

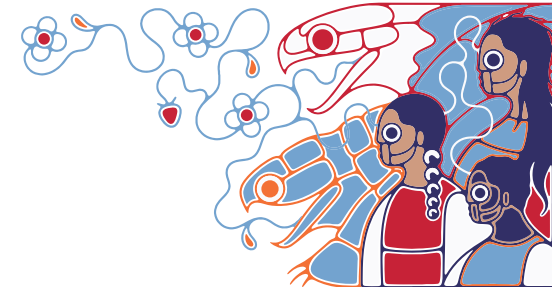
A stylized graphic of a person's profile in shades of blue and orange. The person's head is turned to the right, and inside the head, there is an orange silhouette of a landscape with several wind turbines. The background is a dark blue with faint, circular, organic patterns.

FNMPC **ANNUAL** **REPORT** **2025**

**FIRST NATIONS
MAJOR PROJECTS
COALITION**



**STRONGER
TOGETHER.**



ARTIST STATEMENT

“This illustration embodies the themes of respect, reconciliation, and partnerships through my perspectives as an Onyota’a:ka and Anishinaabe artist. There are four main images in this banner; an eagle, a turtle, a strawberry plant, and people. To me, these images represent values that are important to bear in mind when approaching reconciliation and partnerships with respect.”

- **Tehatsistahawi (Tsista) Kennedy**
An Anishinaabe Onyota’a:ka artist
belonging to Beausoleil First Nation
and Oneida Nation of the Thames

ACKNOWLEDGMENTS

Our work is made possible through funding support from various government agencies, private sector, and philanthropic organizations. We would like to thank Natural Resources Canada, Impact Assessment Agency of Canada, Indigenous Services Canada, the Ministry of Energy, Mines, and Low Carbon Innovation of the Province of British Columbia, BC Hydro, Ivey Foundation, Clean Economy Fund, Climateworks Foundation, European Climate Foundation, and our Annual Conference sponsors.

SUSTAINING PARTNERS

Our Sustaining Partners play an important role in supporting FNMPC’s members and the work we do. Special thanks to Air Canada, Arcadis, Cenovus, CIBC, Colliers Project Leaders, Gowling WLG, Kiewit, Pattern Energy, WSP, and Vale Base Metals. More details on the Sustaining Partners Program can be found in the report.



CONTRIBUTIONS

Many thanks to Sedgwick Strategies for their assistance with the creation of this annual report, and to Topshelf Creative for their graphic design and layout contributions.

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WELCOME TO OUR
2025 ANNUAL REPORT



MESSAGE FROM THE EXECUTIVE CHAIR

Several months ago, a founding board member sent me one of FNMPC’s early steering committee meeting agendas, dated 2016. An item within the agenda was, “to focus on a roadmap of strategic common issues faced by First Nations dealing with major projects and options for how First Nations can work together to address these issues with greater capacity.”

I’m proud to say, FNMPC has more than just addressed this: our FNMPC family, board, staff, and First Nations members have changed the game in Canada on how First Nations work together on major projects. So many Nations, including our members, are now showing up with more strategy, stronger capacity, and, importantly, greater access to financing options. The vision we laid out all those years ago is now a reality, and it’s only growing stronger.

As we continue to support our First Nations members with commercial negotiations and capacity-building for major projects they are involved in, we’re also feeling the momentum created by the Canada Indigenous Loan Guarantee Corporation and the various Provincial Indigenous Loan Guarantee programs. These initiatives are making a real difference not just for our members, but for Indigenous Nations across the country.

If projects are going to cross our lands and waters, we deserve access to fair, affordable capital and to be true partners at the table. It’s about equity and making our own decisions. As First Nations, the rightful stewards of these lands, we get to decide if, when, where, what, and how projects move forward. If projects proceed, they must have our free, prior, and informed consent.

This past year, FNMPC team accomplished incredible things. We stayed true to our values, backed our members with strength and integrity, and made space for First Nations’ voices and ownership in major projects to grow louder and stronger.

Beyond direct project support, we continued to build collective knowledge by sharing tools designed to help FNMPC members lead with confidence. Our Environmental Services team brought the *Spirit of the Land Toolkit* to life this year, delivering it through hands-on workshops and beautifully crafted materials that reflect the voices of our communities, including Elders, rights holders, and knowledge holders. This work elevates First Nations’ leadership into environmental and impact assessments on major projects, and is grounded by values that honour our lands, waters, and the well-being of the next seven generations.

We also took learning to new levels. Our team, alongside several members, journeyed to Arizona to connect with Tribal Nation owned utilities. This trip not only enriched our perspectives, but directly contributed to our paper *Indigenous Utilities: The Building of Indigenous-Owned Electrical Utilities in Canada* which we proudly launched at our 2025 Annual Conference in Toronto. We are deeply thankful to our Indigenous relatives across Turtle Island for welcoming us, feeding us, sharing their teachings, and allowing us into their stories. Their generosity is woven into our work and continues to light the way forward.

This last year also brought heartbreak. Our dear friend Niilo Edwards, our founding CEO and someone who was like family to me and many at FNMPC, tragically passed in December. Niilo was more than a colleague; he was a visionary, a builder, and a fierce advocate for Indigenous rights and economic sovereignty. He brought dedication, humility, and brilliance to our work and made everyone around him better through his mentorship, encouragement, and relentless pursuit of justice.

We all feel his loss profoundly. He gave an unquantifiable amount of strategy and love to our First Nation members, our team, and our cause. Niilo fought the good fight, right to the very last moments of his life with courage, clarity and heart. Even in his final days, he reminded us of the importance of carrying on this work and staying grounded in our purpose. And we are doing just that.

How proud Niilo would be to see his best friend, Mark Podlasly, fulfill his wish to step in as CEO of FNMPC to carry forward the vision they both worked so hard to shape. He would be proud to see us continuing with the strategic approach he generously brought us all in on, and to welcome new team members into the fold to strengthen our capacity to serve our members.

May FNMPC’s next year be filled with more success and positive influence for First Nations, this is exactly the kind of momentum Niilo would want to see continue.

Mussi cho.

Sharleen Gale
Executive Board Chair, FNMPC

“The vision we laid out all those years ago is now a reality, and it’s only growing stronger.”



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

This past year was one of the most significant—and most challenging—in the history of our organization. It was a year marked both by remarkable achievements and profound loss.

