in the formation of guidelines [Guidance Appendices to the Major Projects Assessment Standard] that would govern the use of FNMP project development resources. These guidelines were first adopted in 2017 and later revised in 2021.

The diagram below illustrates how a First Nation can access FNMP's Project Development Services:



# CURRENT PROJECT PORTFOLIO

## BREAKDOWN OF PROJECTS BY CATEGORY

- 5 – Electrification
- 3 – Energy
- 2 – Hydrogen
- 1 – Critical Minerals
- 1 – Real Estate Development

FNMP is currently providing support for 12 major projects, each with a First Nations equity investment component and a portfolio exceeding a combined total capital cost of over \$45 billion.

PROJECT NAME	ESTIMATED CAPITAL COST	LOCATION
<b>Coastal GasLink Equity Option (10%)</b>	\$14.2 b	British Columbia
<b>Hydro One Southwest Ontario (50%)</b>	\$2 b	Ontario
<b>Miawpukek Hydrogen Opportunities</b>	TBD (>\$100mm)	Newfoundland and Labrador
<b>LNG Newfoundland and Labrador</b>	\$7 b	Newfoundland and Labrador
<b>NeToo Hydropower Project</b>	\$300 mm	British Columbia
<b>Tu-Deh-Kah Geothermal</b>	\$200 mm	British Columbia
<b>Blackwater Transmission Line</b>	\$100 mm+	British Columbia
<b>North Coast Transmission Line</b>	\$2 b est.	British Columbia
<b>Rock Tech Lithium</b>	TBD (>\$100 mm)	Ontario
<b>Tla'amin Tisk'wat Opportunity</b>	TBD (>\$100 mm)	British Columbia
<b>Confidential Commercial Real Estate Acquisition</b>	TBD (>\$100+ mm)	Ontario
<b>Confidential Linear Asset Acquisition</b>	TBD (>\$100+ b)	British Columbia

## COASTAL GASLINK EQUITY TRANSACTION

*British Columbia*

FNMPC is providing business capacity support to 12 member First Nations who have established CGL First Nations Limited Partnership (the SPV) to acquire a 10% equity option in the Coastal GasLink Pipeline Project. FNMPC's capacity services have helped to establish the corporate governance structure, provided negotiation support to the terms of the Option Agreement, assisting in the administrative affairs of the SPV at the direction of the Shareholders and Directors, and is supporting the SPV with the financing strategy to fund the acquisition of the equity purchase.



## TU DEH-KAH GEOTHERMAL

*British Columbia*

The Tu Deh-Kah Geothermal Project is Canada's only 100% Indigenous-owned and -led geothermal project and is being advanced by the economic arm of Fort Nelson First Nation – Deh Tai LP. FNMPC has provided support to the project by assisting with government programs and regulations, technical support by way of electricity market analysis, and has helped to identify and prepare for the commercial financing needs of the project.



## NETOO HYDROPOWER PROJECT

*British Columbia*

The NeToo Hydropower Project represents FNMPC's first project engagement. FNMPC is supporting four First Nations who have formed NeToo First Nations Limited Partnership (SPV) to advance due diligence and a business partnership on the establishment of a hydroelectric generating facility at the Kenney Dam, located within the territories of the participating Nations. FNMPC is providing a full suite of capacity services to the SPV concerning the technical studies that are currently being advanced on the project.



## BLACKWATER TRANSMISSION LINE

*British Columbia*

FNMPC is supporting three First Nations with business capacity support on the Blackwater Transmission Line that impacts their territories. This project establishes a transmission line to the Artemis Gold Project and provides power to the project. FNMPC has provided technical support as well as support to the governance considerations of the opportunity.



## WIND-TO-HYDROGEN PROJECT

*Newfoundland and Labrador*

FNMPC's capacity services have been engaged by Miawpukek First Nation on the development of wind-to-hydrogen on the Island of Newfoundland. Miawpukek is exploring partnership with private sector project developers. FNMPC is providing technical support and advice to early-stage project considerations.



## CHATHAM-KENT TO LAKESHORE TRANSMISSION LINE & SOUTHWEST ONTARIO TRANSMISSION BUILD-OUT

*Ontario*

The Chatham-Kent to Lakeshore Transmission Line Project is one project of a series to be built by Hydro One in Southwestern Ontario. FNMPC has been providing support to two First Nations members who are impacted by the buildout. FNMPC support has focused on the environmental regulatory considerations and the economic and legal aspects of project term sheet negotiation. FNMPC's support to this project helped our First Nations members establish a 50-50 equity sharing precedent with Hydro One that will apply to the build-out of planned and future projects in this area.



## NORTH COAST TRANSMISSION PROJECT

*British Columbia*

The BC Government and BC Hydro have set plans to twin the transmission corridor between Prince George and Terrace, BC to serve an increasing industrial electricity load in the region. The BC Government and BC Hydro have commenced engagements with First Nations impacted by the project routing as of the fall of 2023. FNMPC has confirmed two capacity support engagements with its members impacted by the project and is currently assisting these members with early-stage considerations concerning this large-scale transmission project.

## ROCK TECH LITHIUM PROJECT

Ontario

The Rock Tech Lithium Project is a proposed critical mineral project impacting three FNMP member First Nations located in the Nipigon region of northern Ontario. FNMP is engaged by the three First Nations to provide negotiation support and business advice to this opportunity.



## TLA'AMIN TISK'WAT OPPORTUNITY

British Columbia

The Tla'amin Nation has engaged FNMP's capacity services to assist on the exploration of business opportunities concerning Tisk'wat – a village site within the Tla'amin Nation that was disrupted for industrial development. FNMP is providing as-needed capacity support to examine clean energy business opportunities and acquisition of the site in support of Tla'amin.



## CONFIDENTIAL LINEAR ASSET ACQUISITION

British Columbia

A private sector proponent has commenced engagements with FNMP member First Nations on an acquisition opportunity in BC. FNMP has been engaged by some of its members impacted by the divestiture opportunity, seeking technical analysis and business advice to help inform decision-making.

## CONFIDENTIAL REAL ESTATE ACQUISITION OPPORTUNITY

A FNMP member First Nation has engaged FNMP's business capacity services on the acquisition of a large real-estate opportunity within the Nation's traditional territory. FNMP is providing capacity support and guidance to this first non-natural resource sector-based request.

## SUPPORTING CAPACITY FUNDING APPLICATIONS TO GOVERNMENTS

On projects where FNMP has approved engagements with its member First Nations to provide capacity support, FNMP has assisted its members in accessing government funding programs to help advance project due diligence. Over the past year, FNMP has been able to support its members in accessing over \$4 million of government funding to advance informed decision-making on major projects.

# PUBLIC POLICY AND RESEARCH

Strategic Plan Goal(s) being met through this work: #1, #5, & #6

### Management lead on Public Policy and Research:

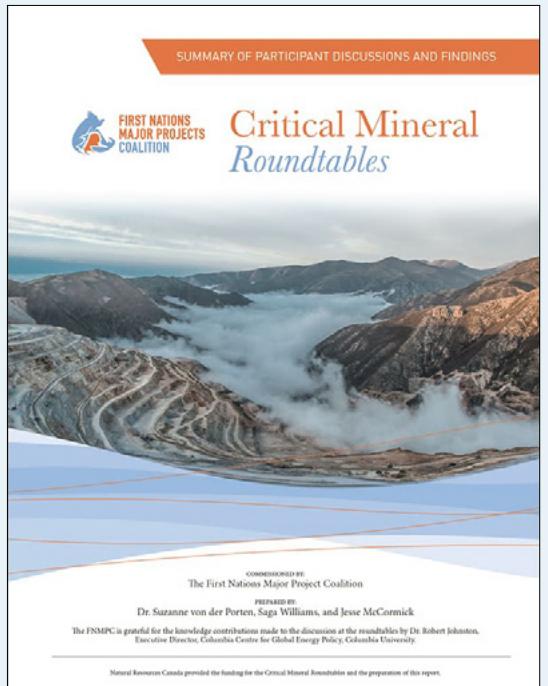
Mark Podlasly, Chief Sustainability Officer with support from Niilo Edwards, CEO and Jesse McCormick, SVP of Research, Innovation, and Legal Affairs



*"The First Nations Major Project Coalition has had a 'think tank' function since its early days, producing public, written materials built from primary research on topics of interest to First Nations and to the public. We have found that our materials have been very helpful to our member First Nations, and have had excellent uptake with informing and influencing government and industry."*

Part of FNMP's mandate includes research and advocacy on key issues of public policy impacting Indigenous participation in major projects. The summaries below capture the work of FNMP during 2022. Copies of all reports listed are available on FNMP's website at [FNMP.ca](http://FNMP.ca)

# ROUNDTABLES, REPORTS, AND PUBLIC POLICY ACTIVITIES



## Critical Minerals Roundtables

The First Nations Major Projects Coalition held two Critical Mineral Roundtables, the first in Vancouver (October 25, 2022) and the second in Toronto (February 7, 2023). For these two roundtables, the (FNMPC) convened experts from First Nations, the private sector, and the public sector to discuss and demonstrate how inclusion of First Nations partnerships and values in critical battery mineral supply will be the key to Canada's participation in the net zero transition.

