



BUILDING STRONG FIRST NATIONS



About the Artist

Chris Paul is a Native Artist, born on the west coast of Canada. He is a member of the Tsartlip First Nations whose home lands are near Victoria, British Columbia. His is a culture rich in stories and traditions.

Chris' prints have been featured in the TV show "Grey's Anatomy" and the movie "The Last Mimsy".

Recently Chris has produced large-scale glass installations for the Pier and Gulf Islands buildings.

Chris has always been involved with art. He formalized his interest by taking a course in Native art at 'Ksan Art School. Subsequently he apprenticed with Roy Henry Vickers, a world-famous Native artist following the tradition of northwest coast heritage.

Chris derives his inspiration from two main sources; an in-depth understanding of the heritage and traditions of his people, and events in his daily life, such as the births of his children. This combination gives his work traditional style yet also makes it relevant to today's audience. His use of strong, modern colours gives his prints global appeal. His bold designs and clean lines have lent themselves well to expression in wood and, more recently, glass. In his words, "I already have more ideas than I can ever realize in a lifetime."



DESIGN & LAYOUT BY:
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NRT Strategic Plan 2009 – 2012





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The New Relationship Trust Corporation

www.newrelationshiptrust.ca

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MISSION:

Investing in First Nation governments in British Columbia to support their authority and jurisdiction.

VISION:

A better British Columbia where First Nations have efficient and effective governments, vibrant cultures and languages, social justice, and economic prosperity.

GUIDING PRINCIPLES:

In providing resources to First Nations in British Columbia, NRT will:

- Reflect the intent and purpose of the New Relationship vision
- Communicate effectively with First Nations in BC to inform and gather feedback
- Respect each First Nation's decision-making authority
- Be guided by principles of fairness and equity
- Encourage and support First Nation participation in NRT's activities and initiatives
- Collaborate and cooperate, not replace or duplicate, with existing government or First Nation programs to achieve NRT goals
- Leverage NRT funds wherever possible
- Increase the investment fund in order to provide more benefit to First Nations
- Be transparent and accountable to all
- Support Nation building



INTRODUCTION

The New Relationship Trust (NRT) was created in 2006 as a response to the call for a new relationship between First Nations and the government of BC. In its inaugural year, NRT set the stage for a future strategic direction by engaging with First Nation communities around the province regarding their needs and priorities. NRT's first ever Strategic Plan was directly based on the feedback received during that engagement process.

The engagement sessions established a clear mandate and strategic direction for NRT. In particular, NRT was directed to support capacity building over the long term by not spending the entire fund immediately but by balancing support with investment to ensure the fund is available to support future generations.

Now entering into the third year of operations, NRT continues to refine and expand on the five strategic priorities that were put forth by our communities during the 2006 Regional Engagement process.

Based on subsequent feedback we gathered in 2008, this Strategic Plan reaffirms NRT's overall mandate and outlines a revised strategic direction, including a number of new programs, that NRT will initiate in the next three years.



JOINT MESSAGE FROM THE CHAIR AND CEO

As NRT enters its third full year of operations, we move from a phase of start up and discovery to one of refinement and definition. The next three years will be a time for NRT's identity and programs to take shape; we will build on strategies that are working well for First Nations and their communities and revise or discontinue those that are not.

Our overall mandate is built on the principles and sentiments expressed in the new Relationship Vision and the Transformative Change Accord. Our current strategic direction was established in 2006, when we visited communities throughout BC to gather feedback. This regional engagement process helped NRT to establish our five funding priorities and provided direction on investing some of the fund so support would extend to future generations.

Feedback from First Nation leaders and members continues to provide the basis for the overall direction of NRT. Over the past two years, we have performed two member surveys; feedback has been integrated into our Strategic Plan and shaped our funding priorities. In 2009/10 we plan to revisit communities to ensure our initiatives and spending strategy is still in line with the needs of First Nations.

As we enter this new phase, we welcome three new Directors to the NRT Board. The new Directors join four returning ones, ensuring both a fresh perspective and continuity as NRT evolves. The new Board will build on the strong foundation laid by its predecessor over the past three years. The task will not be without challenges, however; today's changing economic climate demands a vigilant approach to spending.

With this in mind, we will continue to partner with like-valued organizations so we can build on existing work and not duplicate efforts. In addition, we will work to grow the fund through leveraging and fundraising actions. And we will refine our initiatives to meet the needs of First Nation communities and people throughout the province.

In 2009 and beyond, perhaps our biggest challenge will be to ensure that the dollars we do spend go as far as possible, making a meaningful difference in the communities and lives of First Nation people in BC. This means we will continue to ask for your input; as stakeholders, your feedback is critical. Please keep in touch, and watch for an NRT engagement session in a community near you, later this year!