Some achievements from the past year include:

- » Welcoming the appointment of our inaugural Executive Chairperson, Sharleen Gale, following a bylaw and governance renewal with our membership.
- » Growing our membership to over 170 First Nations from coast to coast to coast.
- » Hosting FNMPC's 8th annual conference in Toronto in April, with a record attendance of nearly 1,800 participants.
- » Continuing to support our members on their projects. As highlighted in this report, this year we supported 21 projects with a total capital value of over \$45B.
- » Releasing the paper *Indigenous Utilities: The Building of Indigenous-Owned Electrical Utilities in Canada* at our annual conference.
- » Expanding reach of the *National Indigenous Electrification Strategy (NIES)* with First Nations, government, and industry, to advance strategic recommendations.
- » Continuing development of the *Spirit of the Land Toolkit* with hands-on workshops to refine the toolkit and inform a future implementation guide.
- » Supporting a First Nation-led review of a proposed transmission line in northern British Columbia that is grounded in Indigenous law and focused on assessing potential adverse impacts on Indigenous title, rights, culture, and way of life.
- » Publishing a member-focused paper on clean energy opportunities and considerations, and hosting an accompanying webinar.

- » Welcoming the doubling of the federal Indigenous Loan Guarantee Program to \$10 billion—one of our key objectives for more than a decade.
- » Delivering the *Capital Markets 401* module and hosting a member workshop in Prince George, completing our *Capital Markets 101–401* series.
- » Hosting an *Impact Assessment 201* workshop designed to build capacity for meaningful Indigenous participation in major project reviews.

Amid these successes, we also experienced deep sorrow. On December 16, we lost our founding Chief Executive Officer, Niilo Edwards. Niilo faced every challenge, including his final days, with grace, humour, and selflessness. True to his nature, he remained engaged and optimistic until the end—asking after others, sharing a laugh, and continuing to advocate for the interests of our members.

Niilo's dedication to FNMPC was extraordinary. He devoted his time, energy, and spirit to building the organization we know today. Under his leadership, FNMPC became the preeminent First Nations-led organization advancing economic and environmental self-determination in Canada, representing nearly one-third of all First Nations in Canada. FNMPC is reshaping the national dialogue on Indigenous rights, partnership, and prosperity.

The path Niilo set for us—rooted in the pursuit of meaningful outcomes for First Nations—will continue to guide our work and shape the lives of generations to come.

It is my honour and responsibility to carry forward the vision he began, ensuring that FNMPC remains a driving force for change, collaboration, and shared success.

K^wuk^wstéyp.

Mark Podlasly
Chief Executive Officer, FNMPC



HONOURING
NIILO EDWARDS

1986-2024

Co-founder and CEO of First Nations Major Projects Coalition championed Indigenous equity ownership in major projects

Niilo was born in Alert Bay on a stormy night with southeasterly winds gusting up to 74 kilometres an hour. Through rough seas and in labour, his mother was transported in a small boat from Sointula—a small fishing village on Malcolm Island off the coast of British Columbia where Niilo was raised.

An entrepreneur from a young age, Niilo ran his own lawn care company in high school and helped his father to make and split cedar shakes, among other small businesses. At an age that many attribute to sandboxes and youthful squander, Niilo was leading work crews and creating economic opportunity in a small village where options were severely limited—a skill he would carry through his stunningly successful career.

Right out of high school, Niilo took an interest in policy and worked for his local MLA. This experience—plus studying public administration at the University of Ottawa and working as a constituency advisor in Ottawa’s House of Commons—led him to become the executive assistant to Canadian Senator Gerry St. Germain (Métis). Niilo said that St. Germain instilled in him an entrepreneurial spirit and a sense of urgency.

“[St. Germain] gave me the ability to look at opportunities and gaps in systems and be able to think about how we would help First Nations fill those gaps and move forward on their own agenda,” Niilo shared.

When St. Germain retired, Niilo moved back to BC and worked for the First Nations Financial Management Board. This work led him to co-found First Nations Major Project Coalition with several BC-based First Nations. FNMPC was established to fill capacity gaps that these founding First Nations identified were preventing Nations from being able to advance fully informed decision-making and to lead with First Nations vision and values at

commercial negotiation tables. Since its founding over a decade ago, FNMPC has served as a bridge between First Nations and governments/private sector on public policy and business opportunities. FNMPC and the work of the team was Niilo’s proudest accomplishment.

Over 10 years of dedicated work, Niilo and the First Nations leadership of FNMPC were able to secure equity stake options for First Nations in major infrastructure projects across Canada. Formalized in 2017, FNMPC initially represented 11 First Nations. Today, it serves over 170 First Nations across Canada, has a team of approximately 35 employees, and a portfolio of First Nations in projects estimated at over CAD \$45 billion.

Never one to sit back, Niilo, FNMPC team, and supporters have worked tirelessly over the last decade to advocate for a Canadian National Indigenous Loan Guarantee program to open up Indigenous investment access to competitively priced capital for major projects.

In April 2024, the Canadian government used FNMPC’s own platform, its annual conference in Toronto, to announce and launch a CAD\$5 billion loan guarantee program to back Indigenous project ownership—which since increased to CAD\$10 billion. True to form, Niilo didn’t stop there: he and FNMPC team worked with the

*“ Advancing work through
First Nations Major Projects
Coalition for the benefit of its
members has been an absolute
highlight of my career.”*



Provincial government to support the successful creation this year's First Nations Equity Financing Framework that is underpinning work towards a First Nations loan guarantee program.

Niilo's ambitious career and successes have not gone unnoticed. Niilo was recognized in TIME Magazine's 2024 list of 100 Most Influential Climate Leaders in Business, awarded Business Entrepreneur of The Year 2024, and EY's Ripples Social Entrepreneur Special Citation. Niilo was staff support to the Standing Senate Committee on Aboriginal Peoples in the Senate of Canada, was a board member of the Canadian Council for Public-Private Partnerships, and was an advisory to the Sustainable Finance Action Council's Net Zero Capital Allocation Working Group, Electrifying Canada, as well the University of Ottawa's Positive Energy Initiative. Niilo earned his Institute of Corporate Directors Designation (ICD.D) in 2024.

Niilo often said, "advancing work through First Nations Major Projects Coalition for the benefit of its members has been an absolute highlight of my career."

