

# Five-Year Strategic Plan

2022-2027



**FIRST NATIONS  
MAJOR PROJECTS  
COALITION**

**Stronger together**

‘Alhgoh ts’ilhtus whe  
Kahkiyow kisohkisnew  
Ahchoo ekah ahthede ewoa nahthese

# 5

This five-year plan is a living document to help guide the decisions our membership, our board, and our staff make in the years to come.

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# INTRODUCTION

## Five-Year Strategic Plan

This is the first time the First Nations Major Projects Coalition (FNMPC) has developed a five-year strategic plan. It is another milestone for our young organization as we move into our fifth year of operation as a member-led not-for-profit society. This document will guide our growth and help us achieve stability over the next five years so that our future generations can benefit from the work we do today. This plan contains goals, objectives, and measurables in key areas of focus. The plan's implementation will help us remember where we came from and where our members need us to go.

January 2017, a group of First Nations leaders assembled in Terrace, BC and voted to create FNMPC as a standalone First Nation-led not-for-profit society. In March 2017, FNMPC became officially registered under the *BC Societies Act*. At the time, First Nations leaders recognized our communities needed access to impartial and independent business advice so that informed business decisions could be made about First Nation participation in major natural resource and infrastructure projects.

We have grown from a BC based membership of 23 in 2017 to a national membership of over 74 First Nations from 7 provinces and territories. FNMPC's reach now spans from coast to coast. We have grown from a time of illustrative projects and studies to a real project portfolio of six major projects located in three different jurisdictions of Canada. These projects represent a combined total capital cost of over \$10 billion. Each project has some level of First Nation ownership available.

Over the last five years, FNMPC has established proof of concept as an organization. Our services are filling a critical capacity gap for First Nations across Canada in a manner that is not served by any other organization. With roots firmly planted in our member communities, it is time for the organization to focus on the achievement of longer-term objectives.

Funding stability is key to the ability of FNMPC to achieve a long-term vision. FNMPC has established good relationships with government funders however, to be viable for the long term, FNMPC must look at sustainability outside of public funding. Efforts are being pursued to ensure that FNMPC can generate and eventually replace public funding with revenue generated from our own sources.

As our membership continues to grow, so does the demand on our services. This plan is a guiding document that will help ensure FNMPC keeps pace to meet the expectations and needs of our membership. Annual operational plans will help to ensure we implement the goals and objectives within this five-year plan.

This five-year plan is a living document to help guide the decisions our membership, our board, and our staff make in the years to come. This plan should be reviewed often to make sure the operations of FNMPC remain on target. Depending on the evolving needs of FNMPC as an organization, we can make changes to this plan as we move along to ensure our work remains consistent in helping our members make informed business decisions and achieve their vision of a stronger economy and a better standard of living for us all.

## Purpose of this plan

### This five-year plan:

- » Provides a realistic, forward looking, and achievable vision to guide FNMPC on meeting the needs of our members.
- » Builds upon the vision of membership to further strong organizational governance that is capable of producing results and achieving long term goals.
- » Establishes goals and measurable outcomes to keep the board of directors and management accountable.
- » Charts a path toward filling the critical business capacity gaps our members face when getting involved in major project opportunities.
- » Focuses on empowering our members to build up their business capacity at home.
- » Identifies areas of collaboration between FNMPC members, governments, and the private sector.
- » Points to a path of self-sustainability for FNMPC's operations.
- » Ensures there is space for the cultural practices of our national membership to be incorporated within our business practices.

## How we developed this plan

In 2020, FNMPC received a multi-year funding agreement which allowed the organization to undertake a long-term planning exercise on the eve of its fifth anniversary of operations. At the direction of the Board of Directors, FNMPC staff gathered historical member input and planning documents. A strategic issue inventory was created from those documents.

Interviews with staff and board members were conducted. This plan was presented at a strategic planning session held in August 2021 where feedback from the Board of Directors was further incorporated. This plan was presented a final time to FNMPC members at a meeting held in September 2021 and FNMPC members were asked to adopt the plan.



## How this plan is organized

This strategic plan has seven sections. The first section is the vision statement. The vision statement is aspirational and helps to give meaning and direction to the work that the FNMPC does. The vision statement was organized by FNMPC's founding membership and is still true to this day.

