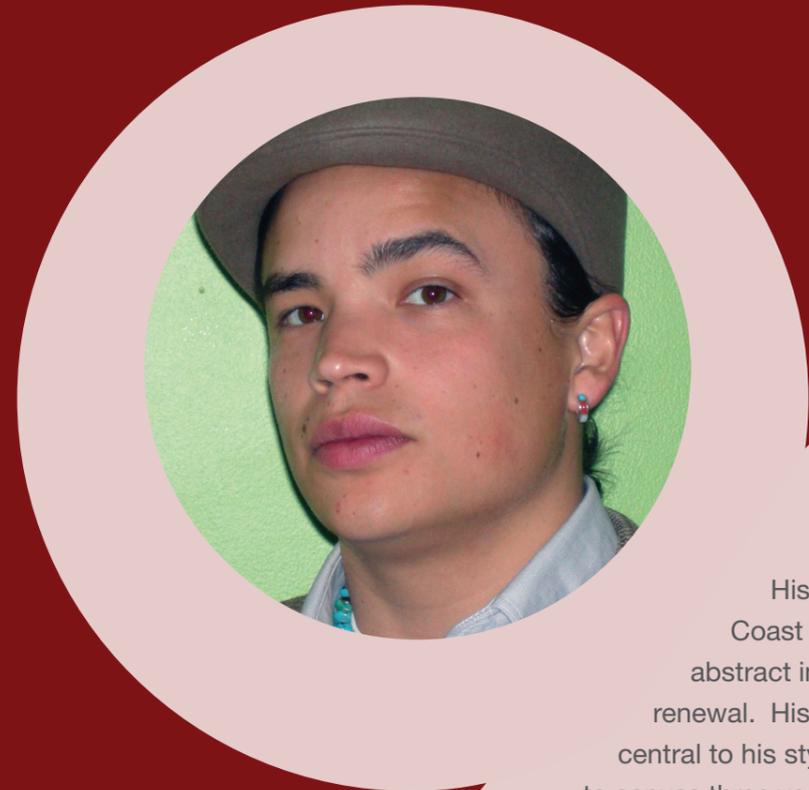




Building Strong First Nations Strategic Plan 2008–2011



About the Artist

Andrew Drexel (Enpaauk) is a young artist from the Nlakapamux Nation. His painting style mixes graffiti style with Coast Salish design creating figurative and abstract images that speak to resistance and renewal. His beginnings as a graffiti artist is central to his style and since his switch from walls to canvas three years ago he has brought this energy from the streets into his paintings. His work was featured in Kamloops Art Gallery's exhibition Shazam earlier this year. His work is also featured at the Native Winds Gallery in Honolulu and has been published in *Blood Lines Magazine*.

"My work relates my spiritual path; my journey. I express the inspiration lovingly given to me through teachings and stories from my elders and mentors. My work embodies the powerful visions that I have been given through these teachings. I am grateful. My work is a modern expression embodying the symbolic abstract inspired by my home: Coast Salish Territory."



Design and layout by:



COPPERMOON
communications for aboriginal initiatives

New Relationship Trust

Strategic Plan 2008–2011



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NRT Mission

To increase authority and jurisdiction of First Nation governments through the use of the fund and thereby improve the quality of life of First Nation citizens in British Columbia.

NRT 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 benefits to First Nations in British Columbia, the New Relationship Trust will:

- *Communicate effectively with First Nations in BC*
- *Reflect the intent and purpose of the New Relationship vision and the Transformative Change Accord*
- *Respect each First Nation's decision-making authority*
- *Be guided by principles of fairness and equity*
- *Encourage and support First Nation participation in the Trust's activities and programs*
- *Not replace or duplicate existing government or First Nation programs;*
- *Leverage Trust funds wherever possible*
- *Actively grow the investment fund, in order to provide more benefit to First Nations*
- *Be transparent and accountable at all times to stakeholders and the public*

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 Strategic Plan – the precursor to this document – was directly based on the feedback we received during that engagement process.

Now entering into the second year of operations, NRT continues to refine and expand on the strategic priorities that were put forth by our communities during the 2006 Regional Engagement process. Based on feedback we gathered in 2008, this Strategic Plan reinstates 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

At the heart of the mission and vision of the New Relationship Trust is a commitment to nation building - increased authority and jurisdiction, efficient and effective governments, vibrant cultures and languages, social justice, and economic prosperity for all First Nations.

