



2023-2026



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INTRODUCTION

The New Relationship Trust (NRT) was created by the Province of British Columbia through enactment of the *New Relationship Trust Act in 2006* as a response to the call for a new relationship between First Nations in BC, the Province of BC, and the Government of Canada. The agreement and subsequent legislation acknowledged the commitment to strengthen relationships on a government-to-government basis, the importance of First Nations' governance in supporting healthy communities, and the need for capacity building to support self determination and nationhood initiatives that close the socio-economic gaps in First Nation communities. The Parties also recognized that new resources would be required, and that transformative change would require different funding approaches.

1
NATION
BUILDING

2
CLEAN
ENERGY

3
ECONOMIC
DEVELOPMENT

4
CULTURE AND
LANGUAGE

5
ELDER AND
YOUTH

6
FOOD
SECURITY

The NRT was capitalized with a \$100M investment from the Province of B.C. which uses that investment as a permanent pool of capital that generates income to deliver grant programs to First Nations. Since its inception in 2006, the NRT has distributed more than \$101M in capacity funding to First Nations and Indigenous learners across BC.

Each year, the NRT canvasses, interviews, and gathers continuous input and feedback from First Nations and strategic partners in refining and adapting the strategic direction to meet the needs and priorities of First Nations in the contemporary context. The feedback gathered in the last year affirms NRT's overall mandate and the following strategic priorities.

The strategic planning process culminates each year with a NRT strategic planning session carried out by NRT Board of Directors and senior management to prioritize activities and objectives based on the feedback and input gathered during the year. For this strategic plan, the board of directors held their strategic planning session on November 21st and 22nd , 2022.

7
SELF-
DETERMINATION

8
EDUCATION

STRATEGIC MANDATE

Section 17 of the *NRT Act* establishes the legislative purposes of the NRT as follows:

The purpose of the New Relationship Account is to provide money to assist First Nations to build their own capacity to participate in the processes and activities envisioned by, and that evolve out of, the new relationship by enhancing First Nation governance, leadership and institutional and human resources capacity to address social, cultural and economic needs and priorities, including, without limitation, for the purposes of:

-  enhancing First Nation governments' capacity to negotiate, with the government, agreements for shared decision-making, land use planning, land and resource management and revenue and benefit sharing,
-  enhancing First Nation capacity to engage in comprehensive community planning and land and resource planning,
-  enhancing First Nation governance-related infrastructure capacity, including, without limitation, establishing or improving capacity for
 - electronic communications within and among First Nations and with other persons,
 - accumulating and compiling information, and
 - managing information collection and retrieval systems,
-  enhancing First Nations' knowledge and skills to facilitate their ability to take advantage of a range of
 - economic opportunities, including, without limitation, economic opportunities with respect to lands and resources, and
 - social and cultural opportunities,
-  enhancing First Nation capacity to give effect to the processes by which agreements, decisions and plans referred to in this subsection can be implemented, and
-  providing funding for any other purpose that the directors may determine is appropriate to assist First Nations to build capacity to do any of the following in an effective and cost efficient manner:
 - foster and facilitate consultation with the government;
 - engage directly or indirectly with the government in consultations and other interactions,
 - work together with the government under mutually agreed arrangements,in a way that assists First Nations to increase their ability to draw on expert advice or services from within First Nations in and for these matters.



Our Vision

Empowered, healthy, resilient, and thriving First Nations communities for all generations.



Our Values

INTEGRITY

We build and sustain trust through fairness, honesty, and professionalism that reflects the best interests of First Nations.

RECIPROCITY

We seek opportunities to share, learn and draw upon the unique cultures, customs, and wisdom of First Nations in delivering relevant, responsive, and innovative programs.



Our Mission

To be a partner and catalyst in supporting capacity development transformation of First Nations across British Columbia.

HUMILITY

We observe, listen, and have empathy in collaborating with all our partners to find new and better ways to serve First Nations.

ACCOUNTABILITY

We continuously work on behalf of First Nations, demonstrating accountability and transparency through meaningful engagement, ongoing evaluation, and reporting.

RESPECT

We make decisions that respect the unique circumstances, goals, and aspirations of each First Nation.

STRATEGIC GOALS

STRATEGIC PRIORITY 1 | NATION OPPORTUNITIES
GOAL: NATION-BUILDING SUPPORT
Strengthening First Nation self-determination and Nationhood

Objectives	Actions
Strengthen collaboration with First Nations to develop innovative ways to support and deliver flexible Nationhood capacity building solutions.	<ul style="list-style-type: none">Engage with First Nations communities and leadership to assess and co-develop programs and initiatives to effectively build capacity.Deliver relevant and responsive funding to strengthen First Nations capacity to cultivate nation-building solutions within their own context.Identify and target conferences to increase awareness of NRT programs and showcase success stories of First Nations funded by NRT.
Increase First Nations participation in key sectors in the economy.	<ul style="list-style-type: none">Seek program funding partnerships with government & industry that provide economic opportunities to First Nations and First Nations businesses & entrepreneurs.Develop multi-partner initiatives that enhance First Nations access and participation in a variety of economic sectors.
Expand First Nations knowledge and capacity	<ul style="list-style-type: none">Share resource templates and success stories of funded projects with First Nations to help inspire action.Participate or support emerging sector events that are aligned with First Nation priorities and facilitate best practices knowledge sharing and peer to peer dialogue and mentoring.