The remaining seven sections each represent a main growth and focus area for FNMPC as informed by this planning exercise. Each area of focus is interrelated in part and has been laid out in a manner that provides clear direction to the board of directors and staff who will be responsible for the implementation of this plan.

Each area of focus outlines the broad goal and its desired outcomes, strategic objectives and success indicators. These elements are stated at a high-level and are intended to inform the operational approach in years to come. While the intent is to achieve most of these goals over the next five years, some of the elements of this plan may take longer to achieve.

The indicators help us measure the success of this plan. There may be events within the next five years that change the way we look at these indicators or how we achieve them. An annual review will be conducted and help to ensure we stay on track. The indicators are in this plan to ensure there is a way we can measure our progress towards achieving the goals as outlined within the document.

At a high level, the **seven broad goal areas** for the FNMPC over the next 5 years from 2022-2027 include:

### Supporting Our Members

### Achieving Funding Stability

### Expanding Service Offerings

### Addressing Our Internal Capacity

### Advancing Projects and Influencing Public Policy

### Convening First Nations, Government, and the Public Sector Policy

### Incorporating Our Culture Into What We Do

## Vision

FNMPC members asserting influence while guiding and participating as full partners in the development and protection of our lands and territories.

## Mission

The FNMPC works to safeguard our air, land, water, and medicine sources from the impacts of resource development; advocates that our members receive a fair share of benefits from projects undertaken in their traditional territories; and explore ownership opportunities of projects proposed in our members' traditional territories.



# Operating Principles

## Member Driven:

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

## Neutrality:

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

## Unbiased:

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

## Non-profiting:

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

## Maximizing value:

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

## Reconciliation:

In the spirit of the Truth and Reconciliation Commission's Calls to Action, we collaborate with industry in the spirit and intent of #92 that calls upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources.

# Goal 1: Supporting our Members

## Desired Outcomes:

### **FNMPMC MEMBERS ARE ENGAGED AND FULLY UTILIZING THE TOOLS THEY NEED TO MAKE INFORMED DECISIONS ABOUT PROJECT OPPORTUNITIES.**

FNMPMC is able to meet the capacity needs of our members and our tools are being fully utilized to help First Nations make informed business decisions on a variety of different major projects across Canada. Knowledge transfer is occurring from FNMPMC to our member communities, helping to strengthen internal capacity.

### **FNMPMC MEMBERS HAVE LEVELED THE CAPACITY GAP BETWEEN THEM, CORPORATE CANADA, AND GOVERNMENTS.**

FNMPMC members are able to work among themselves and negotiate agreements with corporate Canada and federal and provincial governments with near-equal business capacity, bringing increased business sophistication, influence, and readiness to the table.

### **FNMPMC MEMBERS ARE STRENGTHENING OUR ECONOMIES AND RAISING OUR STANDARD OF LIVING BY ACTIVELY PARTICIPATING AS PARTNERS IN THE DEVELOPMENT OF OUR TERRITORIES.**

FNMPMC members are able to overcome historical socio-economic barriers and become active participants in the local, regional, and national economies. Partnership, equity ownership, and the influence of cultural values and Indigenous knowledge is shaping business outcomes.

## Success Indicators

- » Number of members demonstrating increased business capacity
- » Number of project opportunities or deals supported by FNMPMC
- » Number of tools and other capacity supports readily available to members
- » Number of requests received by FNMPMC for ad hoc or mainline project support

## Strategic Objectives:

- » Involve our members in the delivery of business literacy and environmental programs
- » Develop marketing strategies to help raise awareness of FNMPMC's capacity tools and make them easier to access
- » Invest more into negotiation training and negotiation support so that our members have the tools they need to create better business deals
- » Develop strategies that increase our members literacy and build capacity concerning approaches to early-stage project development including regulatory and project planning
- » Continue to promote the importance of our members working together on linear projects, and continue to build an understanding of the benefits of corporate governance and benefit sharing models that promote collaboration

## Goal 2: Achieving Funding Stability



### Desired Outcomes:

#### SECURE LONG-TERM FUNDING THAT WILL SUPPORT THE OPERATIONS AND SERVICE DELIVERY OF THE FNMPC.

The FNMPC's efforts to secure long-term funding from public sector enables organization stability, growth, and increased service delivery to our members.