NRT Directors believe that nation building is the foundation underlying the legislated purposes of the NRT, ultimately "... enhancing First Nation governance, leadership and institutional and human resources capacity to address social, cultural and economic needs and priorities."

With our new Strategic Plan, Building Stronger First Nations, we detail how we will allocate energy and resources over the next two years to help strengthen our First Nations through both new and established programs.

Community and stakeholder feedback provides the basis upon which our strategy is developed. In 2006, NRT's first year, the Board of Directors held regional consultations in 11 BC communities. Stakeholder messages were considered, individually and in aggregate, and formed the basis of our first Strategic Plan, published in November 2006.

This initial community and stakeholder feedback led to a number of key strategic approaches, including:

- Managing the investment fund and allocating resources on a sustainable basis to ensure that future generations will benefit
- Establishing partnerships with existing First Nation organizations that have expertise and experience delivering programs and services in the five priority areas
- Leveraging NRT funds to increase the total funds available to First Nations
- Working to grow the investment fund to a size sufficient to make a measurable impact on a province wide basis

- Focusing on five priorities to facilitate nation building: capacity, education, language and culture, youth and elders, and economic development
- One of the most exciting and successful initiatives of 2007/08 was the NRT Scholarship Program. We helped almost 100 First Nation post-secondary students reach their higher education goals, by granting just under \$730,000 in scholarships at the Undergraduate, Masters and Doctorate levels. This initiative will be continued in 2008/09, with a new Bursaries grant for students in trades or certificate programs.

This year, NRT conducted an on-line survey to get feedback from our stakeholders about the strategic direction and approach we took in 2006/07. Overall, the survey confirmed the initial feedback provided by stakeholders in 2006.

As a result, and as you will see in this Plan, NRT will maintain the established approach; our continued focus will be on capacity, education, language and culture, youth and elders, and economic development. Under this continued set of nation building priorities, some new initiatives will be added and existing ones enhanced this year. Spending will be as follows (numbers are in millions):

	2008/09	2009/10	2010/11
Capacity	2.25	2.25	2.50
Education	2.50	2.50	2.50
Culture & Language	1.50	1.50	1.50
Youth & Elders	0.25	0.25	0.25
Economic Development	1.10	1.00	1.50
TOTAL	7.60	7.50	8.25

Also in accordance with the feedback we received in the 2006 engagement process, NRT’s overall budget – including strategic initiatives and administration - is based on the fundamental principle of sustainability. This approach of sustainable spending and investing will ensure that future generations continue to benefit from the New Relationship Trust grant for many years to come.



Nathan Matthew
Chair, Board of Directors



Cliff Fregin
CEO

Strategic Direction

As in the previous year, NRT will work toward building stronger First Nations throughout BC by supporting efforts in five key areas. The 2008–10 strategic directions are:

- 1 To build **CAPACITY**
- 2 To encourage and ensure access to **EDUCATION**
- 3 To protect and revive **LANGUAGES AND CULTURE**
- 4 To support programs that engage **YOUTH AND ELDERS**
- 5 To foster and advance **ECONOMIC DEVELOPMENT** opportunities

Strategic Direction **CAPACITY**

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

What We Will Do to Build **CAPACITY**

NRT's capacity building strategy has the following components:

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

Policy Development

NRT will lead an effort to develop and implement policy for BC First Nations at the provincial, regional and community level in order to strengthen the regulatory, legal and policy framework to support capacity building within First Nations. Policy development projects will be solicited from First Nation organizations that address common policy needs, leverage initiatives and support opportunities which will benefit First Nations province-wide.

Policy development projects may include:

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

Tools and Resources

NRT will undertake research projects to identify best practices, develop tools, and support specific capacity building projects that will help First Nations build their own capacity.

Capacity building products may include:

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

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 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

This initiative will be advanced in partnership with the First Nations Technology Council (FNTC).