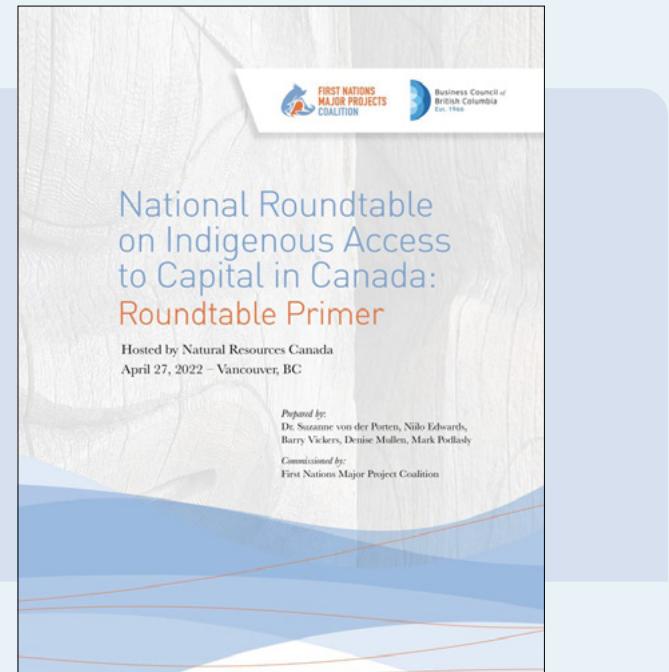
The main emergent concepts and insights provided by attendees were:

1. Critical Mineral Supply in Canada
2. First Nations at the Centre of Building Canada's Critical Mineral Supply
3. Meeting both First Nations' Goals and Canada's Goals

These two roundtables and the resulting report were a part of addressing the issues and challenges identified in the build out of critical mineral supply in Canada, and to support First Nations, industry, and governments creating a constructive path toward successful critical mineral supply and value chains and getting at the main question of: how do all parties identify, define, and respectfully centre Indigenous values in a critical mineral project?

## ACCESS TO CAPITAL ROUNDTABLE PRIMER

Over the past year, FNMPC worked with Natural Resources Canada to convene several roundtables that brought together First Nations, government, and industry to discuss the long-standing challenge faced by Indigenous nations in accessing capital. Roundtables were held in April 2022, October 2022, December 2022, April 2023, and May 2023



## ACCESS TO CAPITAL OTTAWA DELEGATION

On June 9, 2023, the FNMPC, representing its 140+ member nations, led a multi-sector delegation in Ottawa to advocate for the introduction of a National Indigenous Loan Guarantee Program by the upcoming 2023 Fall Economic Statement.

The main objective of the National Indigenous Loan Guarantee Program would be to address the long-standing challenge faced by Indigenous nations in accessing capital and to ensure their free, prior, and informed consent (FPIC) is respected. However, the Indian Act poses significant obstacles to Indigenous nations when it comes to raising capital for such projects. If implemented, such a program would seek to address the barriers of the Indian Act, bridge the gap between the slowing investment in Canada's transition economy, and the reality that major energy projects must be built on Indigenous lands.

Our delegation to Ottawa comprised representatives from First Nations and the private sector. This collaborative effort underlines a unified and resolute support for the program's development and implementation.

The delegation has held productive meetings with key members of parliament, including the Prime Minister's Office, multi-partisan of MPs, as well as departments such as the Privy Council Office, Finance, Natural Resources Canada, Indigenous Services Canada, and the Innovation, Science, and Economic Development. This comprehensive engagement demonstrated that the issues at hand transcend political boundaries, highlighting the non-partisan nature of our cause.

We were delighted by the overwhelming support and dedication displayed by all involved parties. Stronger together, these key members can forge a brighter future, upholding the rights and aspirations of Indigenous peoples while fostering sustainable economic growth for Canada.

Alongside this effort, FNMPC's Niilo Edwards and Chief Sharleen Gale penned a C.D. Howe Intelligence memo on The Case for an Indigenous Loan Guarantee Program. The report can be accessed at <https://fnmpc.ca/advance-major-projects-with-full-indigenous-participation-to-grow-canadas-economy/>



The delegation's effort covered on the front page of The Globe & Mail's Report on Business.



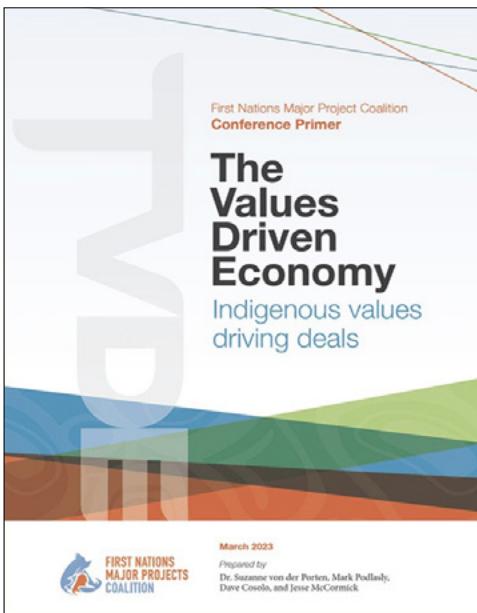
6<sup>TH</sup> ANNUAL  
FNMPc INDUSTRY  
ENGAGEMENT  
EVENT

**The  
Values  
Driven  
Economy  
Conference**

*Defining our Sustainable Future*

## THE VALUES DRIVEN ECONOMY CONFERENCE

At the Values Drive Economy Conference, held on April 24-25, 2023, in Vancouver, the First Nations Major Projects Coalition (FNMPc) hosted over 1,500 Indigenous, industry and government leaders to learn how the inclusion of Indigenous values throughout a company's value chain is essential to getting major projects approved, funded, built, and operating profitably on Indigenous lands. Conference speakers outlined that project success is directly related to strong Indigenous partnerships that incorporate Indigenous values alongside the objectives of governments, industry, and global markets.



## THE VALUES DRIVEN ECONOMY CONFERENCE PRIMER

In the lead up to the conference, the FNMPc released a primer on the Values Driven Economy for attendees and our First Nations membership.

The primer put all participants on the same page about the main four themes of the conference.

- » Diversifying Energy Sources with Hydrogen, SMRs, and LNG
- » Excellence in Indigenous-Industry Partnerships on Major Projects
- » Innovative Public Policy Supporting Indigenous Investment
- » Securing Competitive Capital

The primary message from the primer built upon our previous two conference, and was that all net zero projects, such as clean energy projects, electrical transmission lines, and battery mineral supply projects, will be built on Indigenous lands. Centering Indigenous nations' values and partnerships in proposed developments strengthens projects by improving outcomes that are not only important to First Nations, but increasingly to ESG-focused investors. The Values Driven Economy (TVDE) Conference Primer provided a comprehensive overview for participants of these concepts.

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### Indigenous Investment Lunch

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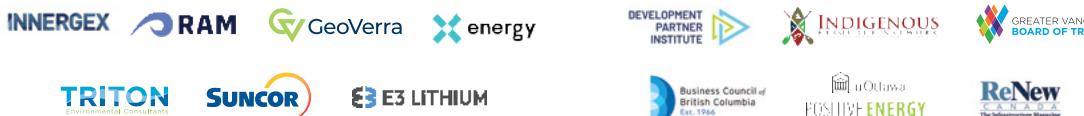
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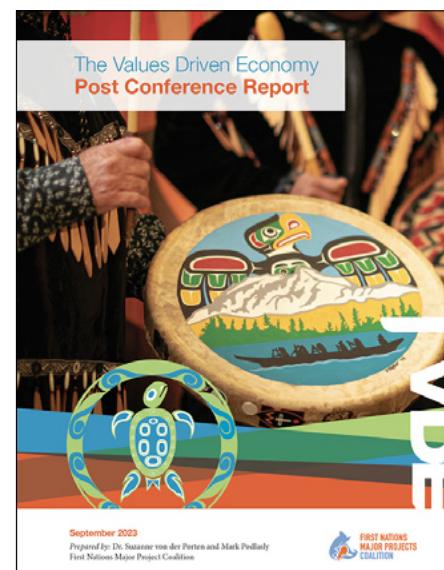
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# CONFERENCE SPONSORS

Dawn Madahbee Leach (Aundeck Omni Kaning First Nation):

*"I want to talk about the social license that our people hold. All of Canada and perhaps all of the world is covered by Indigenous traditional territories... There's a strong belief that when we're talking about free, prior, and informed consent that we have the social license for any developments in our area we need to provide the guidance for those developments going forward. A lot a lot of riches have been derived from our traditional territories while our communities have remained in poverty. That's because that social license wasn't valued.... [now we're] winning many court cases that show that we do have a say in goes on in our traditional territories."*



## THE VALUES DRIVEN ECONOMY POST-CONFERENCE REPORT

On September 21, 2023, the FNMPC released its post conference report on the Values Driven Economy Conference. This report focuses on expert insights from the four main topics of the Conference. Conference speakers repeatedly highlighted that Indigenous consent – incorporated at all levels of a major project - is a competitive advantage for companies and countries seeking to raise capital, expedite regulatory and permitting processes, and increase market share.