Niilo was a kidney transplant recipient and an advocate for organ donation. Niilo's soul mate and wife of 16 years, Rachael Durie, was the star of one of the most beautiful love stories: when in 2018 Niilo went into sudden kidney failure, Rachael ultimately gave him the most incredible gift, one of her own kidneys. This profound gift of true love caught the eye of others and was featured in a segment on Global News in September 2023. On December 16, 2024, at age 37, Niilo passed away from post-transplant lymphoproliferative disorder, a lymphoma caused by the immunosuppressing medications required to prevent rejection of his transplanted kidney.

Niilo leaves behind the love of his life, Rachael Durie, his best friend Mark Podlasly, his mentor and close friend Gerry St. Germain, FNMPC team who are all like family to him, and the many friends and family who have been profoundly lucky to have had Niilo in our lives.

If you would like to make a donation in Niilo's honour, please make them to the Organ Donation and Transplant Research Foundation of B.C., www.odtrf.org.

ABOUT FNMPC



ABOUT US

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. 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 its purpose 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, 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:

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



NEUTRALITY:

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



UNBIASED:

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



NON-PROFITING:

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:

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:

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:

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

HISTORY



Our history is what 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 continues 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.

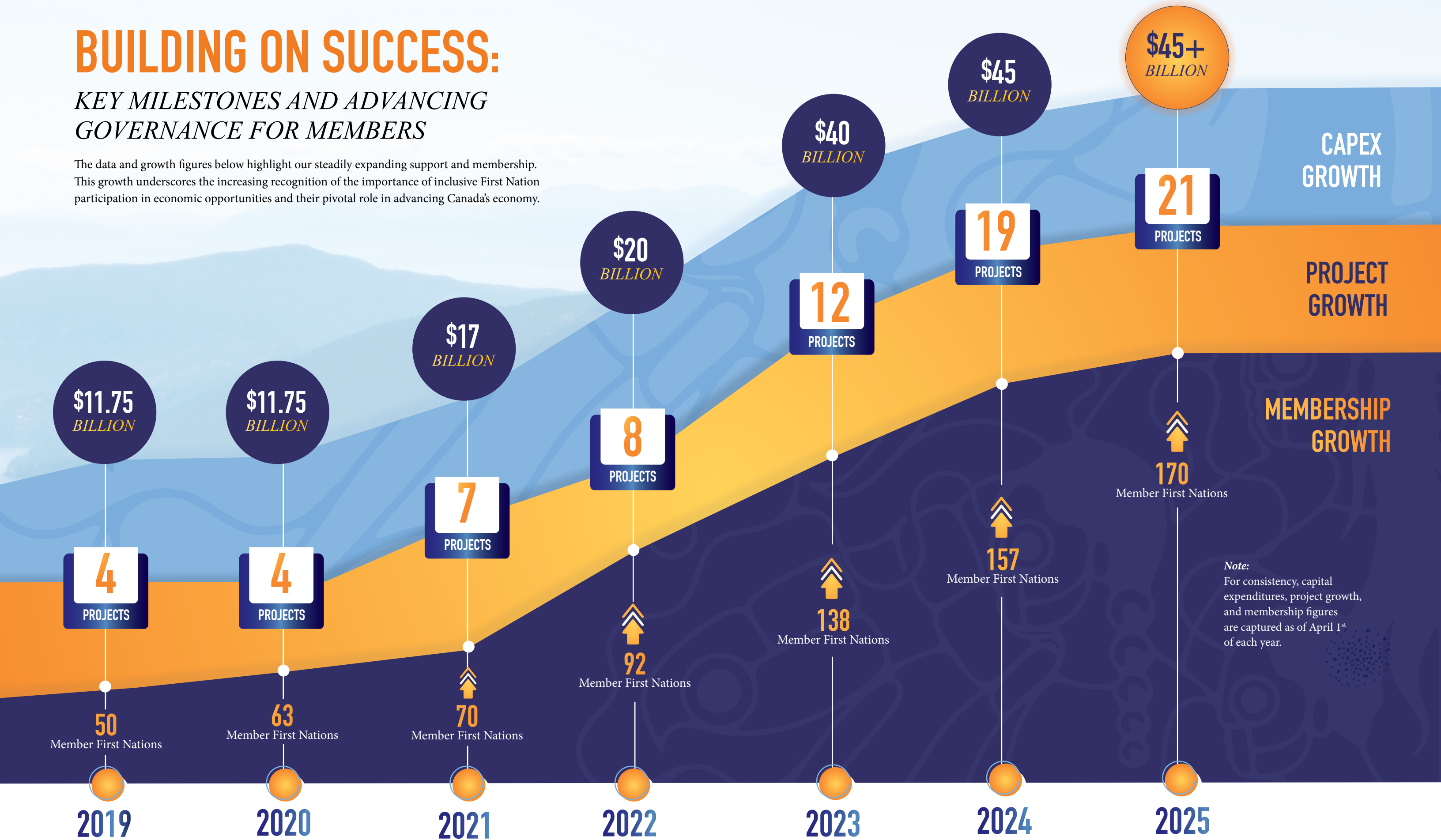
The genesis for FNMPC's existence started with a Memorandum of Understanding (MOU) signed by First Nations leadership in Lheidli T'enneh territory in December of 2014. Chief Martin Louie (Nadleh Whut'en) and late Chief Justa Monk (Tl'azt'en Nation) were the first to sign. The MOU paved the way for the original Terms of Reference that established 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, in January of 2017.



BUILDING ON SUCCESS:

KEY MILESTONES AND ADVANCING GOVERNANCE FOR MEMBERS

The data and growth figures below highlight our steadily expanding support and membership. This growth underscores the increasing recognition of the importance of inclusive First Nation participation in economic opportunities and their pivotal role in advancing Canada's economy.



Note:
For consistency, capital expenditures, project growth, and membership figures are captured as of April 1st of each year.



OUR FOUNDING MEMBERSHIP

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

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



STATEMENT FROM SHARLEEN GALE, EXECUTIVE CHAIR, FNMPC

On behalf of First Nations Major Projects Coalition, I wish to express our deep respect and condolences following the passing of Delgamuukw and one of the founding members of our Coalition.