Respectfully,



Kathryn Teneese
Chair, Board of Directors



Cliff Fregin
CEO

STRATEGIC DIRECTION

NRT will continue its work toward building stronger First Nations throughout BC by supporting efforts in five key areas. The 2009-2012 strategic directions are:

1. To enhance capacity within First Nation governments
2. To encourage and ensure increased access to education
3. To protect and revive languages and cultures
4. To support initiatives that engage youth and elders
5. To foster and advance economic development opportunities



CAPACITY

“Enhancing Capacity within First Nation Governments”

NRT defines capacity as the knowledge, abilities, skills, and processes First Nation communities—including their institutions and members—require in order to be successful, vibrant, independent and self-sustaining.

NRT’s capacity building strategy has the following components:

- Direct Support to First Nations
- Tools and Resources
- Policy Development

Direct Support to First Nations

NRT will provide direct support to First Nations and their communities for local capacity building and policy development. Preference may be given to initiatives that facilitate collaboration amongst communities where feasible, and therefore support Nation building.

Eligible projects may include:

- Improvements or cost reduction associated with services, products or infrastructure
- Land use plans, comprehensive community plans, economic development planning
- Governance, consultation and accommodation, impact benefit analyses and referrals
- Knowledge management and sharing initiatives
- Policy initiatives including support for internal legislation
- Other initiatives that strengthen leadership by helping First Nations participate in professional development and other capacity building initiatives

Tools and Resources

NRT will support the development and dissemination of tools and resources that help First Nations and their communities build capacity. Capacity building resources may include:

- Best Practices
- Negotiating tools and templates
- Case Studies
- Specific studies and research
- Information sharing sessions and conferences / workshops

In partnership with the First Nations Technology Council (FNTC), NRT will spearhead a web-based resource centre to promote information sharing and capacity building from within the First Nations' network. The on-line centre will house and distribute capacity building products as listed above, as well as:

- User Forums – different subject matter streams / threads
- On-line professional development for First Nation leadership, management and staff
- Orientation to BC First Nation leadership and the regulatory framework
- Mapping of, and links to, existing First Nation initiatives and resources
- Procurement opportunities within First Nations, government and industry

Policy Development

NRT will support First Nation organizations that operate at a provincial level as they further policy development initiatives that directly benefit BC First Nations and their communities.

Policy initiatives supported may include:

- Research and business case development to support policy and legislative initiatives
- Tools for negotiating agreements between First Nations, governments and industry
- Coordination of First Nation, government and industry efforts and initiatives to eliminate redundancy and inefficiency
- Province-wide models / principles to organize First Nations, government and industry, and to support business partnerships, negotiation and revenue and benefit sharing
- Expert advice in the areas of consultation, negotiation, impact benefit agreements and other priorities

EDUCATION

“Encouraging and ensuring access to education”

Education is a key to independence for First Nations. Efforts to help First Nation youth and other individuals to pursue and complete secondary and post-secondary education is a high priority for NRT.

The NRT education strategy has four key components:

- Scholarships and bursaries for post-secondary students
- Employment subsidies for the hiring of post-secondary students
- Direct support for First Nation communities for K-12 initiatives
- Increasing the number of First Nation language teachers

NRT Scholarship / Bursary Program

NRT will continue to provide scholarships and bursaries to assist First Nation students in achieving post-secondary education goals. This program awards funding based on qualification criteria and the student’s proposed contribution back to First Nation communities.

- Scholarships will be awarded for students pursuing undergraduate, Masters and PhD degrees.
- Bursaries will be awarded for certificate and trades programs.

NRT will continue to partner with existing First Nation scholarship organizations in the province to reach more First Nation students.

Post-Secondary Student Employment Subsidy

NRT will provide grants to First Nation governments, communities, and/or organizations to hire First Nation post-secondary students into a capacity building employment opportunity.

This program has three objectives:

- To build capacity in First Nation communities and/or organizations
- To give First Nation post-secondary students an opportunity to gain experience relevant to their fields of study
- To assist First Nation students in financing their continuing education

Supporting K–12 Initiatives

NRT will support New Paths for Education, a project that aims to increase the First Nations high school graduation rate through sponsoring qualifying english, math and science projects within K-12 schools.

First Nation Language Teachers

NRT will fund the Developmental Standard Term Certificate (DSTC) program for teachers, issued by the BC College of Teachers (BCCT). The program is designed to increase the number of First Nation language teachers within our communities and throughout the education system.