*"We're a small First Nation with a relatively small own-source revenue, so the idea of getting involved in these multi-billion dollar projects is daunting to say the least... but our leadership was there early on and that they have a strong voice and that they express Indigenous values in a project early on is one of the core foundations that we look for."*

– Andrew John (Miawpukek First Nation)

*"I have always been told that if we take care of the land, the land will take care of us."*

– Angel Ransom (Nak'azdli Whut'en First Nation), Senior VP of Environmental Services, FNMPC

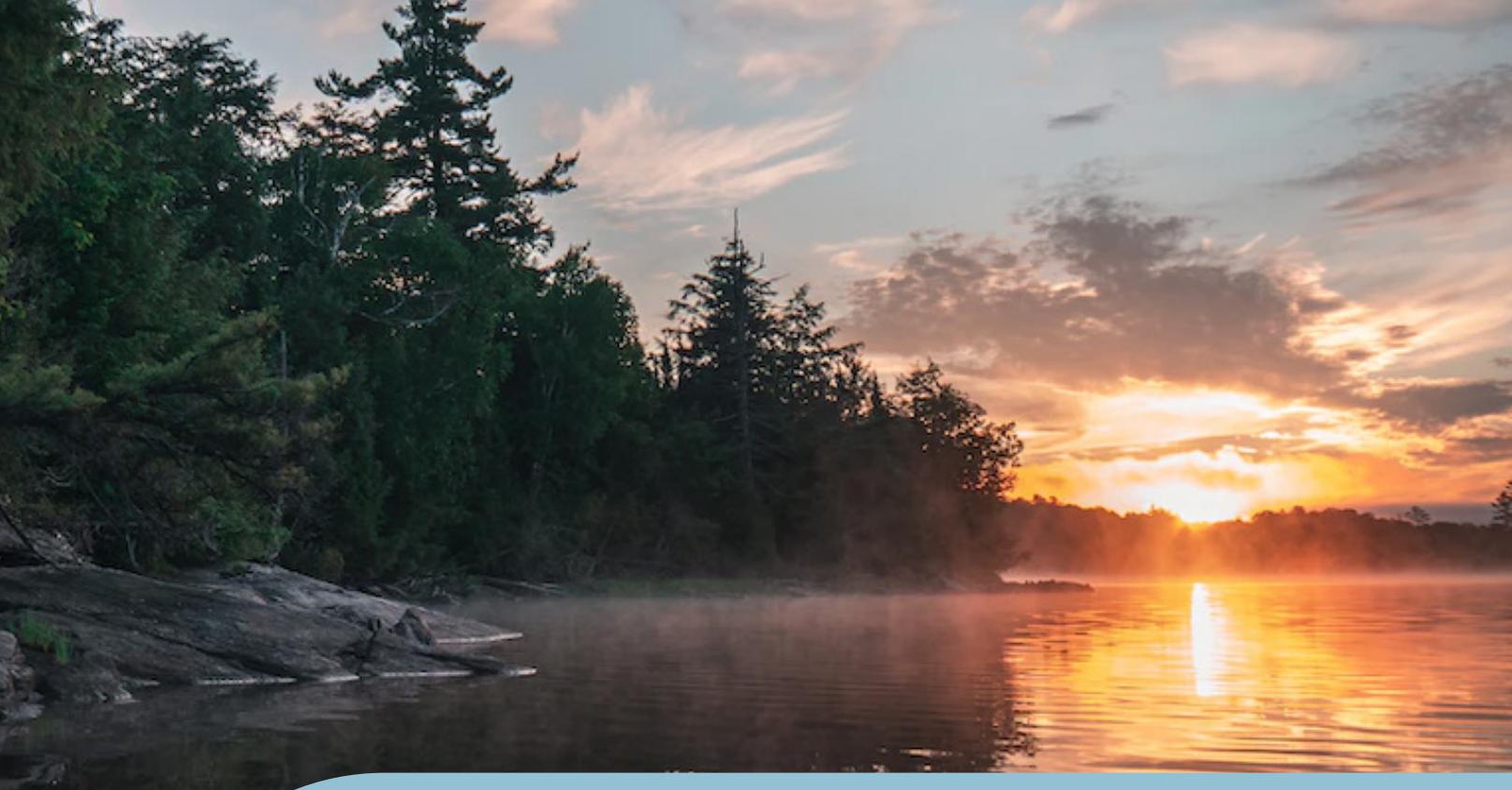
*"When we talk about economic advancement reconciliation, we cannot address it without acknowledging the centuries of invisibilization of Indigenous people living in now Canada. My people's fundamental worldview drives us to care about the infinite future of us and the infinite future of our new neighbors that form our present collective community. All of us, all of this land, all of these waters, all of this air, we take ownership for it because we have to answer to our ancestors and our descendants."*

– Jennifer Bennett (Wiikwemkoong First Nation), Client Program Manager & Senior Environmental Engineer, Arcadis IBI Group

# FNMPc SPHERE OF INFLUENCE

In addition to our impact here in Canada FNMPc is grabbing attention around the world. Australia, Germany, Japan, the United States, and other countries are increasingly looking to us for the highest standards in partnerships with First Nations, and for their own investments in projects on the territories of our First Nations members.

The FNMPc is proud of our Board, Executive team, staff, and technical team for bringing an Indigenous voice, and the messages of the FNMPc, to these global forums. These high-profile meetings and panels not only garner global support for our members participating in major projects, but also nudges the rest of the world to follow suit and do better by the Indigenous nations in their countries. Participation at these events is in line with FNMPc's strategic plan goals to advance projects and influence policy, and to convene First Nations, government, and the private sector.



## COP27

In November 2022, Chief Sharleen Gale, Chief of Fort Nelson First Nation & Board Chair of FNMPc was invited as part of the Canadian Delegation to attend the 2022 United Nations Climate Change COP27 in Egypt. Chief Sharleen Gale represented the First Nations Major Projects Coalition and its members on three panels and one roundtable at COP 27:

1. *Net-Zero Advisory Board (NZAB) "Achieving Net-Zero by 2050: Implementing the Net-Zero Advisory Body's Values and Principles" panel at COP27. NZAB is Canada's intended advisor on net zero emissions.*



The panel was moderated by Marie-Pierre Ippersiel is President and Chief Executive Officer at Pôle de recherche et d'innovation en matériaux avancés du Québec (PRIMA Québec) and Co-Chair, NZAB and included panelists:

- » Dan Wicklum, CEO of The Transition Accelerator
- » Francis Bradley, President and Chief Executive Officer, Electricity Canada
- » Kate Lindsay, VP and Chief Sustainability Officer, Forest Products Association of Canada
- » Chief Sharleen Gale, Chair, First Nations Major Projects Coalition

## 2. Transitioning Remote Communities to Renewable Energy Panel at the International Renewable Energy Agency (IRENA) pavilion.



The panel was moderated by Harish Hande, Chief Executive Officer, SELCO Foundation and included panelists:

- » Kudakwashe Ndhlukula, Executive Director, SADC Centre for Renewable Energy and Energy Efficiency (SACREEE)
- » Alfred Rungol, General Manager, Climate Change and Development Authority Papua New Guinea
- » Tri Mumpuni, Member – Board of Governor, National Research and Innovation of Indonesia (BRIN)/ Executive Director, IBEKA
- » Sharleen Gale, Chief, Fort Nelson First Nation & Chair, First Nations Major Projects Coalition
- » Rachel McCormick, Director General, International and Intergovernmental Affairs, NRCan
- » Francesco La Camera, Director-General, International Renewable Energy Agency (IRENA)
- » Gurbuz Gonul, Director, Country Engagement and Partnerships, IRENA

## 3. Making Energy Transitions Work for People: Decent Jobs, Skills, Livelihoods and Inclusion

The roundtable was chaired by Anna Shpitsberg, Deputy Assistant Secretary for Energy Transformation, U.S. Department of State and began with opening remarks from Francesco La Camera, Director, General, International Renewable Energy Agency (IRENA).