Delgamuukw was instrumental in the formation of FNMPC. He was one of the original voices who came together over a decade ago to build a coalition that would ensure First Nations could participate as owners and decision-makers in major project development. His leadership helped define the values that still guide our work: consent, environmental responsibility, and access to capital as a pathway to economic self-determination. He believed that First Nations collaboration was key to strengthening our position in the economy, and his vision continues to shape our direction today.

As a hereditary chief and long-time community leader, Delgamuukw carried with him the weight of experience, law, and tradition. He reminded all of us that First Nation

governance is rooted in generations of knowledge passed down from our ancestors, and that the recognition of our rights must lead to real and lasting change. His voice, grounded in Gitxsan values, teachings, and principles, offered wisdom that helped guide and strengthen our path and our future.

We will remember Delgamuukw for his leadership, his honesty, and his unwavering commitment to the land and his people. The legacy he leaves behind continues to guide the work of this Coalition and the Nations we serve.

On behalf of the Board and members of First Nations Major Projects Coalition, we extend our heartfelt condolences to the Muldoe family, the community of Kispiox, and the Gitxsan Nation.

Delgamuukw will be deeply missed and always remembered.



WHAT WE DO

What was once a concept shared by a few First Nations leaders, has now grown into a strong coalition of First Nations across Canada.

At FNMPC, we are working towards the enhancement of the economic well-being of our members while knowing a strong economy relies upon a healthy environment, supported by vibrant cultures, languages, and expressions of traditional laws.

Strengthening the business and overall technical capacity of our members is one of our focal areas. This includes delivering programs designed to inform on a variety of business and environmental considerations. We also provide commercial negotiation support, on an as requested basis, to our membership.

We deliver on our mandate through three main business lines:



ECONOMIC PARTICIPATION



ENVIRONMENTAL STEWARDSHIP



POLICY AND THOUGHT LEADERSHIP



ECONOMIC PARTICIPATION

Our Project Development Team plays a critical role in helping FNMPC members pursue meaningful ownership and participation in major projects. Through financial advice, strategic guidance, and technical coordination, the team provides hands-on support that strengthens community capacity, facilitates informed decision-making, and ensures members are positioned as long-term partners in Canada’s infrastructure and clean energy sectors.

We assist member First Nations to analyse a set of considerations with major projects over CAD\$100 million in capital cost which may be proposed or occurring in the First Nation’s territory. These services are delivered to members in an unbiased manner. We operate on a project-agnostic basis, we do not take a financial interest in any project where services are being used.



ENVIRONMENTAL STEWARDSHIP

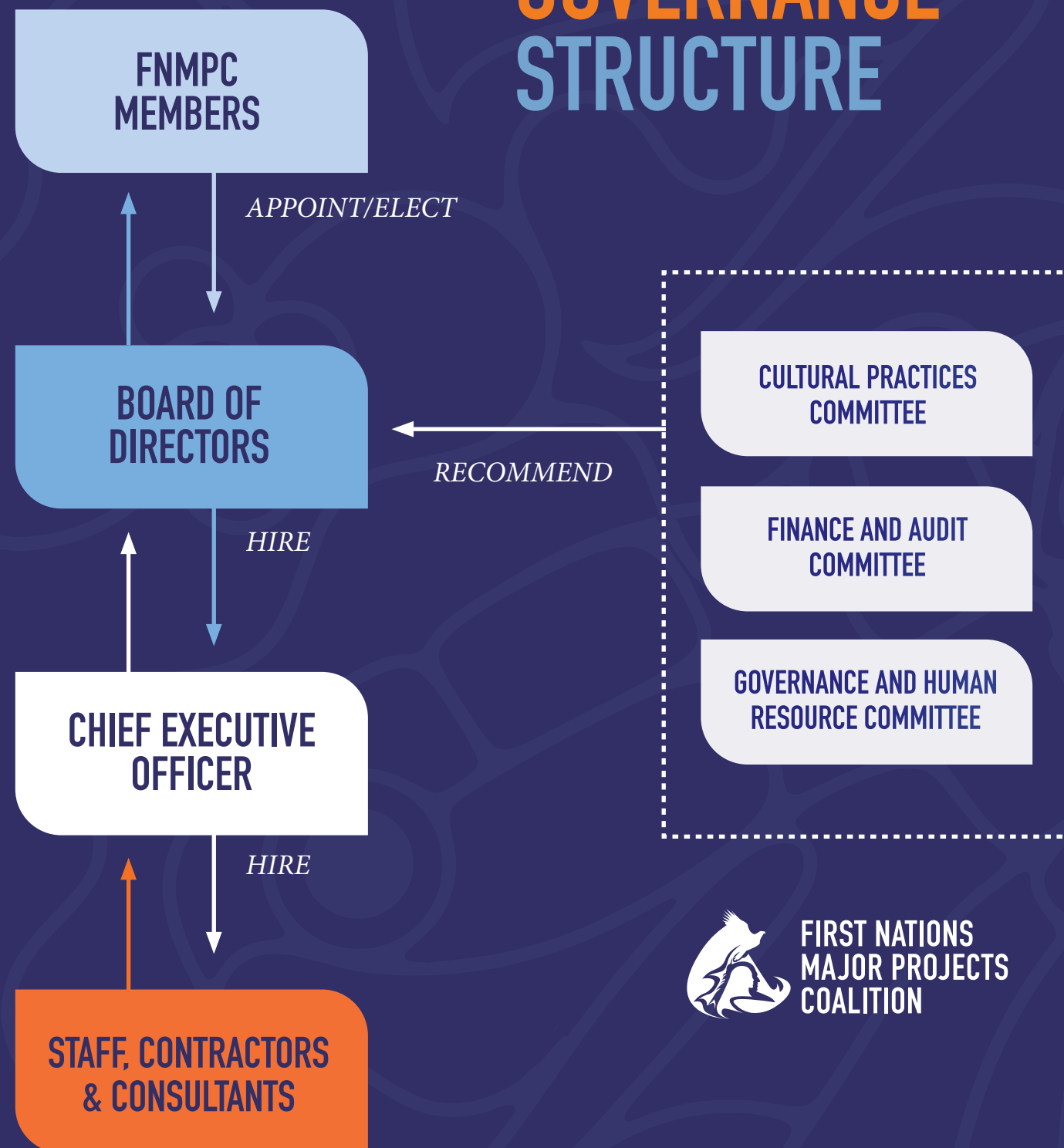
With any major project, a key indicator of success is self-determination through First Nations-designed and led standards and processes. Our Environmental Services Team supports FNMPC’s members to work towards First Nation-led and consent-based decision-making, cultural continuity, and long-term stewardship. We develop and share resources that provide First Nations with a set of tools to ensure cultural impacts and cumulative environmental impacts are assessed, mitigated, and where possible, avoided—in accordance with the Nation’s laws, methodologies and protocols.