NRT will partner with FNEsc on the DSTC and New Paths programs. Additional program information and details on how to apply can be accessed through the FNEsc web site—www.fnesc.ca



LANGUAGE & CULTURE

“Protecting and reviving languages and cultures”

Sixty percent of the First Nation languages in Canada are spoken in BC. With 10 First Nation language families and more than 30 dialects, BC is the most diverse province in the country. However, many of these indigenous dialects are in danger of being lost forever. Preservation of First Nation languages and cultures builds self-identity and enhances cultural pride.

NRT’s Language and Culture strategy will work toward:

- Preserving and reviving First Nation languages
- Increasing the number of speakers of First Nation languages in BC
- Supporting initiatives that promote and revive First Nations’ cultural and artistic traditions

Language

NRT will offer Language and Culture project funding and support for the following:

- **FirstVoices:** An initiative that helps First Nation communities build language legacy by enabling members to record, archive and share their languages
- **BC Language Initiative:** Community and regional projects that communicate, maintain, revitalize and promote First Nation languages
- **Language Nests:** A program that generates new language speakers by creating language and cultural immersion environments for preschool children and their parents to become fluent in their original languages
- **Language Authorities:** An initiative to develop language and culture authorities within Nations who can certify speakers, review curriculum, create new vocabulary, address language issues and develop long-term plans
- **Master Apprentice:** Facilitates the development of fluent speakers of BC First Nation languages through a master apprentice program that partners elders with committed learners in an immersion environment in the home and on the land
- **Language & Culture Camps (Immersion):** First Nation families, elders, youth and children are immersed in their languages and cultures through activities that facilitate the transmission of traditional knowledge and values and nurture relationships between youth, elders, and the land

The above programs are in partnership with the First Peoples Heritage, Language & Cultural Council (FPHLCC), and can be accessed by First Nations governments and language groups through the FPHLCC web site—www.fphlcc.ca.

NRT will continue to seek public and private partnerships to support First Nation language and culture initiatives in the province of BC.

Culture

NRT will support and promote First Nations' arts and culture. Types of initiatives may include:

- Apprenticeship and mentoring programs for artists and arts administrators
- Festivals and events that promote First Nation arts and cultural activities
- Forums and workshops

YOUTH & ELDERS

“Supporting initiatives that engage youth and elders”

The inclusion of youth and elders is essential to strong, healthy First Nations. Elders hold the wisdom of past generations; youth provide the key to a healthy and vital future.

Based on feedback to our 2008 on-line survey, we will support Youth and Elders by funding community-based projects, activities and events. Support for youth and elders will facilitate the transmission of culture, from one generation to the next.

Youth

NRT will continue to support projects that strengthen youth leadership, build capacity and/or promote mentorship for youth. Support will be provided directly to youth groups at the community level via a youth grant application process.

Elders

NRT will continue to support groups, communities and organizations representing First Nation Elders in British Columbia. Support will be provided directly to groups that develop and deliver community programs that benefit and build capacity for Elders.

ECONOMIC DEVELOPMENT

“Fostering and advancing economic development opportunities”

Healthy First Nation communities require a sustainable level of prosperity to achieve their goals and support their programs. By taking advantage of economic development opportunities—both provincially and locally—First Nations can and are beginning to prosper.

First Nations began a process to develop a province-wide First Nations’ Economic Development Strategy in 2007. The development of the strategy is ongoing with input and feedback from First Nations, the Leadership Council, government, and industry.

In 2008, NRT provided \$1 million in seed capital to initiate an Equity Participation Fund. Over the coming years, NRT will seek public and private partners to grow the Equity Fund, with a goal of raising \$50 million.

In 2009, NRT will develop a strategy to complement and support the BC First Nations’ Economic Development Strategy. The focus will be on supporting measurable economic development initiatives province-wide.

PERFORMANCE: TARGET OUTCOMES

To ensure we are reaching our mandate and goals, NRT has established short, medium and long-term measures to demonstrate success.

Short-term (one to three years):

1. Assist at least 150 First Nation students in graduating from post-secondary institutions by May 2010; assist 90 students to complete certificate programs and/or trades certification
2. Compile a database of BC First Nation students attending / graduating from post-secondary institutions who are supported by NRT; Promote hiring of First Nation graduates and post secondary students
3. Leverage new project funding at a goal of 2:1
4. Maintain investment fund at \$80 million by March 31, 2012
5. Assist with the development of four consultation templates to be agreed to by the Province and First Nations for use in negotiating lands, resources, title, rights, and/or revenue-sharing agreements
6. Develop and maintain at least six partnerships / protocols with other First Nation organizations in order to promote collaboration and prevent duplication of products and services
7. Leverage an additional \$5 million in capital for First Nation language and culture initiatives
8. Support the implementation of a First Nation Economic Development Strategic Plan for British Columbia – which is supported by First Nations
9. Initiate First Nations equity/venture capital fund to support economic development initiatives, with a goal of a \$50 million fund
10. Complete development of web-based resource centre