## 4. Indigenous Clean Energy Trailblazing Panel



The panel was presented by Indigenous Clean Energy and the Government of Canada.

Mihskakwan James Harper, Business Development Manager, NRStor Inc. moderated the panel. Panelists included:

- » Daphne Kay, Community Energy Specialist, Cowessess Ventures Ltd.
- » Sharleen Gale, Chair, First Nations Major Projects Coalition; Chief, Fort Nelson First Nation
- » Dane De Souza, Climate Change & Emergency Management Policy Advisor, Métis National Council
- » Blaine Chislett, Maintenance Manager, Sakku Investments Corporation

## MEETINGS AT COP27

While attending COP 27 in Egypt, Chief Sharleen Gale, Chair of FNMPC and JP Gladu, Director of the FNMPC Advisory Centre, met with leaders from around the world who are working to integrate Indigenous values into state policy and supporting Indigenous nations take equity positions in major projects in their respective countries.

FNMPC's meetings and conversations included:

- » **Wahleah Johns** (Navajo/Dine), Director of Indian Energy, U.S. Department of Energy (DOE) to discuss how we can work together to ensure Indigenous leadership in renewable energy projects across turtle island.
- » **Dr. Katy Huff**, Assistant Secretary of Nuclear Energy, Office of Nuclear Energy, U.S. Department of Energy to discuss how #US and #Canadian #Indigenous communities can work together towards a #netzero future across turtle island.
- » **Rachel McCormick**, Director General, International and Intergovernmental Affairs, Natural Resources Canada to provide an update on FNMPC's nine active major projects.
- » **Jennifer Granholm**, US Secretary of Energy, U.S. Department of Energy (DOE) who was the keynote speaker at the 2022 Toward Net Zero by 2050 conference.
- » **David Piccini**, Minister of Environment, Government of Ontario to share information about the FNMPC model and the integral role Indigenous communities play in the transition to net zero.
- » **Regional Chief Terry Teegee** (Takla First Nation) & FNMPC member Chief Harvey McLeod, Upper Nicola Indian Band.
- » **Senator Ben Cardin**, U.S. Senate, who had a hand in crafting the Inflation Reduction Act which will make more money available for clean energy production and provide additional funding for conservation and climate resiliency programs.
- » **Axel Wabenhurst**, Australian Ambassador to Egypt
- » **Honourable George Haymen**, Minister of Environment, Government of BC



## TRADE MISSIONS

with Honourable Jonathan Wilkinson to Japan, Germany, UK, and France

### JAPAN

In January, Mark Podlasly, Chief Sustainability Officer at First Nations Major Projects Coalition accompanied the Honourable Jonathan Wilkinson, Minister of Natural Resources Canada, to Japan to deepen Canada's trans-pacific collaboration on climate leadership. The delegation, which included leading Indigenous organizations and businesses from across Canada, showcased the economic opportunities and potential for Canada to be the clean energy and technology supplier of choice in a net zero world.



## GERMANY

In March, FNMPC's Senior Advisor Saga Williams (Curve Lake First Nation) traveled to Berlin with a delegation that included private-sector and Indigenous nations led by Canada's Natural Resources Minister Jonathan Wilkinson. The delegation attended the Berlin Energy Transition Dialogue advocating for strategic investments in Canada in target sectors such as hydrogen and clean energy and raising the profile of Canada's resource wealth. The delegation also aimed to underscore the key role of Indigenous partnerships in unlocking the potential for energy development across Canada, and in successfully transitioning to a #netzeroworld.

FNMPC was also pleased to support our member Miawpukek Mi'Kamawey Mawi'omi (Miawpukek First Nation) and their representative Rene Jeddore on this trip as they discussed their partnership with LNG Newfoundland and Labrador as a project that could meet Europe's gas needs as well as their partnerships on Green Hydrogen projects. These Indigenous-led projects and perspectives represent a message about the critical role that Indigenous nations play to ensure global climate and energy mandates are met. At the BETD, FNMPC's Saga Williams spoke on exploring approaches to pool the available knowledge of all generations and communities for a proper Just Transition.

"We are a very resource-rich country, and it is the communities that are living on the land where mining and hydrogen projects are conducted. we need to be part of the discussion."

These high-profile international meetings and panels not only highlight the leadership demonstrated by FNMPC members who have made the decision to participate in major projects, but also nudges the rest of the world to follow suit and do better by the Indigenous nations in their countries.



## UK AND FRANCE

### *Indigenous Business Delegation: Mission to Europe*

From September 25 – 28 Barry Vickers (Saik'uz First Nation), Senior Vice President of Project Development at FNMPC joined the Honourable Jonathan Wilkinson, Minister of Natural Resources Canada, government, Indigenous, and business leaders on a critical minerals mission to the UK and France.

#### **In London, UK, Barry participated in:**

- » Bilateral meeting with Foreign Commonwealth Development Office
- » Bilateral meeting with CFA Institute
- » Bilateral meeting with the Honourable Ralph Goodale, High Commissioner of Canada in the UK
- » Canada-UK Critical Minerals Investment Forum
  - This event was co-organized by Natural Resources Canada, Canada's High Commission and Invest in Canada (IIC) and was focused on promoting investment into Canadian critical minerals projects.

#### **While in Paris, France, Barry participated in:**

- » Canada-France Mining Investment Event
- » Bilateral meeting with Minister Jonathan Wilkinson and Associate Deputy Minister Jeff Labonté
- » Bilateral meeting with Invest in Canada CEO Laurel Broten
- » Bilateral meeting with Canada's Ambassador to the OECD Madeleine Chenette
- » Lunch with OECD ambassadors and OECD Secretariat officials on Economic reconciliation/inclusion
- » Bilateral meeting with Canada's Ambassador to France, the Honourable Stéphane Dion



## PERU

### World Forum on Energy Regulation



At the World Forum on Energy Regulation held in Lima, Peru in August 2023, prominent figures from the energy sector, governmental bodies, academia, and regulatory agencies convened to deliberate on diverse regulatory models to meet the global energy challenges. The discussions were centered around four key dimensions – Universal Energy Access, Energy Transition, Competitiveness, and Institutionality – with the overarching goal of enhancing public policy formulation and execution in the energy domain through the exchange of insights and best practices.

Chief Sharleen Gale of Fort Nelson First Nation, and Chair of First Nations Major Projects Coalition, highlighted the pivotal role and values of Indigenous nations in the Canadian project development landscape. She emphasized on the significance of their engagement through equity participation and consent as a shared element for successful projects while mitigating geopolitical risks. Chief Gale contextualized this within her territory and FNMPC members priorities, and the global climate crisis - emphasizing the urgency for policy reforms that facilitate Indigenous access to competitively priced capital. This access, she explained, would support First Nations to be able to invest in and expedite clean energy initiatives in Canada.

*"What we don't need is any more delays, we need to support Indigenous nations – not only in Canada, but around the world – in taking leadership positions, ownership positions, and decision-making positions on clean energy projects. And we need to act fast."*

Pictured to the right includes Chief Gale with fellow panelists on "Shaping The Energy Landscape –Building Trust With Stakeholders":

- » Maria Elena Morales, Costa Rica's Multisectorial Regulator
- » James Danly, Commissioner of the Federal Energy Regulatory Commission of the USA (FERC)
- » Bruno Meyer, General Secretary of GO15
- » Milene Yarixa Nuñez Espino, PYEP – Peru Young Energy Professionals
- » Technical Coordinator: Erin Hammel, NARUC



Chief Gale also participated in the "Renewables and Market Integration" and "Green Hydrogen" roundtables.

## WASHINGTON D.C.



In Washington D.C. in 2022, representatives of the FNMPC shared our best examples for collaboration on major resource projects to raise standards broadly and to share the expectations our First Nations members have for the development of major resources proposed on their territories.

FNMPC's work in Washington, D.C. included a roundtable event moderated Hilary Tompkins (Partner at Hogan Lovells) that brought together over 40 key industry and government leaders and featured FNMPC's leadership:

- » Chair, Chief Sharleen Gale,
- » Chief Sustainability Officer, Mark Podlasly
- » CEO, Niilo Edwards

The visit to D.C. included meetings with:

- » Canada's Ambassador to the United States, Kirsten Hillman
- » The World Bank
- » The U.S. Department of Energy (DOE)
- » The U.S. Department of Defense
- » The White House National Economic Committee
- » The U.S. Department of Transportation

We were also joined at this meeting in Washington, D.C. by FNMPC Sustaining Partners COWI, IBI Group, Colliers Project Leaders, and Pattern Energy Group.