Direct Support to First Nations

- NRT will develop one or more funding initiatives to directly support capacity building at the local level – this may include assistance in accessing funds, or dealing with governments or industry in regards to resource acquisition and utilization
- NRT will provide ongoing governance support for First Nations, in partnership with the National Centre for First Nations Governance
- NRT will support initiatives to strengthen leadership, by helping First Nations participate in professional development and other capacity building initiatives



Strategic Direction EDUCATION

Education is the key to independence for First Nations. Accordingly, efforts to help First Nation youth and other individuals to pursue and complete secondary and post-secondary levels of education is a high priority for NRT and our stakeholders.

What We Will Do to Advance First Nations' EDUCATION

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 teacher

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, initiated in 2007, 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, new in 2008/09, will be awarded for certificate and trades programs.

NRT will begin 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 during the summer. 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) certificate 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 FNEESC on the DSTC and New Paths programs. Additional program information and details on how to apply can be accessed through the FNEESC website – www.fnesc.ca

Strategic Direction CULTURE & LANGUAGE

More than 35 languages that are indigenous to the region that is now BC are endangered. As a result, key aspects of First Nation cultures are in danger of being lost forever. Preservation of our First Nation languages and cultures builds self-identity and enhances cultural pride.

What We Will Do to Protect and Revive First Nations' CULTURES & LANGUAGES

NRT's Culture and Language strategy will work toward:

- Preserving and reviving First Nations' 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 Programs

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

- ***FirstVoices:*** An initiative that helps First Nation communities build language legacy by enabling members to record, archive and share their language
- ***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 Nations 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, values and nurture relationship 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 website – www.fphlcc.ca.

Culture Programs

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
- A province-wide arts strategy
- Support for community-based cultural centres

Strategic Direction YOUTH & ELDERS

Our Elders hold the wisdom of past generations; our youth provide the key to a healthy and vital future. The ongoing support and participation of these two groups are essential to strong, healthy nations.

Based on feedback to our 2008 on-line survey, we will support Youth and Elders by funding community-based projects, activities and events.



What We Will Do to Engage Our YOUTH & ELDERS

Youth

NRT will establish a Youth Advisory Committee with representatives from around the province. This committee will oversee a Youth Community Program for projects that strengthen youth leadership skills. NRT will work with existing First Nation youth groups to establish a terms of reference for the committee and its members.

The Youth Advisory Committee will hold grant adjudication meetings regularly and report to the NRT Board of Directors on program activities and other youth issues.

Elders

NRT will establish an Elders Community Program to support projects, activities, and/or events at the community level for elders groups throughout the province.



Strategic Direction ECONOMIC DEVELOPMENT

Healthy First Nations 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.