POLICY AND THOUGHT LEADERSHIP

A core goal of FNMPC is to ensure that a transfer of knowledge occurs in the provision of services to its members, boosting internal capacity to consider the next opportunity. Our Policy and Thought Leadership Team responds to the interests and needs of our members by focusing on member-aligned research, opportunities for knowledge exchange, and strategic recommendations.

GOVERNANCE STRUCTURE



BYLAW & GOVERNANCE RENEWAL

Our organization has celebrated significant growth over a short period of time. Over the last decade, we have grown from just 11 members in British Columbia to over 170 First Nation members all across Canada. To welcome new members, we recently renewed our governance bylaws with an eye to strengthening our organization through current and future growth.

The bylaw renewal process began in 2023 and took the following steps:



The two main changes to our existing bylaws were:

- 1) Establishing a new Executive Chairperson position on FNMPc Board.
- 2) Restructuring FNMPc regional caucuses to balance representation across Canada.

The revised bylaws include transition provisions, set in place to guide FNMPc through the process of renewing our governance structure. We are pleased to share that both the establishment of an Executive Chairperson position on FNMPc Board and the transition to a new regional caucus structure have been successfully implemented.

WELCOMING OUR FIRST EXECUTIVE CHAIRPERSON



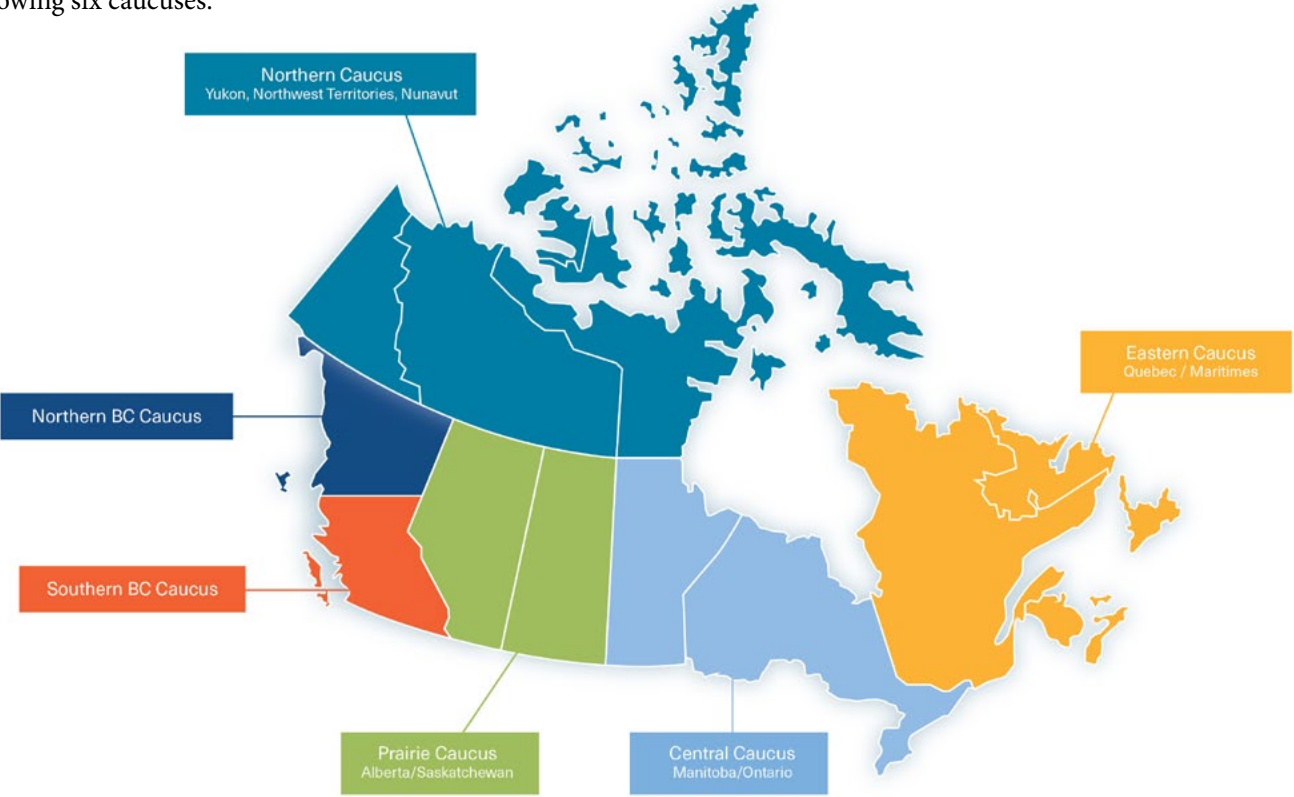
Although transitional provisions allowed FNMPc Board to directly appoint the first Executive Chairperson, FNMPc Board decided to invite FNMPc members to nominate candidates for this position.

Following consideration of candidates brought forward by our members, FNMPc Board appointed Sharleen Gale as our inaugural Executive Chairperson—a one-year term effective November 15, 2024, with potential term renewal of up to two years.

The Executive Chairperson serves as the primary spokesperson of FNMPc, and helps to strengthen relationships between FNMPc, our members, and other parties committed to the success of FNMPc.

OUR BOARD: REFLECTING FNMPC MEMBERSHIP

With a growing and distributed membership, it was important to ensure that FNMPC’s members from across Canada were well represented in our governance system. With this in mind, FNMPC’s regional structure was revised into the following six caucuses.



Under the renewed bylaws, each regional caucus now nominates a director to FNMPC Board. The new regional caucus structure will be set in place over a series of two director nomination periods, as follows, with each representative holding their position for a two-year period.

NOMINATION COMPLETE

Regional caucus representatives for FNMPC Board were nominated at our Annual General Meeting on November 28, 2024

- » Southern BC Caucus
- » Eastern Caucus
- » Central Caucus

UPCOMING NOMINATION

Regional caucus representatives for these regions will be voted in at the 2025 FNMPC Annual General Meeting on November 27, 2025.