What underpins these and follow up conversations with the United States are three factors relevant to our First Nations interested in the potential for critical battery mineral supply projects in their territories:

1. **Canada as a "domestic supplier" to the US:** In the transition to net zero, and to meet global net zero targets, the world will require up to 14x more nickel, copper, iron ore, lithium, and other critical battery minerals. These minerals are the essential components in many clean energy technologies such as electric vehicle batteries and solar voltaic cells. Canada is rich in nearly every mineral that the world needs to slow the worse effects of climate change. Interestingly, the United States considers Canada to be a "domestic supplier" of minerals, thus creating a competitive advantage and opportunities (such as with loan guarantees from the U.S.) for Indigenous nations in Canada to supply the U.S. market.
2. **U.S. money available to Indigenous nations in the U.S.:** We know that the Biden-Harris Administration has announced \$9 billion of investments into Tribal governments in the U.S. to support community infrastructure, economic development, and clean energy development opportunities. We asked U.S. representatives how these programs can be replicated in Canada for our First Nations members.
3. **Cross-border energy projects:** We know that our First Nation members have the potential to collaborate with the U.S. and/or U.S. tribes on energy related projects. This ranges from transmission and energy sales. We spoke to high-level representatives of the United States Government about how our members can work with the U.S. on cross-border energy projects.



## NEW YORK

### *Capital markets and Columbia University*

A key part of the First Nations Major Projects Coalition mandate is to assist our First Nation members in bridging relationships between the private sector, governments, and other Indigenous nations.

In February 2023 in New York City, FNMPC was able to share how the FNMPC model of not-for-profit service delivery assists our First Nation members in making informed business decision regarding their participation in major projects with the Center on Global Energy Policy at Columbia University's School of International and Public Affairs.

#### **During our visit:**

- » FNMPC's Angel Ransom and Mark Podlasly led a Student Roundtable Event which explored how many Indigenous nations from Canada are exploring equity-based partnerships concerning renewable energy and critical minerals projects using the principles of Free Prior and Informed Consent.
- » FNMPC's Chief Sharleen Gale, Niilo Edwards, and Mark Podlasly participated in The Energy Transition: Opportunities and Challenges for Indigenous Communities in the US and Canada panel moderated by Robert Johnson, Executive Director, Columbia SIPA Center on Global Energy Policy, Kate Finn, Esq., Executive Director, First Peoples Worldwide, University of Colorado Boulder, Gare A. Smith, Partner and Head of Business & Human Rights Practice, Foley Hoag LLP, and David Conrad, Deputy Director, U.S. Department of Energy (DOE) Indian Energy Policy and Programs. The panel discussed the Biden administration's efforts to strengthen Indigenous consultation and environmental justice around natural resources and renewable energy development with US native communities. They also explored how Canadian Indigenous leaders are developing equity-based partnerships to develop renewable energy and critical minerals projects under the principles of free, prior, and informed consent.



## MEETING WITH JAPANESE FOREIGN OFFICIALS IN VANCOUVER

On August 29, 2023, First Nations Major Projects Coalition was pleased to meet with representatives from Japan's Foreign Ministry and Consulate in Vancouver. Discussions were had on a variety of topics important to FNMPC member First Nations. This included decision-making on the basis of free, prior, and informed consent, protection of the land and the co-development of project plans, and access to competitive capital for equity partnerships between First Nations and the private sector.

FNMPC has taken note of an increased level of awareness among foreign governments about the importance of First Nation partnerships in Canada. We were pleased to have the opportunity to meet with the delegation from Japan.



## MEETING WITH SECRETARY HAALAND

In early September, the United States Secretary of the Interior, Deb Haaland (Laguna Pueblo) made her inaugural visit to Ottawa to engage in discussions with Canadian leadership focusing on the mutual commitment of our two nations to empower Indigenous nations.



Secretary Haaland's visit beyond the 49th parallel underscores the interconnected issues and relationships that bind Indigenous communities in both Canada and the United States. During a brief press conference, she emphasized the historical context by stating, "Before the border divided Canada and the United States, it was a single continent. We have relatives on both sides of that border; we are all Indigenous people to this continent. What one country does, the other can learn from."

In addition to her public address, Secretary Haaland participated in a listening session alongside Mark Podlasly, the Chief Sustainability Officer of the First Nations Major Projects Coalition (FNMPC), and other Indigenous representatives. This session served as a platform for discussing common interests shared by the coalition's First Nations members.

# QUEBEC CITY

## *Energy & Mines Ministers' Conference*

Our Board Chair Chief Sharleen Gale and our CEO, Niilo Edwards attended the annual gathering of Canada's Energy & Mines Ministers in Quebec City on August 31, 2023.

Chief Gale addressed Provincial and Federal Ministers on the clean energy priorities of our member First Nations and the kind of business capacity requests First Nations Major Projects Coalition is receiving from our national membership in the clean energy space.

Chief Gale highlighted the business leadership of First Nations in clean energy and used the opportunity to remind Provincial and Federal Ministers of the importance of implementing solutions that address Indigenous access to competitively priced capital for equity investment, and the importance of further government investments in the capacity of Indigenous nations to make decisions on the principles of free, prior, and informed consent.

Thanks to Natural Resources Canada/Ressources Naturelles Canada Minister Jonathan Wilkinson, Ontario Energy Minister Todd Smith, and BC Energy Minister Jose Osborne for taking the time to meet in Quebec City.



## BC'S CALL FOR POWER PRIMER AND VIRTUAL EVENT

On September 13, 2023, the First Nations Major Projects Coalition convened experts on clean energy generation to understand BC's Call for Power as it relates to First Nations in BC. This online panel – publicly available but catered to our First Nations members – examined the significance of BC's 2030 Call for Power announcement and the resulting, potential opportunities, and challenges for First Nations. With Mark Podlasly (Nlaka'pamux Nation), Chief Sustainability Officer, First Nations Major Projects Coalition) as moderator, the event panelists featured:

- » Terry Burgis – Senior Vice President, Kiewit.
- » David Durrant – Market Development and Stakeholder Relationship Manager, Pattern Energy Group
- » Kwatuma Cole Sayers – (Hupacasath First Nation) Executive Director, Clean Energy BC

This event was accompanied by a primer document on BC's Call for Power so that First Nations can be equipped with the knowledge, tools to leverage, and right questions to ask BC Hydro to best take advantage of this opportunity for economic growth, centering the benefits with First Nations.

# What Does BC Hydro's Call for Power Mean for First Nations in BC?

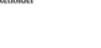
# Indigenous Sustainable Investment Series

Hosted by



FIRST NATIONS  
MAJOR PROJECTS  
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## Navigating First Nations Opportunities within BC's Call for Power for Clean Energy

Wednesday, September 13th, 10:00am – 11:30am

On Wednesday, September 13th, the First Nations Major Projects Coalition will convene experts in clean energy generation projects to understand BC's Call for Power as it relates to First Nations in BC. This online panel will examine the significance of the Call for Power, potential opportunities, and challenges for First Nations. As the province takes decisive steps towards a cleaner economy, it is imperative that First Nations are equipped with the knowledge and tools to leverage this opportunity for economic growth, centering the benefits with First Nations.



Mark Podlasy  
(Nlaka'pamux Nation)  
Chief Sustainability Officer,  
First Nations Major Project Coalition



Terry Burgis  
Senior Vice President,  
Kiewit



David Durrant  
Market Development and Stakeholder  
Relationship Manager,  
Pattern Energy Group



Kwatuuma Cole Sayers  
(Hupacasath First Nation)  
Executive Director,  
Clean Energy BC

The virtual event was recorded and posted online for both our First Nations members to view, as well as for any interested First Nation or interested parties to become educated on the questions and expertise surrounding this event.

The FNMPG followed up with BC Hydro after this event with a letter summarizing what questions were being asked by attendees and the position of the FNMPG on how the Call to Power should be shaped to benefit First Nations.

## NATIONAL INDIGENOUS ELECTRIFICATION STRATEGY

Mokwateh and the FNMPC have partnered together to create a National Indigenous Electrification Strategy, funded by the Ivey Foundation. This initiative centers Indigenous nations as leaders in decarbonizing and doubling Canada's electricity generation, transmission, and distribution systems while creating economic opportunities for their nation members. During Canada's energy transition, Indigenous nations should be supported with the resources, capacity, and experience to develop major projects that help reduce Canada's greenhouse gas emissions. A National Indigenous Electrification Strategy will lay out the roadmap to achieving this vision.