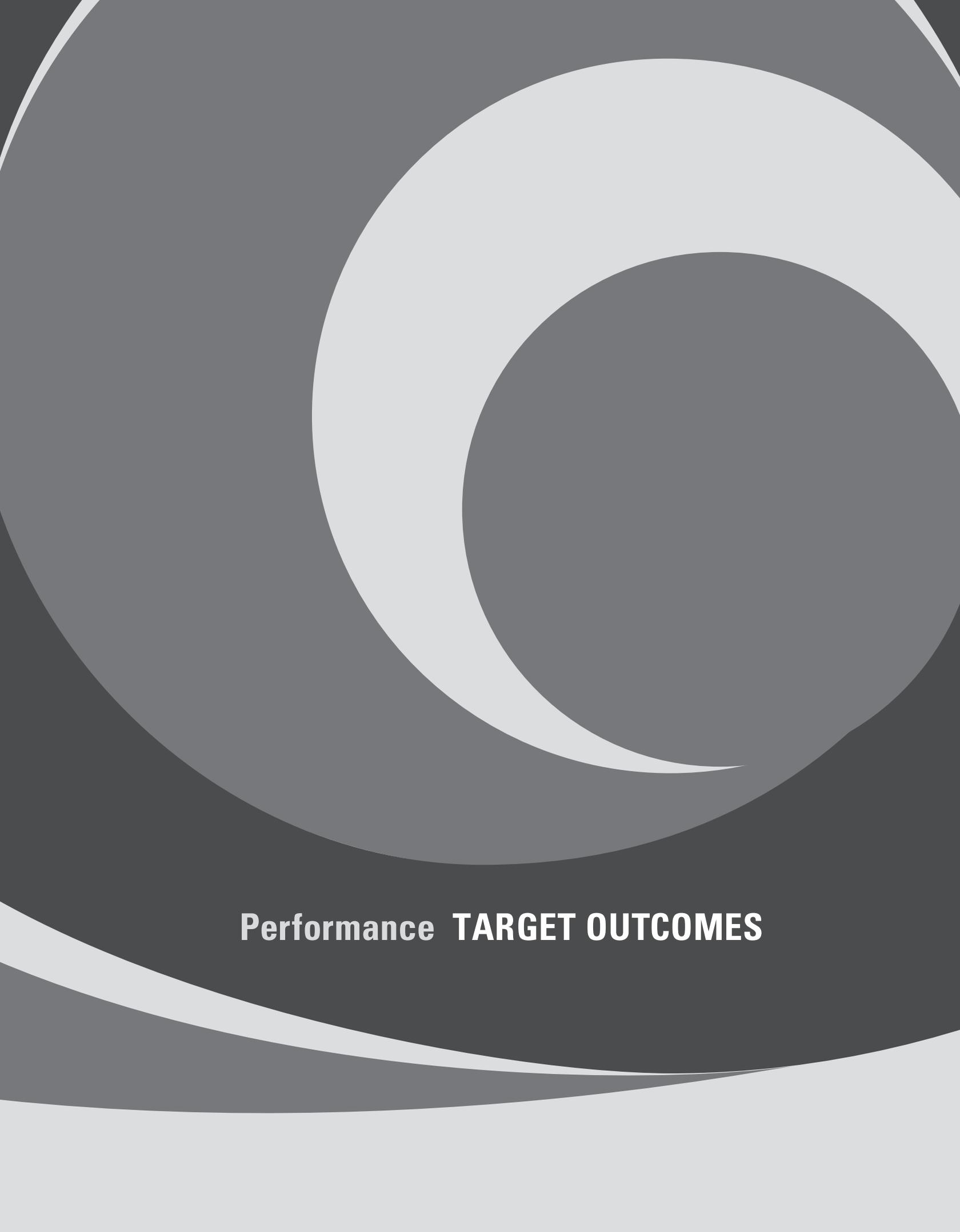
First Nations began a process to develop a province-wide First Nations' economic development strategy in 2007. The development of the strategy is on-going with input and feedback being considered from First Nations, the Leadership Council, government, industry, and NRT.

The draft strategy identifies several goals, including the establishment of a venture capital fund to provide First Nations in BC with access to capital for equity participation for commercially viable economic development projects.

What We Will Do to Advance ECONOMIC DEVELOPMENT

NRT will provide \$1 million in seed capital to attract additional funds from public, private, and industry sources, and will provide \$100,000 to begin to develop and organize the proposed Venture Capital Fund

NRT will raise funds for an equity/venture capital fund to assist BC First Nations in participating in viable business opportunities. NRT's goal is to attract additional capital to bring the funds available for investment to \$50 million



Performance TARGET OUTCOMES

Performance TARGET OUTCOMES

The NRT mandate speaks to sustainability for both First Nation communities and the Trust itself. To ensure we are reaching our mandate and goals, NRT has established short, medium and long-term measures to demonstrate success.