#### DIVERSIFIED FUNDING SOURCES THAT SOLIDIFY THE FNMPC AS A STRONG, STABLE, AND SELF-SUSTAINING ORGANIZATION.

The FNMPC is benefiting from secured, diversified funding sources, including own-source revenue generation, that sustain the organization into the future.

### Success Indicators

- » Canada funding agreement (term, amount)
- » Provincial government funding agreement(s) (term, amount)
- » Other funding sources (own source revenue, private sector, cost recovery from project support)
- » Comparing each funding segment as proportion of total funding amount (annual, time series)

## Goal 3: Expanding Service Offerings

### Desired Outcomes:

#### ADVANCE CONTINUED SUPPORT TO ADVANCING LAND AND RESOURCE PLANNING ACTIVITIES AS A CORE SERVICE THAT FNMPC OFFERS

FNMPC members are receiving support to develop and establish land and resource plans as a means to create better certainty over how development is carried out within our territories.

#### GROW CAPACITY SUPPORT TO ASSIST FNMPC MEMBERS WITH SEPARATING THEIR BUSINESS STRUCTURES FROM THEIR POLITICAL STRUCTURES

FNMPC members are growing strong corporate governance regimes, enabling business decision making to be kept separate from political decision making.

#### DEVELOP TOOLS AND STRATEGIES TO SUPPORT INCREASED INVOLVEMENT BY OUR MEMBERS IN CONTRACTING AND PROCUREMENT OPPORTUNITIES

FNMPC members are realizing meaningful economic benefits from contracting and procurement opportunities from major projects.