This National Indigenous Electrification Strategy is guided by two goals:

- » Goal 1. To position Indigenous nations as leaders of Canada's net-zero transition.
- » Goal 2. To remove economic, political, and regulatory barriers that will support and promote the development of Indigenous-partnered and -led clean energy projects in Canada.

The National Indigenous Electrification Strategy will provide a roadmap for Canada to get behind First Nations having a meaningful leadership role in the expansion of clean power generation and transmission. Canada's implementation of this strategy, alongside the Provinces and Territories, will not only be a step toward economic reconciliation with First Nations, but will secure tangible benefits beyond just employment, ensure Indigenous business and ownership opportunities, and bring Canada close to net zero targets.

To inform this strategy with the best available information, the FNMPC and Mokwateh convened two roundtables (October 26, 2023, in Calgary and November 29, 2023, in Toronto). Attendees were invited based on their expertise in the area of electrification in Canada and Indigenous ownership of net zero projects, and included Indigenous leaders, utilities, governments (Provincial and Federal), subject area experts, think tanks, and industry.

Phase two of this project will entail rolling out the strategy at the highest levels of government in Ottawa, and the provinces and territorial governments.



## DEVELOPMENT PARTNER INSTITUTE PARTNERSHIP

The Development Partner Institute (DPI Mining) and the First Nations Major Projects Coalition (FNMPC) are delighted to announce a new partnership that lays the foundations for a mutually rewarding, trust-based and long-term relationship.

DPI and FNMPC are united by a set of shared beliefs, we recognize, understand, and fully support Indigenous inclusion and guidance, based on free, prior, and informed consent in major development projects.

Board Chair and co-founder of DPI Mining, Peter Bryant, applauded the charter signing: "We're honoured to join in this milestone partnership with FNMPC. It's a significant 'first' for our organization, and it's fitting that we can extend, through this partnership, the inclusion of Indigenous perspectives to deepen understanding and trust amongst key stakeholders and owners around resource development."

FNMPC's network of First Nations members, together with their mandate to strengthen relationships between First Nations in Canada and the corporate sector, opens the path to, and helps solidify a stronger Indigenous voice at the DPI table.

View the full press release here: <https://lnkd.in/emDmYQes>



## SUPREME COURT OF CANADA INTERVENTION INTO THE HEARINGS ON THE FEDERAL IMPACT ASSESSMENT ACT

The First Nations Major Projects Coalition, with support from Juristes Power Law, successfully intervened in the *Impact Assessment Act* reference proceedings at the Supreme Court of Canada. FNMPC argued in favour of the constitutionality of the *Impact Assessment Act* with a strong focus on the provisions that enhance the influence and decision-making power of First Nations in federal impact assessment processes. The Supreme Court of Canada is expected to release its decision in the fall of 2023.



# INCORPORATING CULTURE INTO OUR WORK

*Our members drive our work, our Board leads us, and because of that, we need to ensure culture remains the foundation of what we do. Doing our work in a meaningful, unique, and positive way means leaning on our teachings and following protocols. Unless we can do things in good way, they're not worth doing."*

**Strategic Plan Goal(s) being met through this work: #7**

**Lead on Cultural Affairs:**

Tina Gillanders, Manager of Training, Culture, and Communications

## CULTURAL ACTIVITIES

Indigenous cultural affairs permeate all areas of the work at FNMP. From ensuring proper local Indigenous protocols are followed at events, to amplifying First Nation membership voices in a way that both honours their uniqueness and solidifies their messaging.

Throughout this year, we have worked with local Elders and knowledge keepers to guide the FNMP in protocols, including the opening and closing of meetings, sharing stories, guiding us through teachings at Board Meetings and other events, and helping us on our continuous learning journey.

Our team has supported both financially and attended a variety of cultural gatherings both as representatives of FNMP including:

- » Niilo Edwards attended the Algonquins of Pikkaganagan First Nation's 34th Traditional Pow Wow in Pikkaganagan, Ontario
- » Tina Gillanders (Black River First Nation) attended the Speaking Our Truth Competition PowWow hosted by the Williams Lake First Nation in Williams Lake, BC
- » Yukon Region AFN Caucus luncheon – July 11-13
- » Munsee-Delaware Nation Traditional Gathering – July 1-2
- » Jesse McCormick (Chippewas of the Thames First Nation) attended Chippewas of the Thames First Nations Pow Wow 2023



## MEMBER OUTREACH & ENGAGEMENT

Strategic Plan Goal(s) being met through this work: #1, #4, & #6

### Management lead on Member Outreach & Engagement:

Scott Cavan, VP of Member and External Relations

*"We are a First Nations' first organization—from the community and for the community. We are driven by our desire to advance the interests and support our First Nations membership, be it achieving equity participation or providing support for protecting and mitigating project impacts to the land and the community and its values."*

The FNMP, which was established by First Nation leadership, is a member-based organization where our members define our mandate, shape our governance, and guide our direction. FNMP bylaws have been created to encourage membership opportunities including Indian Act Bands, Hereditary leadership, Tribal Councils, and wholly owned development corporations by a First Nation. As part of our unique mandate and services, we do not charge membership fees, nor for our services we provide to those First Nations members involved in major projects.

### Membership Growth

Initially started by a group of 11 First Nations in Northern BC, FNMP has seen a surge in membership growth happen in eastern and northern Canada, growing from 90+ members last year to now over 145+ members. FNMP now has members from coast to coast to coast in 12 provinces and territories, while new members continue to join.

This growth has been achieved through the hard work by the member relations team and FNMP staff to bring greater awareness of the FNMP and its services and principles through direct phone calls, presentations, panel appearances, attendance at many cultural events and conferences, and our annual conference.

### New Member Data System

Keeping with the growth of the members and the output of member related tools, the FNMP is transitioning to a new membership profile and Customer Relationship Management (CRM) system.

This shift will provide for greater assistance in maintaining up to date contact information on members, and monitoring system of outreach activities, ensuring we are communicating effectively and timely with our members.

Additionally, this will assist in the FNMP's ability to target member updates and member-specific tools, like the Impact Assessment webinars, advocacy efforts, and technical papers directly to the member contact most appropriate.

The new system is not only for the purpose of disseminating information, but also to receive greater feedback and information on our members concerns and views on the environment, lands and resources and economic development or regulatory frameworks – enabling us to maintain our ability to keep our ear to the ground and at the forefront of First Nations issues involved in major projects.

## Establishing a Toronto Office

As part of our growth and to support outreach in eastern Canada, we have secured physical office space in Toronto, located in the financial district, at 150 King St. W, in the iQ Offices. This new office space will support our growing eastern Canada outreach and policy team and accommodate the needs of the senior management team who are increasingly traveling to and working in Toronto and Ontario generally.

## Communications

To provide accessibility for First Nations to become a member of the FNMP, and to access our toolkits and technical resources, we have been working with Sedgwick Strategies to create and launch an improved website to reflect the work of the FNMP. Additionally, through the new design, it will be easier for all external users and FNMP members to find and access information on the FNMP, what we do, who we are, projects, and our materials and tools. The launch of the new site is set to be completed in fall 2023.

As part of the external relations activities, we continue to sit on various committees and council's such as the Canadian Chamber of Commerce Critical Minerals Council, and the Critical Minerals and Metals Taskforce.

Through our multiple social media properties, FNMP works with Sedgwick Strategies to grow our followings and create greater public awareness of the FNMP, our advocacy efforts nationally and internationally, and most importantly our principles and values for advancing First Nations participation in major projects, economic reconciliation, protection of the environment, for a better future for all.

### MAP OF WHERE FNMP HAS HELD MEETINGS OR ATTENDED EVENTS

- » Enoch, AB
- » Moncton, NB
- » Red Bank, NB
- » Ottawa, ON
- » Whitehorse, YK
- » Saik'uz First Nation, BC
- » Prince George, BC
- » Fort Nelson First Nation, BC
- » Tk'emlups, BC
- » Cold Lake First Nation, AB
- » Chippewas of the Thames First Nation, ON
- » Aamjiwnaang First Nation, ON
- » Sand Point First Nation, ON
- » Thunder Bay, ON
- » Sault Saint Marie, ON
- » Pikwakanagan, ON
- » Curve Lake First Nation, ON
- » Sudbury, ON
- » Lloydminster, SK
- » Tl'azt'en First Nation, BC
- » Prince Rupert, BC
- » Quebec City, QC
- » Montreal, QC
- » Toronto, ON
- » Nadleh Whut'en, BC
- » Nakazdli Whut'en, BC
- » Fort St. John, BC
- » Maskwacis, AB
- » Calgary, AB
- » Edmonton, AB
- » Williams Lake, BC
- » Halifax, NS
- » Vancouver, BC



## FNMP OPERATIONS

Strategic Plan Goal(s) being met through this work: #1, & #4

FNMP operations includes the organizational systems and processes that allow FNMP to operate efficiently and effectively. These systems include finance, administration, human resources, data management, and board and committee support.