- » Northern Caucus
- » Northern BC Caucus
- » Prairie Caucus

The new regional caucus structure ensures that all our members have a strong voice on FNMPC Board. We are grateful for the opportunity to serve members across Canada, from coast to coast to coast.

BOARD OF DIRECTORS

Our heartfelt gratitude goes to Chief Corrina Leween and Simo’git TsaBux (*Willie Blackwater*) as they move on from their positions on FNMPC Board. Both Corrina and Willie played a foundational role in bringing FNMPC vision to life. Long before the establishment of our board, they each volunteered their time as members of the original Steering Committee in 2015—helping set the direction and priorities that guide us to this day.

At our 2024 Annual General Meeting, surrounded by our members, industry partners, and FNMPC’s team, an honouring ceremony was held in recognition for their years of service. Their cultural wisdom, deep connection to First Nations peoples, and unwavering leadership have been invaluable to advancing our mission: empowering First Nations to lead, shape, and benefit from participation in major projects.



We thank Chief Corrina Leween and Simo’git TsaBux for their vision, commitment, and enduring contributions that will continue to guide our collective path forward.

Looking ahead, we are energized by new voices who have joined our board.

Congratulations to Jaqueline French, Chippewas of the Thames First Nation, and Dillon Johnson, Tla’amin Nation, on their board positions, as well as Andrew John, Miawpukek First Nation, on being elected as director representing the Eastern Caucus. With extensive leadership and experience across their Nations, we look forward to building on momentum that has steadily grown over the last ten years.

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

OUR CURRENT BOARD OF DIRECTORS ARE:

- » **SHARLEEN GALE** – Executive Chair of the Board of Directors, *Fort Nelson First Nation*
- » **CHIEF PRISCILLA MUELLER** - Member of the Board of Directors, *Saik’uz First Nation*
- » **DARRELL BEAULIEU** - Member of the Board of Directors, *Denendeh Development Corporation*
- » **JOE BEVAN**- Member of the Board of Directors, *Kitselas First Nation*
- » **ANDREW JOHN**- Member of the Board of Directors, *Miawpukek First Nation*
- » **DILLON JOHNSON** - Member of the Board of Directors, *Tla’amin Nation*
- » **JACQUELINE FRENCH** - Member of the Board of Directors, *Chippewas of the Thames First Nation*

BOARD COMMITTEES

FNMPC Board is empowered under the bylaws to create board committees. These 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 board meetings.

GOVERNANCE AND HUMAN RESOURCE COMMITTEE

Committee Members: Jacqueline French (Chair), Sharleen Gale, Joe Bevan, and Andrew John

Established in 2023, this committee provides board level guidance on matters relating to governance and human resourcing that are significant to FNMPC.

FINANCE AND AUDIT COMMITTEE

Committee Members: Joe Bevan (Chair), Darrell Beaulieu, Dillon Johnson, and Andrew John

This committee provides extra financial oversight to the budgetary needs of FNMPC, including regular financial statement reviews, budget and audit planning, contracting and procurement process reviews, and other financial matters.

CULTURAL PRACTICES COMMITTEE

Committee Members: Jacqueline French (Chair), Sharleen Gale, and Chief Priscilla Mueller

Our members believe that informed business decisions are best grounded in and guided by First Nation cultural values. Established in 2021, this committee provides board level guidance to ensure the culture of FNMPC’s members is appropriately incorporated into the mission of the organization.

OUR 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.

- » **MARK PODLASLY** - Chief Executive Officer, *Nlaka’pamux Nation*
- » **ANGEL RANSOM** - Senior Vice President of Environmental Services, *Nak’azdli Whut’en*
- » **BARRY VICKERS** - Senior Vice President of Project Development, *Saik’uz First Nation*
- » **ASHLEY HARDILL** - Senior Vice President of Operations
- » **LUTICIA MILLER** - Vice President of Project Development, *Cree-Métis*
- » **SHAUN FANTAUZZO** - Vice President of Policy
- » **DR. SUE VON DER PORTEN** - Vice President of Clean Energy Strategy
- » **SCOTT CAVAN** - Vice President of Member and External Relations, *Mohawk – Six Nations of the Grand River*
- » **JESSE MCCORMICK** - Senior Vice President of Research, Innovation, and Legal Affairs, *Chippewas of the Thames First Nation*

TECHNICAL SUPPORT TEAM

- | | |
|---|---|
| » ARIANNA FITCHET - Executive Assistant | » DAN GEORGE – Facilitation, Four Directions Management Services, <i>We’tsuwet’en First Nation</i> |
| » FELICITY ROSE CHITTY - Manager of Environmental Services, <i>Alderville First Nation</i> | » MELODY LEPINE, KEITH SCOTT - Firelight Group |
| » STEVE SADDLEBACK - Senior Advisor, External Relations, <i>Samson Cree Nation</i> | » BETTY PATRICK - Indigenous Advisor, <i>Lake Babine Nation</i> |
| » SAGA WILLIAMS - Senior Advisor, External Relations, <i>Curve Lake First Nation</i> | » ALBERTINA (TINA) ERICKSON - Indigenous Advisor, <i>Nak’azdli Whut’en</i> |
| » THERESA TAIT-DAY - Senior Advisor, <i>We’tsuwet’en Hereditary Chief</i> | » MELANIE PENG, KEELIN LU, EVA O’LEARY - Sedgwick Strategies |
| » JANELLE NAHANEE - Executive Support and Cultural Affairs, <i>Skwxwu7mesh Nation</i> | » SABRINA ROY, GRETCHEN NEWMAN - Fluid Events |
| » IVA JULES - Land Management Services, <i>Adams Lake Indian Band</i> | » JANE WISENER - Jane & Co. |
| » DAVID LUGGI - Projects Advisor, <i>Stellat’en First Nation</i> | » SCOTT SMITH - Aird & Berlis LLP |
| » HOWARD CAMPBELL - Strategic Advisor, <i>Tk’emlups te Secwepemc</i> | » VALERIE HELBRONNER - Torys LLP |
| | » JP GLADU , Strategic Advisor, <i>Bingwi Neyaashi Anishinaabek</i> |
| | » STEPHEN LIDINGTON - Colliers Project Leaders |



5-YEAR STRATEGIC PLAN

Our Five-Year Strategic Plan (2022 to 2027) was released in fall of 2021. This plan was developed through engagement with membership to ensure the needs of FNMPC's members continue to be reflected accurately in the organization's mission, goals, and objectives. With this roadmap firmly in place, the strategic direction of the organization has a clear path through to the end of 2027.