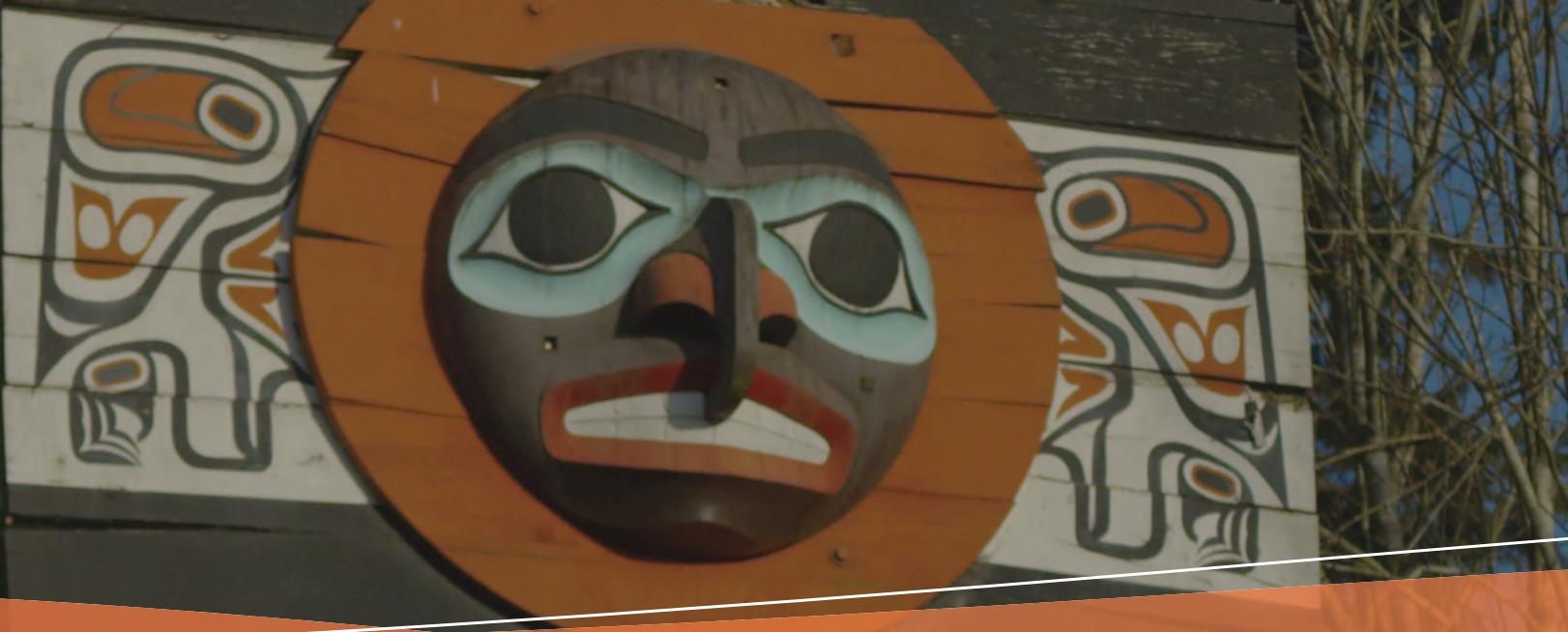
### Success Indicators

- » Number of members receiving land and resource planning support
- » Number of completed land and resource plans
- » Number of requests received for corporate governance capacity
- » Number of new corporate structures supported
- » Number of members receiving support for contracting and procurement

### Strategic Objectives:

- » Create program content focused on the basics of land and resource planning
- » Engage FNMPC members on a needs assessment concerning land and resource planning
- » Secure increased funding for land and resource planning activities
- » Target land and resource planning services in areas where FNMPC members are experiencing increased territorial development
- » Create a corporate governance toolkit that promotes the separation of business from politics
- » Provide capacity support to members who are exploring options to restructure their business practices
- » Secure funding for a corporate governance pilot project to be carried out with 2 – 3 FNMPC member communities
- » Improve the business readiness of communities to take advantage of contracting and procurement opportunities

# Goal 4: Addressing our Internal Capacity



## Desired Outcomes:

### EVOLVE THE FNMPC'S GOVERNANCE STRUCTURE TO SUIT OUR GROWING NEEDS.

The governance structure of the FNMPC provides the opportunity for membership voices to be heard.

### STRENGTHEN INTERNAL HUMAN RESOURCE AND FINANCIAL CAPACITY OF THE FNMPC.

The internal human resource and financial capacity of the FNMPC is strengthened and meets the growing needs of the organization.

### DEVELOPING OUR CORE TEAM AND BUILDING OUR INTERNAL CAPACITY.

The FNMPC provides the best possible service delivery to our members by continuously building up our internal staff and contractor roster with a team of experts who advance our shared goals.

### ATTRACT YOUTH TO PARTICIPATE IN THE FNMPC.

The FNMPC creates opportunities for youth to learn from the work of the organization and gains the benefits of youth involvement into the organization.

### STRENGTHEN INTERNAL POLICY FRAMEWORK.

The FNMPC is guided by an internal policy framework that provides guidance, support and strengthens our organization, the governance of the Board, the conduct of our staff and contractors, and the participation of our members.

### ENSURE FNMPC IS DIGITALLY EQUIPPED TO SERVE OUR MEMBERS INTO THE FUTURE.

FNMPC will utilize technology to support our members' needs, improve organizational efficiency and reduce costs where possible.

## Success Indicators

- » Develop parameters for governance review / changes
  - Is there a maximum number of directors on the board?
  - What triggers an additional board seat / caucus to be established?
- » Core competency matrix
  - Board of Directors
  - Management
- » Job Descriptions
  - Human resource
  - Finance
  - Administration
- » MoU with post-secondary institutions
  - # of MoUs
  - # of Co-Op students
  - # part-time, FTE positions
- » Policy Framework reviewed
  - # Policies reviewed
  - # Policies refreshed
  - # New policies
  - Consider requesting First Nations Financial Management Board opinion on policy framework (certification for a non-profit organization)

## Strategic Objectives:

- » As membership in FNMPC grows, consider threshold for review of governance structure
- » Consider core competency matrix for Board of Directors and Management
- » Strengthen internal human resource capacity by hiring administrative support
- » Explore relationships with post-secondary institutions to attract co-op students
- » Review and refresh internal policy framework to include, but not be limited to, governance and operational succession planning
- » Seek partnerships with the tech sector that can help improve FNMPC's operational efficiency and data management



# Goal 5: Advancing Projects and Influencing Public Policy

## Desired Outcomes:

### ADVANCE INDIGENOUS POLICY IDEAS TO IMPROVE ACCESS TO CAPITAL.

The FNMPC is generating and advancing Indigenous policy ideas that improve our members access to capital.