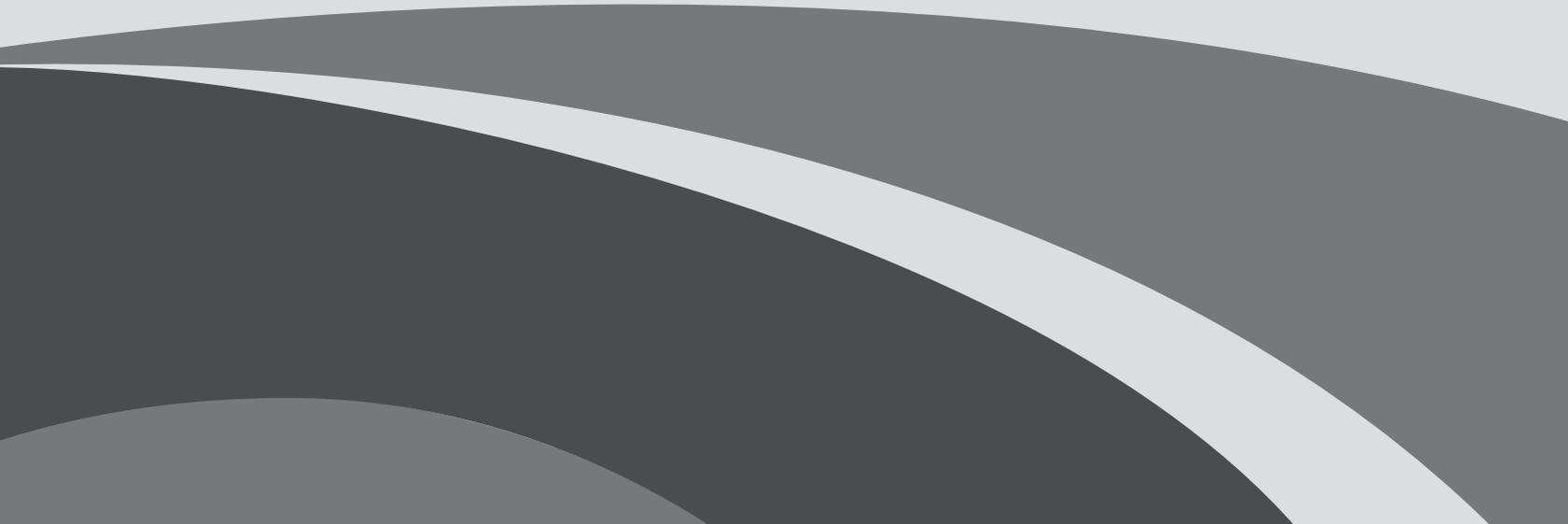
Short-term (first three-years):

1. Assist 200 First Nation students in graduating from post-secondary institutions by May 2010; Assist an additional 100 students to complete certificate programs and/or trades certification
2. Compile a database on BC First Nation students attending/graduating post-secondary institutions; Promote hiring of First Nation graduates – to build First Nations' capacity
3. Leverage new project funding at a goal of 2:1
4. Maintain investment fund at \$100 million by March 31, 2010 (assuming an 8% annual return for the first three years)
5. Develop four consultation templates agreed to by the Province and First Nations to be used in negotiating lands, resources, title, rights, and/or revenue-sharing agreements
6. Enter into 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 initiatives
8. Support the establishment of 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

Medium (three to five years):

1. Fundraise an additional \$50 million in capital for the capacity-building objectives of the New Relationship Trust and First Nations
2. Champion legislated reform for negotiating between government, the private sector and First Nations – a process that is agreeable by all parties on how to move forward
3. Archive 20 First Nation language groups digitally
4. Grow annual NRT project funding to \$10 – 15 million

Long-term (five to ten years):

1. Grow Investment Fund to \$200 million by 2017
 2. Grow annual project funding to \$15-20 million per year
 3. Establish a Language Chair at recognized BC university
 4. Train 200 First Nation language teachers within First Nation communities
- 

Investment

The 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

Spending

In order to plan for strategic spending, NRT assumes an eight percent rate of return to calculate the annual income on our investment portfolio. Actual returns will differ from year-to-year and any necessary revisions to NRT’s assumptions or to our planned spending are updated during the annual strategic planning exercise.

NRT’s goal is to limit administration costs to 1% or less of the investment portfolio.

Governance

In order to demonstrate transparency and accountability to our stakeholders, 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 NRTs long-term target asset diversification mix
- 

Communications

Accountability to our stakeholders 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 accountability to our stakeholders. Specifically, NRT:

- Solicits and considers strategic planning input from First Nation and public stakeholders, and the three provincial First Nation Leadership organizations
- 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

In addition to annual accountability activities, several communication strategies will be initiated to raise the level of knowledge and awareness amongst Stakeholders about NRT, and its Strategic Plan. NRT will:

- Increase stakeholder knowledge and awareness of NRT
- Promote and create awareness of opportunities for First Nations to benefit from NRT initiatives and programs
- Inform and educate First Nation and Government leaders about NRT vision and strategy - what it means and what it does not mean
- Improve the web-site and use technology to improve the overall effectiveness of NRT communications
- Publish a periodic newsletter