### Management lead on Operations:

Ashley, Hardill, VP of Operations with support from Niilo Edwards, CEO

*"The FNMP team has continued to grow and build internal capacity to provide the best service delivery to our members. We continue to strengthen our internal systems and utilize digital technology to create organizational efficiencies and reduce our administrative costs."*



### DATA MANAGEMENT

With the support of Mokwateh, FNMP has built a centralized cloud-based and collaborative data management system using Microsoft SharePoint. This data management system allows our team to collaborate remotely and is scalable and will grow with the organization over time.



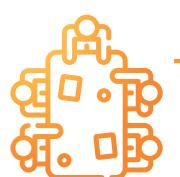
### INTERNAL CAPACITY

FNMP has been successful at attracting qualified Indigenous talent to work for the organization and will continue to focus on prioritizing Indigenous recruitment for any new positions that are created. We are continuing to build our internal capacity by investing in training and professional development for our employees and board members. FNMP is developing a succession plan for the board, CEO, and management team. We are also continuing to build and update our operational and governance policies and procedures to ensure that there is strong internal controls, governance, and systems in place to operate efficiently.



### FINANCE AND ADMINISTRATION

FNMP is working on transitioning to a cloud-based accounting system that will improve the efficiency of our financial administration and provide timely financial reporting to the management team for decision making. With the introduction of new systems, including a new data management, work stream management, customer relationship management, and accounting system, the new procedures and processes will be established with training support provided to the FNMP team.



### BOARD AND COMMITTEE SUPPORT

The Board of Directors meets up to five times a year and has established three board committees, including a new Governance and Human Resource Committee that was recently established to oversee the governance matters, human resource matters, and the organizational renewal and succession planning. The other two committees are Finance and Audit and a Cultural Practices.

To better support the efficiency and effectiveness of the Board of Directors and its Committees, a new digital board management software was implemented. This new software, BoardEffect, provides a centralized board management system where meeting materials are shared, reviewed, and presented.

# OTHER SERVICES

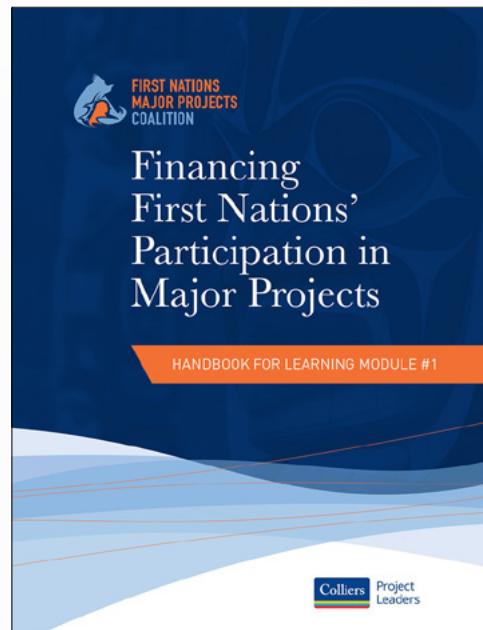
Strategic Plan Goal(s) being met through this work: #1 & #3

## CAPITAL MARKETS 101, 201, 301 EDUCATION MATERIALS

Through the provision of project capacity services, some FNMPC member First Nations have indicated there is a knowledge gap in understanding how financing is provided by the capital markets for major project development and acquisition. Starting in 2021, through funding received by the Government of British Columbia's Ministry of Energy and Mines, FNMPC is developing educational materials based on a series of handbooks and videos that explain key considerations about capital markets and project finance from both a commercial and an Indigenous perspective.

In April 2022, FNMPC released its Capital Markets 101 series of handbooks and videos. This series focuses on developing an understanding of how the capital markets work and how financing for major projects is raised.

FNMPC's Capital Markets 201 was released in October 2022 and focuses on the importance that deal structures play in achieving financing and what considerations First Nations need to take into account to minimize risk and maximize project financial benefits.



## LAND MANAGEMENT

Since 2021, FNMPC has been providing strategic land management services to First Nations located in BC under ISC's RLEMP regulations on additions to reserve, lease assignments, and other economic development land matters. In 2023, FNMPC is providing land management services to four First Nations. If you think your First Nation could benefit from FNMPC's Land Management Services, please contact Iva Jules at [ijules@fnmpc.ca](mailto:ijules@fnmpc.ca).

# FNMPC ADVISORY CENTRE

The FNMPC Advisory Centre is an Indigenous-owned business providing strategic advisory services and advice to the private sector on matters such as the inclusion of First Nations interests in ESG+I frameworks and standard setting, the building of business strategies that are inclusive of Indigenous participation, and the provision of advice leading to clear pathways to economic reconciliation.

The FNMPC Advisory Centre is wholly owned by the First Nations Major Projects Coalition. Our main priority is to connect our services with tangible outcomes for our clients – we deliver results with concrete and measurable impacts.

With decades experience working with First Nations, projects proponents, investors, and governments, we have the full breadth of expertise necessary to assist top-level public and private sector clients who are seeking to build constructive partnerships with First Nations.

Successful partnerships are built on a foundation of shared respect and mutual recognition. We help organizations better understand, support, and partner with Indigenous nations and their members to advance common interests. We also assist Indigenous nations who are seeking to partner with non-Indigenous investors or business enterprises to facilitate mutually-beneficial opportunities.

A core part of our work is to help clients identify specific Environment, Social and Governance (ESG) issues that truly matter to Indigenous peoples, and aid in the integration of ESG+Indigenous (ESG+I) strategies in ways that make sense to firms, portfolio companies and ESG ratings agencies.

Drawing on our depth of ESG+I expertise, we develop bespoke and organized strategic direction for ESG+I planning and implementation within a company's business ecosystem, helping to enhance asset value, reduce costs and minimize risk. The results of our work are simple – delivering value for communities, value for investors and companies, and value for overall society.

This year the FNMPC Advisory Centre expanded its services with the launch of the ICBA Wellness Program and the Wilson Beck Champion Support Program.



## WILSON BECK Champion Support Program

In March 2024, The FNMPC Advisory Centre announced a strategic partnership with Wilson M. Beck Insurance Services

Our partnership, under the Champion Support Program, delivers insurance services for public and private sector clients, and Indigenous communities and businesses. This partnership draws upon professionals from the Insurance Industry with decades of experience advising on strategies that deliver specialized insurance plans to mitigate and minimize risk exposure.

The FNMPC Advisory Centre is the revenue-generating arm of the First Nations Major Projects Coalition. The profits generated through the Champions Program in partnership with WMB Specialty will help to sustain the ability of the First Nation Major Project Coalition to continue to provide our business capacity and technical services free of charge to our First Nation membership.

Learn more at: <https://www.fnmpcadvisory.com/champion-support-program>



## ICBA Workplace Wellness Program

In February 2023, The FNMPC Advisory Centre, announced its partnership with ICBA's Workplace Wellness Program.



The FNMPC Advisory Centre Benefits Plan offers comprehensive benefits plans for a wide range of employers from owner-operators to large-scale businesses. Our benefits plan also offers a Traditional Wellness Spending Account that enables organizations with Indigenous employees to cover the use of traditional healing as an eligible cost up to a set limit. The program is designed to help Indigenous businesses create lasting workplace culture change, with benefits for both employers and employees. Mental health, physical fitness, and inclusive and respectful workplaces help employees bring their best selves to work every day.

Revenues generated by the FNMPC Advisory Centre Benefits Plan go to support FNMPC's not-for-profit programs and services to its First Nation members across Canada.

Learn more at: <https://lnkd.in/gGKjmhbm>

For more information about the FNMPC Advisory Centre, visit [fnmpcadvisory.com](http://fnmpcadvisory.com) or email [info@fnmpcadvisory.com](mailto:info@fnmpcadvisory.com)

# 2022/2023 AUDITED FINANCIAL STATEMENTS

**Financial Statements of  
FIRST NATIONS MAJOR PROJECTS COALITION SOCIETY**

**And Independent Auditor's Report thereon  
Year ended March 31, 2023**

## INDEPENDENT AUDITOR'S REPORT

To the Directors of First Nations Major Projects Coalition Society

### Report on the Financial Statements

#### Opinion

We have audited the financial statements of First Nations Major Projects Coalition Society (the "Society"), which comprise:

- the statement of financial position as at March 31, 2023
- the statement of operations and change in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Society as at March 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### 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 auditor's report.