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NATION OPPORTUNITIES

- Desired Outcomes
- Increase in number of Programs NRT delivers to support First Nations.
 - Increase in number of First Nations communities funded by NRT.
 - Increase in total value of projects funded by NRT each year.
 - Increase in number of initiatives that enhance First Nations participation in key economic sectors.
 - Increase in number of collaborations, outreach, and engagement with First Nations and key stakeholders.
 - Increase number of indigenous business and entrepreneurship projects funded.

STRATEGIC GOALS

STRATEGIC PRIORITY 2 | FINANCIAL MANAGEMENT
GOAL: SUSTAINABLE ORGANIZATION
Continue growth of corporate, philanthropic and government grants, supporting access to Indigenous programing and funding.

Objectives	Actions
Develop funding strategies that seek program delivery partnerships to grow the annual NRT funding portfolio.	<ul style="list-style-type: none">Develop fundraising initiatives with corporate, philanthropic organizations, and government to diversify revenue sources and engage new and consistent funding opportunities for NRT.Collaborate with government to take on funding administration for high profile programs intended to advance First Nation reconciliation and other key indigenous led initiatives.Leverage the communications strategy to attract potential partners & donors.
Establish best practices in governance for portfolio management to ensure preservation of capital and growth of the NRT Investment Fund.	<ul style="list-style-type: none">Consistent implementation and monitoring of NRT's Statement of Investment Policy to ensure funding is available in perpetuity.Consistent monitoring and communications with NRT's investment Advisor (Mercer) on the performance of the fund, the funding needs of NRT and current market conditions.

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FINANCIAL MANAGEMENT

- Desired Outcomes
- Increase in funding from government to delivery indigenous led grant initiatives.
 - Increase in contributions to the NRT Investment Fund by government, corporate and private donors.
 - Alignment of NRT Investment decisions to the Statement investment Policy.
 - The NRT is viewed as a credible and professional organization that manages a significant investment fund on behalf of First Nations.

STRATEGIC GOALS

STRATEGIC PRIORITY 3 | GOVERNANCE
GOAL: STRONG GOVERNANCE

Commit to continuous improvement of legislation, regulations, bylaws and policies

Objectives

Actions

Strengthen corporate governance documents to support the board decision-making processes and procedures.

- Refine board committees’ term of reference, ensuring they align with the Strategic Plan.
- Update the NRT Board manual.
- Complete and implement the governing NRT bylaw.

Engage the Province of B.C. in meaningful dialogue to establish and implement a process to modernize the NRT Act.

- Research and conduct a review of the NRT legislation to identify areas where the Act is not in alignment with the strategic vision of NRT or reflects a modern governance structure, independence, and environment of an indigenous led organization in BC.
- Engage with First Nation leadership in B.C. to identify the sentiment, position and approaches to modernizing the NRT Act.
- Develop legislative amendments supported by the First Nation leadership in BC and the NRT Board.

Desired Outcomes

- New, improved, and robust governance documents.
- NRT governing bylaw document is developed, implemented, and published.
- Smooth transition to a modernized NRT Act that reflects the spirit and intent of First Nations in B.C.

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GOVERNANCE

STRATEGIC GOALS

STRATEGIC PRIORITY 4 | COMMUNICATION
GOAL 1: STRONG BRAND IDENTITY

Strengthen identity through a clearly defined brand & increased awareness of NRT

Objectives

Actions

Establish a clear marketing and communications approach to raise awareness of the NRT brand.

- Enhanced marketing and communications to raise the awareness and visibility of the NRT.
- Design and launch a new generation website.
- Strengthen the communications strategy to ensure its alignment with the Strategic Plan
- Establish a regular social media strategy & presence to cultivate the NRT brand.

Desired Outcomes

- NRT has strong reputation and is viewed favourably by First Nations and other key stakeholders.
- NRT’s social media presence is thriving demonstrated by standard social media tracking tools.
- New NRT website is launched.

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COMMUNICATION

STRATEGIC GOALS

STRATEGIC PRIORITY 4 | COMMUNICATION CONTINUED

GOAL 2: EXCELLENCE IN PARTNER RELATIONS

Strengthen engagement and communication with Partners to foster and maintain positive working relationships

Objectives

Establish a culture of continuous engagement and collaboration with First Nations, First Nation leadership, Government, and other strategic partners that enhances feedback and insight to support NRT strategic vision.

Actions

- Provide regular updates to First Nation leadership and Government on NRT.
- Collaborate with First Nations to share their project stories and positive impact outcomes.
- Host the inaugural NRT annual general meeting.
- Grow capacity in public relations to enhance implementation of the communication strategy.

Desired Outcomes

- NRT obtains meaningful input from Partners & Stakeholders through regular outreach and engagement.
- NRT proactively participates in high profile conferences, symposiums, and gatherings that involve First Nations.
- NRT establishes formal financial and non-financial partnerships with Government, Industry, and other funding partners.
- NRT hosts annual AGM commencing in 2023.

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COMMUNICATION
CONTINUED





NEW RELATIONSHIP TRUST
Empowering First Nations in British Columbia

MAIN OFFICE

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