The plan 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's management is responsible for implementing the Strategic Plan's goals through yearly operational plans. FNMPC's Board 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 our Annual General Meeting.



OUR 2025 ACTIVITIES

Backed by purpose and collaborative leadership, our annual activities represent how long-term vision can turn into reality, one year at a time.

BUILDING STRATEGIC CONNECTIONS

ADDRESSES STRATEGIC GOALS

- 1 SUPPORTING OUR MEMBERS
- 4 ADDRESSING OUR INTERNAL CAPACITY
- 6 CONVENING FIRST NATIONS, GOVERNMENT, AND THE PRIVATE SECTOR

FNMPC ADVISORY CENTRE

In 2021, our members supported the establishment of an Advisory Centre—a means for FNMPC to generate own-source revenue. The Advisory Centre is a separate for-profit arm of FNMPC, a not-for-profit organization.

The Advisory Centre is an Indigenous, client-focused professional consulting practice wholly owned by FNMPC. Our main priority is to connect our services with tangible outcomes for our clients. The proceeds from our consulting services help generate revenue to fund the service needs of our First Nations members across Canada.

Our work is grounded in Indigenous knowledge systems and contemporary insights. This foundation informs how we navigate the complexities of today’s economic landscape, shaping business strategies that meaningfully include Indigenous participation and offering trusted guidance toward clear, achievable pathways to economic reconciliation.



To learn more, visit: <https://www.fnmpracadvisory.com/services>



SUSTAINING PARTNERS PROGRAM

In 2021, we launched FNMPC Sustaining Partners Program. We continue to maintain and grow these partnerships—to this day.

The Sustaining Partners Program provides corporate partners with an exclusive relationship with FNMPC that is focused on advancing progressive Indigenous business initiatives. This program has strengthened FNMPC's ability to connect our 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 our members.

We would like to recognize our Sustaining Partners:



To ensure the program's objectives do not conflict with the priorities of our membership, FNMPC controls the program's parameters. Membership into this program is by invitation-only, on a sector-exclusive basis.

The Sustaining Partners Program is an example of how, together, FNMPC and its Sustaining Partners are advancing the Truth and Reconciliation Commission's Call to Action #92, and strengthening the resolve to advance economic reconciliation with Indigenous Nations across Canada.

In 2024-2025, we appointed a staff member to dedicate more time and energy to this program, and we have moved to standardize benefits to Sustaining Partners arising through participation. We continue to work with our valued Sustaining Partners to bring unique opportunities to FNMPC members through education, outreach, and support.

MEMBER OUTREACH & ENGAGEMENT

As our membership grows, so too does our need to communicate with and for member Nations all across the country. To support this, we developed a member-driven communications and awareness plan, designed to ensure all communication efforts are strategic, targeted and effective.

Guided by this plan, we have been able to significantly increase FNMPC's public visibility and boost our engagement with existing and prospective members in Central, Northern and Eastern Canada.



INVESTING IN INTERNAL COMMUNICATIONS.

To strengthen connections with our national membership, we provided timely updates on legislative and policy issues. Member feedback was also collected through surveys and webinars—allowing us to better engage with and disseminate important updates and information to both members and external partners.



REGIONAL TOURS.

To further engage our members, we completed a regional tour of the eastern provinces, visiting communities to learn and provide in-person updates on FNMPC's activities.



HOSTING ROUNDTABLE WORKSHOPS.

By delivering a roundtable workshop in Prince George with members from across central British Columbia, we were able to learn from, listen to, and share updates with our northern BC members.



PARTICIPATING IN COMMUNITY.

Joining and participating in cultural celebrations and powwows was an important way for us to stay connected on the ground.

We will be building on these member-focused activities as we move into the new year.



170+

First Nation Members

from across Turtle Island



 FNMPC MEMBER*

*Marker denotes: an Indian Act Band, Hereditary Chief(s), Tribal Council, First Nation owned Development Corporation

BRITISH COLUMBIA

- » AFN Enterprises GP
- » Anspayaxw (Kispiox) Band Council
- » Binche Keyoh Development Corporation
- » Chee Xial Taaiixou (Hereditary Chief Roy Jones Jr.)
- » Cheslatta Carrier
- » Cooks Ferry Indian Band
- » Fort Nelson First Nation
- » Gitanyow Band Council
- » Gitga'at Development Corporation
- » Gitsegukla First Nation
- » Gitsxan Government Commission
- » Gitsegukla Chiefs - (2)
- » Gitwangak First Nation (Kitwanga)
- » Gitxaala Nation
- » Gitsxan Laxyip (Babine Watershed)
- » Gitsxan Laxyip (Kispiox Watershed)
- » Gitsxan Laxyip (Mid Skeena Watershed)
- » Gitsxan Laxyip (Sustut Watershed)
- » Gitsxan Laxyip (Upper Nass Watershed)
- » Gitsxan Laxyip (Upper Skeena Watershed)
- » High Bar First Nation
- » Homalco Business Group
- » House of Delgamuukw
- » House of Gitxoon
- » Kaska Dene Council
- » Kitselas First Nation
- » Kitsumkalum Band
- » Kwadacha
- » k'ik'w'əłəm (Kwkwetlem) First Nation
- » Lake Babine Nation
- » Lax Kw'alaams First Nation
- » Lheidli T'enneh First Nation
- » Lhtako Dene
- » Lil'wat Nation
- » Lower Nicola Indian Band
- » Lytton First Nations Economic Development Corp.
- » Malahat First Nation
- » Nadleh Whut'en
- » Nak'azdli Whut'en
- » Nazko First Nation
- » Nee Tahi Buhn
- » Neskonlith Indian Band
- » Nooaitch Indian Band
- » Nuxalk Nation
- » Okanagan Indian Band
- » Pacheedaht First Nation
- » Prophet River First Nation
- » Saik'uz First Nation
- » Saulteau First Nations
- » Shackan Indian Band
- » Simpcw First Nation
- » Skin T'ye
- » Songhees Dev Corp
- » St'át'imc government services
- » Stellat'en First Nation
- » Suskwa (8 Chiefs)
- » Takla Lake First Nation
- » Tiićma Management Services LP
- » Tk'emlups First Nation
- » Tla'amin Nation
- » Tsideldel First Nation
- » Ts'il Kaz Koh (Burns Lake Indian Band)
- » Wei Wai Kum First Nation
- » Wet'suwet'en First Nation
- » Wet'suwet'en Matrilineal Coalition (5 Chiefs)