We are independent of the Society 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 these 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 accounting standards for not-for-profit organizations, 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 Society's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

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

### 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 the 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 Society'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 Society'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 Society 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.
- 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.

### Reporting on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia) we report that, in our opinion, the accounting policies applied in preparing and presenting financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding period.

KPMG LLP  
Chartered Professional Accountants

Vancouver, Canada  
June 26, 2023

## STATEMENT OF FINANCIAL POSITION

March 31, 2023, with comparative information for 2022

	2023	2022
<b>Assets</b>		
Current assets:		
Cash	\$1,219,225	\$807,390
Accounts receivable	\$3,415,010	\$319,019
Prepaid expenses	\$124,327	\$265,416
	<b>\$4,758,562</b>	<b>\$1,391,825</b>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$213,188	\$204,395
Deferred revenue (note 3)	\$4,513,766	\$1,169,690
	<b>\$4,726,954</b>	<b>\$1,374,085</b>
Unrestricted net assets	\$31,608	\$17,740
Economic dependence (note 1)		
	<b>\$4,758,562</b>	<b>\$1,391,825</b>

*See accompanying notes to financial statements.*

Approved on behalf of the Board:



Director



Director

## STATEMENT OF OPERATIONS AND CHANGE IN NET ASSETS

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
<b>Revenue (note 3):</b>		
Natural Resources Canada funding	\$2,984,140	\$1,397,369
Canadian Environmental Assessment Agency funding	\$588,936	\$487,731
Indigenous Service Canada funding	\$619,492	\$173,937
Province of British Columbia: Environmental assessment and revitalization process funding	\$6,427	\$118,573
Other	\$1,808,321	\$760,523
	<b>\$6,007,316</b>	<b>\$2,938,133</b>
<b>Expenses:</b>		
Administration	\$416,980	\$459,377
Board of director meetings	\$228,650	\$135,200
Economic participation	\$2,866,620	\$1,631,374
Environmental stewardship	\$908,836	\$400,815
Outreach	\$582,287	\$386,330
Structure and governance	\$990,075	\$90,707
	<b>\$5,993,448</b>	<b>\$3,103,803</b>
Excess (deficiency) of revenue over expenses	\$13,868	(\$165,670)
Net assets, beginning of year	\$17,740	\$183,410
Net assets, end of year	<b>\$31,608</b>	<b>\$17,740</b>

*See accompanying notes to financial statements.*

## STATEMENT OF CASH FLOWS

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$13,868	(\$165,670)
Changes in non-cash operating working capital:		
Accounts receivable	(\$3,095,991)	\$144,343
Prepaid expenses	\$141,089	(\$218,047)
Accounts payable and accrued liabilities	\$8,793	\$37,616
Deferred revenues	\$3,344,076	\$746,358
Increase in cash	\$411,835	\$544,600
Cash, beginning of year	\$807,390	\$262,790
Cash, end of year	<b>\$1,219,225</b>	<b>\$807,390</b>

See accompanying notes to financial statements.

### 1. Nature of operations and economic dependence:

First Nations Major Projects Coalition Society ("FNMPC") is a not-for-profit organization incorporated on March 8, 2017 under the Societies Act (British Columbia) and commenced operations on April 1, 2017. The purpose of FNMPC is 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. The FNMPC is a not-for-profit organization under the Income Tax Act and accordingly, it is exempt from the requirements to pay income taxes.

FNMPC's ongoing operations are dependent on continued funding from Natural Resources Canada and other British Columbia provincial agencies to carry out its programs. FNMPC is managing its economic dependence by diversifying its portfolio of contracts with different government agencies.

### 2. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not for profit organizations. The significant accounting policies are as follows:

#### (a) Revenue recognition:

FNMPC follows the deferral method of accounting for contributions. Restricted contributions are initially deferred and subsequently recognized as revenue in the year in which the related expenses are incurred or the restrictions have been met.

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.

Other revenues is recorded in the period in which performance obligations have been met.

#### (b) Contributed services:

Contributed services are recognized when a fair value can be reasonably estimated and when the services are used in the normal course of FNMPC's operations and would otherwise have been purchased.

#### (c) Contributions receivable:

Contributions receivable are recorded in accounts receivable when the amount to be received can be reasonably estimated and the ultimate collection is reasonably assured.

#### (d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. FNMPC has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight line method.

Financial assets carried at cost or amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, FNMPC determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount FNMPC expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

**(e) Measurement uncertainty:**

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

**(f) Related party transactions:**

Related parties exist when one party has the ability to exercise, directly or indirectly, control, joint control or significant influence over the other. Two or more parties are related when they are subject to common control, joint control or common significant influence. Related parties also include management and immediate family members.

A related party transaction is a transfer of economic resources or obligations between related parties, or the provision of services by one party to a related party, regardless of whether any consideration is exchanged. The parties to the transaction are related prior to the transaction. When the relationship arises as a result of the transaction, the transaction is not one between related parties.

**3. Deferred revenue:**

Deferred revenue represents restricted funding received for programs to be carried out in future fiscal years:

	BALANCE, BEGINNING OF YEAR	FUNDING RECEIVED OR RECEIVABLE	AMOUNTS RECOGNIZED AS REVENUE IN THE YEAR	BALANCE, END OF YEAR
Natural Resources Canada funding	–	\$6,100,000	\$2,984,140	\$3,115,860
Canadian Environmental Assessment Agency funding	\$120,305	\$502,183	\$588,936	\$33,552
Indigenous Services Canada funding	\$435,063	\$371,000	\$619,492	\$186,571
Province of British Columbia: Environmental and revitalization process funding	\$6,427	–	\$6,427	–
Ministry of Energy, Mines and Low Carbon Innovation	\$55,000	\$280,000	\$330,901	\$4,099
Corporate sponsorship and event registration	\$487,848	\$2,037,459	\$1,392,765	\$1,132,542
Other funding	\$65,047	\$60,750	\$84,655	\$41,142
	<b>\$1,169,690</b>	<b>\$9,351,392</b>	<b>\$6,007,316</b>	<b>\$4,513,766</b>

**4. Director remuneration:**

For the year ended March 31, 2023, FNMPC paid total remuneration, including honorariums and reimbursement of expenses, to the following individuals in their capacity as directors of FNMPC:

	RENUMERATION	EXPENSES
Chair	\$84,600	\$26,773
Vice-chair	\$27,100	\$1,149
Treasurer	\$33,000	\$12,112
Director #1	\$25,000	\$6,676
Director #2	\$23,500	\$9,490
Director #3	\$25,900	\$15,035
Director #4	\$9,550	\$593

**5. Employee and contractor remuneration:**

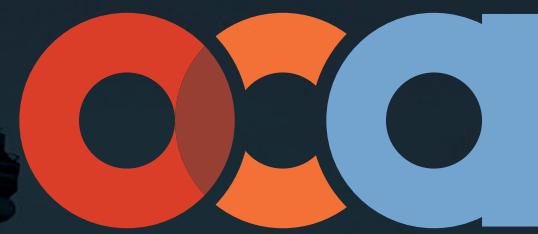
For the year ended March 31, 2023, FNMPC paid total remuneration of \$2,392,936 (2022 - \$1,921,485) to the top ten contractors for services, each of whom received total annual remuneration of \$75,000 or greater.

**6. Financial risks and concentration of risk:**

FNMPC believes that it is not exposed to significant foreign currency, interest rate, market or credit risks arising from its financial instruments.

Liquidity risk is the risk that FNMPC will be unable to fulfill its obligations on a timely basis or at a reasonable cost. FNMPC manages its liquidity risk by monitoring its operating requirements. There has been no change to this risk from the prior year.





# OUR COLLECTIVE ADVANTAGE: Indigenous Consent

*The 7th Annual FNMPMC Conference*

April 22-23, 2024  
Sheraton Centre Hotel Toronto



TITLE  
SPONSOR



[conference.fnmpmc.ca](http://conference.fnmpmc.ca)

“Indigenous consent has now become our competitive advantage. But how is it implemented in practice? It is implemented through the Decolonization of Canada’s economy. Canada’s economy was built without the inclusion of Indigenous values. Today Indigenous nations are forcing this to change and we are seeing more meaningful inclusion of Indigenous nations and the honoring of Indigenous consent as a baseline to decisions on Indigenous lands. But it is not happening fast enough. This change will only accelerate if Canada embraces a new normal where Indigenous consent is seen as our competitive advantage”

*- Chief Sharleen Gale (Fort Nelson First Nation),  
Chair, First Nations Major Projects Coalition*

*Stronger Together.*





FIRST NATIONS  
MAJOR PROJECTS  
COALITION

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