Medium-term (three to five years)

1. Fundraise an additional \$50 million in capital for the capacity-building objectives of NRT and First Nations
2. Support legislative reform for negotiating between government, the private sector and First Nations—a process that is agreeable to all parties on how to move forward
3. Digitally archive 20 First Nation language dialects
4. Maintain annual NRT project funding at a minimum of \$7 million

Long-term (five to ten years):

1. Grow Investment Fund to \$150 million by 2017
2. Grow annual project funding to \$15 million per year
3. Establish a Language Chair at a recognized BC university
4. Train 200 First Nation language teachers within First Nation communities



INVESTMENT

NRT’s investment strategy is founded in maintaining a sustainable investment fund so that future generations of First Nation people will benefit.

Investing

NRT’s investment strategy consists of short-term and long-term investments. The short-term investment strategy preserves capital by investing in safe and liquid investments. This in turn allows for funding stability. The long-term investments are allocated according to the following target asset mix:

Asset Type	%
Fixed Income	40 %
Canadian Equities	30 %
Global Equities	30 %
	100%

Fund Growth

A key goal of NRT’s financial strategy is growing the investment fund in order to support sustainable and ongoing Nation Building activities well into the future. Fund growth will be accomplished by establishing collaborative partnerships, leveraging program funds from government and other organizations, and other fundraising activities.

Spending

NRT’s spending strategy is revised each year during the annual strategic planning session. Spending is dependent on returns on investment, leveraging and fund growth which differ from year-to-year.

As of the writing of this Plan, NRT’s 2009-2012 program spending strategy is as follows:

	2009/10	2010/11	2011/12
Capacity	2.25	2.25	2.50
Education	2.25	2.50	2.50
Culture & Language	1.00	1.50	1.50
Youth & Elders	0.50	0.50	0.50
Economic Development	1.00	1.00	1.50
TOTAL	7.00	7.75	8.50

NRT’s goal is to limit administrative costs to 2% of the investment portfolio.

Governance

In order to demonstrate transparency and accountability, NRT established a governance framework for the investment of funds. Components of the framework are as follows:

- An independent, professional investment advisory firm was initially engaged to develop an investment policy and strategy and to assist in the selection of investment managers. The investment advisory firm is monitoring portfolio performance and Investment Manager changes and reporting to management and the directors quarterly
- A custodian firm has been engaged to hold the investments and provide independent accounting of portfolio transactions
- Expertise: three professional investment managers have been selected to manage the investment portfolio. Each Investment Manager manages one of the long-term components of the investment fund: either fixed income, global equities, or Canadian equities
- Diversification: the investments are diversified amongst companies, geographic regions, strategies, and Investment Managers
- Re-balancing: the long-term portfolio is re-balanced quarterly, if necessary, to maintain NRT’s long-term target asset diversification mix

COMMUNICATIONS

Accountability is one of NRT’s guiding principles. In keeping with this principle, we perform a number of key communication tasks throughout the year that maintain a high level of accountability to all stakeholders.

NRT stakeholders are the leaders and members of BC First Nations and their communities, and the leadership of the Province of BC.

NRT will draft a Communications Strategy that complements the Strategic Plan. The Communications Strategy will be updated annually as part of the overall strategic planning process.

Communication Delivery

NRT employs a multi-faceted approach to communications to raise awareness and knowledge about NRT activities. Specifically, NRT:

- Publishes and distributes a three year strategic plan
- Prepares and publishes an annual report containing the audited financial statements, and a comparison of actual results achieved to the goals and performance measures set by the Directors
- Promotes and creates awareness of opportunities for First Nations to benefit from NRT initiatives and programs
- Informs and educates First Nation and Government leaders about NRT vision and strategy—what it means and what it does not mean
- Maintains a web site and uses technology to improve the overall effectiveness of NRT communications
- Publishes a quarterly newsletter

Feedback Gathering

As part of its annual strategic planning activity, NRT solicits feedback from stakeholders regarding program and funding priorities as well as management of the investment fund. Feedback is integrated into the Strategic Plan each year and is posted to the NRT web site for public information purposes.

Specific feedback gathering strategies are as follows:

- NRT will deliver an annual survey by mail, email, and/or telephone regarding program priorities
- NRT will perform focused surveys about a specific area of programming or operations as required
- NRT will perform a province wide engagement process every three years



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