### STRENGTHEN ENVIRONMENTAL ASSESSMENT APPROACHES TO INCORPORATE INDIGENOUS VOICES.

The Environmental Stewardship Technical Team continues to strengthen environmental assessment approaches by incorporating Indigenous voices and supporting Indigenous-led impact assessments.

### SUPPORT MEMBERS TO PARTICIPATE IN MAJOR RESOURCE PROJECTS PROPOSED FOR THEIR TERRITORIES.

Where desired, the FNMPC supports our members to participate in the major resource projects proposed and/or taking place in their territory by providing the support and capacity that our organization is uniquely suited to.

### ENGAGE WITH THE FINANCE SECTOR AND GOVERNMENTS TO ENSURE ESG STANDARDS ARE INCLUSIVE OF INDIGENOUS INTERESTS.

Ensure that advancements concerning ESG investment standards and sustainable capital reflect the interests of Indigenous communities.

### COLLABORATE WITH GOVERNMENT CONCERNING THE IMPLEMENTATION OF UNDRIP.

FNMPC tools, knowledge, and expertise will contribute to shaping the implementation of UNDRIP in Canada when it comes to the economic, fiscal, and free, prior, and informed consent aspects of the Declaration.

## Success Indicators

- » Current projects reach financial close
- » FNMPC members to secure equity stake in projects
- » Support FNMPC members to use Major Resource Project environmental assessment standard
- » Respond to requests for to present FNMPC model internationally
- » Ensure ESG standards reflect Indigenous views and interests
- » Provide advice and guidance to government on the implementation of certain aspects of UNDRIP

## Strategic Objectives:

- » Presentations / efforts with federal government
- » Presentations / efforts with provincial governments
- » Presentations / efforts with private sector (lenders / rating agencies)
- » Change in federal / provincial policy
- » # of FNMPC members participating in projects
- » \$ value of projects
- » \$ value of equity participation
- » Application of (x) environmental standards in (x) projects
- » Employment impact of projects (# FTE's, # of people employed)
- » Total employment impact of projects
- » Total economic impacts of projects (i.e., revenues to all orders of government)



## Goal 6: Convening First Nations, Government, and the Private Sector

### Desired Outcomes:

#### CREATE OPPORTUNITIES TO BRING TOGETHER INDIGENOUS GROUPS, GOVERNMENT AND THE PRIVATE SECTOR.

The FNMPG establishes relationships and creates opportunities that bring together Indigenous groups, government, and the private sector for the purposes of advancing the FNMPG's vision and the expressed goals of our members.

#### SHARE MODELS FOR COLLABORATION ON MAJOR RESOURCE PROJECTS.

The FNMPG shares research best practices, and models for collaboration on major resource projects in an effort to raise standards and share the expectations our members have for the development of major resources proposed on their territories.

### Success Indicators

- » Annual conference
- » Regional conferences
- » Sharing models and best practices for success
- » Hold forums dedicated to private sector and Indigenous collaboration on shared interests

### Strategic Objectives:

- » Secure long-term funding arrangement from Federal Government
- » Pursue funding from provincial governments
- » Expand own-source revenue potential and leverage private sector support where practical



## Goal 7: Incorporating our Culture into What We Do

### Desired Outcomes:

#### RESPECT APPROPRIATE LOCAL INDIGENOUS CULTURAL PROTOCOLS.

The FNMPG honours the strength of our members and their unique culture, history, language, and traditions by identifying local Indigenous principles and protocols as appropriate and as advised.

#### INCORPORATE INDIGENOUS CULTURAL PROTOCOLS INTO DEVELOPMENT OF MAJOR RESOURCE PROJECTS.

The FNMPG supports our members by providing tools, resources, and capacity that advance the incorporation of cultural protocols into the development of major resource projects in the ways deemed appropriate by the involved Indigenous nations.

#### PROVIDE OPPORTUNITIES FOR PRIVATE SECTOR TO LEARN ABOUT WHO OUR MEMBERS ARE CULTURALLY.

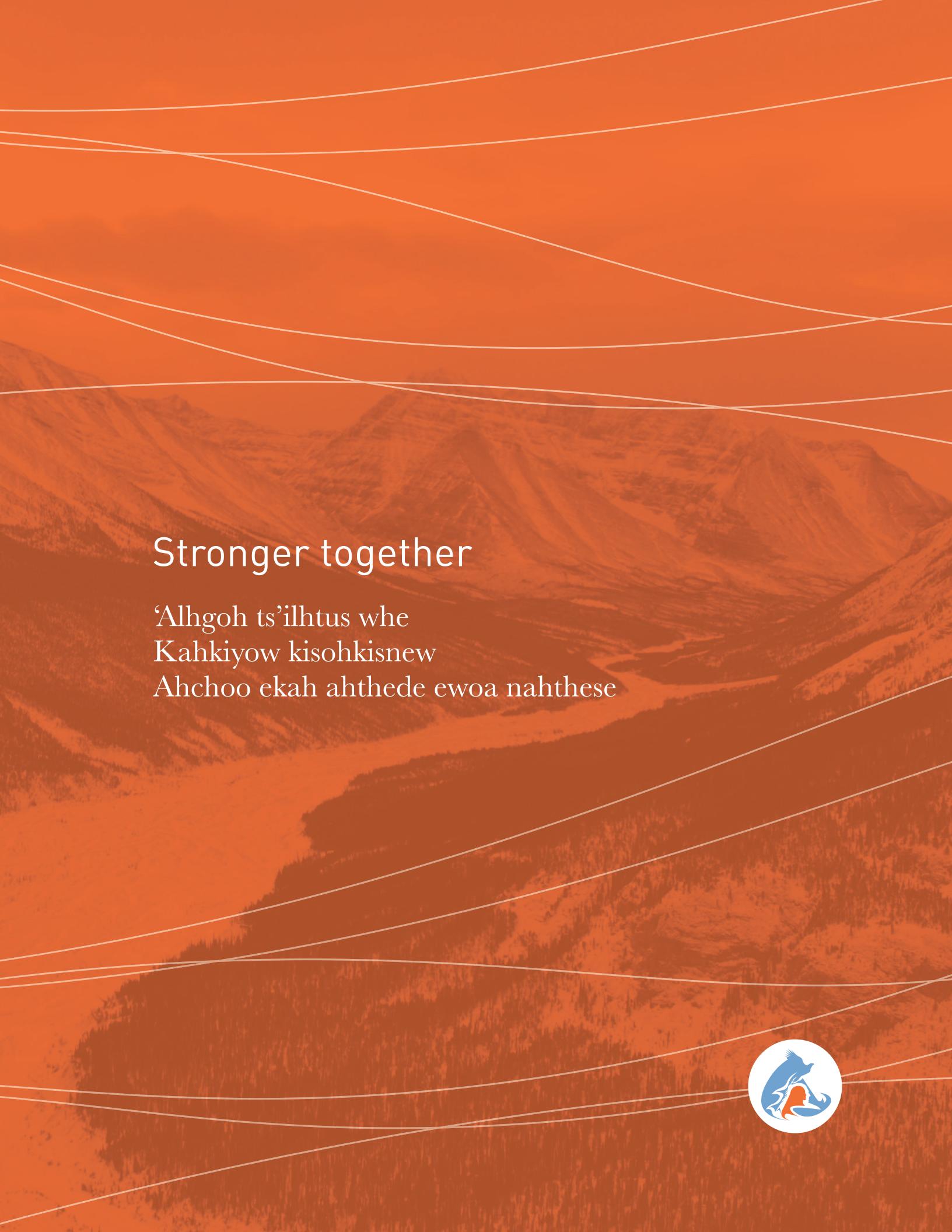
The FNMPG will support and offer educational opportunities for the private sector to learn about our members' unique cultures and worldview.

### Success Indicators

- » Establish 'application of cultural protocols' as standing agenda item when planning FNMPG meetings, conferences, events
- » % of regionally appropriate Nation protocols used in FNMPG events
- » Number of private sector participants
- » Cultural protocols incorporated into major resource projects
- » Conduct of meetings
- » Incorporating traditional knowledge through environmental impact assessment
- » Establishing protocols for Nations participating in projects together
- » Considering cultural protocols into sharing framework

### Strategic Objectives:

- » Identify appropriate cultural protocols for FNMPG events
- » Explore opportunities to incorporate cultural protocols into different aspects of major resource project development that are underway
- » Identify opportunities for different member Nations to share their protocols
- » Uphold the spirit and intent of the Truth and Reconciliation Commission's Call to Action #92





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