- » Williams Lake First Nation
- » Wilp Haijimsxw
- » Wilps Miluulak
- » Wilps Tsa Bux
- » Witset
- » Xat'sull Development Corporation
- » Xaxli'p First Nation
- » Yekooche First Nation

YUKON

- » Carcross/Tagish Group of Companies
- » Carmacks Development Corporation
- » Da Daghay Development Corporation
- » Kluane Dana Shaw LP
- » Nacho Nyak Dun Development Corporation
- » Sha Shāw Corporation

ALBERTA

- » Chipewyan Prairie First Nation
- » Cold Lake First Nations
- » Fort McKay
- » Heart Lake First Nation
- » KTC Investments Corporation
- » Papaschase
- » Samson Cree

SASKATCHEWAN

- » Big Island Lake Cree Nation
- » Cowessess Ventures Ltd.
- » Des Nedhe Development Corporation
- » English River First Nation
- » Kitsaki Management Corporation
- » Moosomin First Nation
- » Muskowekwan First Nation
- » Peter Ballantyne Group of Companies
- » Thunder Developments LP
- » Thunderchild First Nation

MANITOBA

- » Bunibonbee First Nation
- » Fox Lake Cree Nation
- » Manitoba Uske
- » Marcel Colomb First Nation
- » Norway House Cree Nation
- » Pinaymootang First Nation

ONTARIO

- » Aamjiwnaang First Nation
- » Algonquins of Pikwakanagan First Nation
- » Animbiigoo Zaagi'igan Anishinaabek
- » Atikameksheng Anishnawbek
- » Bingwi Neyaashi Anishinaabek
- » Chippewas of the Thames First Nation
- » Curve Lake First Nation
- » Hiawatha First Nation
- » Lac des Mille Lacs First Nation
- » Lac Seul First Nation
- » Matawa First Nations Management
- » Minodahmun Development LP
- » Minogi Corp.
- » Munsee Delaware First Nation
- » Red Rock Indian Band
- » Rocky Bay First Nation
- » Sagamok Anishnawbek

- » Serpent River First Nation Limited Partnership
- » Taykwa Tagamou First Nation
- » Wabigoon Lake Ojibway Nation
- » Wahnapiatae First Nation
- » Whitefish River First Nation

QUEBEC

- » Innu Takuaikan Uashat Mak Mani-Utenam (ITUM)
- » Mi'gmawei Mawiomni Business Corporation
- » Nation Wendat
- » W8banaki Nation

NORTHWEST TERRITORIES

- » Acho Dene Koe First Nation
- » Aklavik Indian Band
- » Behchoko
- » Behdzi Ahda First Nation Band
- » Deh Gah Got'ie First Nation
- » Deline Got'ine Government
- » Denendeh Development Corporation
- » Deninu Kųę First Nation
- » Det'on Cho Managment LP
- » Gameti Community Government
- » Gwichya Gwich'in Band
- » Inuvik Native Band
- » K'asho Got'ine Charter Community Council
- » K'at'l'odeeche First Nation
- » Ka'a'gee Tu First Nation
- » Liidlil Kue First Nation
- » Lutsel'k'e Dene Band
- » Nahanni Butte Dene Band
- » Nogha Enterprises Ltd.
- » Pehdzeh Ki First Nation
- » Salt River First Nation #195
- » Sambaa K'e First Nation
- » Smiths Landing First Nation #196
- » Teed'it Gwich'in Council
- » Tlicho Investment Corporation
- » Tthets'ėhk'edėli (Jean Marie River First Nation)
- » Tulita Dene Band
- » Wekwee'ti Community Government
- » West Point First Nations
- » Whati Community Government
- » Yellowknives Dene First Nation (Dettah)
- » Yellowknives Dene First Nation (Ndilo)

NOVA SCOTIA

- » Bayside Corporate
- » Glooscap Ventures
- » Millbrook First Nation
- » Paqtnkek First Nation

PRINCE EDWARD ISLAND

- » Lennox Island First Nation

NEW BRUNSWICK

- » Natoaganeg (Eel Ground First Nation)
- » North Shore Mi'kmaq Tribal Council
- » Pabineau First Nation

NEWFOUNDLAND AND LABRADOR

- » Miawpukek First Nation

Orange represents new members

ANNUAL GENERAL MEETING

In 2024, we moved our AGM to a fully online platform. This decision allowed us to bring our Nation members together in one venue, to collectively address key objectives and foster collaboration amongst FNMPC's member Nations.



Over two days in Canada’s financial hub, nearly 1,800 leaders from Indigenous Nations, business, and government gathered for our 2025 annual conference.

This year’s theme “Valuing Reconciliation in Global Markets” was set at the end of the 2024 conference. At that time, we were reflecting on the growing role of Indigenous Nations in global supply chains—networks that often begin on our traditional lands and extend to industrial centers and markets around the world.

This conference proved to be beyond just about dialogue. It was about execution. Delegates came to build relationships, close deals, and advance major projects. With capital markets watching and global investors present, the message was unmistakable: Indigenous inclusion accelerates certainty, reduces risk, and unlocks new markets.





THANK YOU TO OUR GENEROUS SPONSORS

TITLE SPONSOR



LEADERS' RECEPTION



SUSTAINING PARTNERS' DINNER



OPENING NIGHT RECEPTION



DAY 1 LUNCH SPONSOR



DAY 2 LUNCH SPONSOR



REGISTRATION SPONSOR



KEYNOTE SPONSOR



NETWORKING LOUNGE



MEMBERS LOUNGE



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SUSTAINING PARTNERS



OFFICIAL AIRLINE



NETWORKING BREAK DAY 1



NETWORKING BREAK DAY 2



LANYARD SPONSOR



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The VRGM conference primer guide dives deep into the partnerships, perspectives, and principles behind this year's powerful lineup of keynotes and panels.

[Download the 2025 primer here.](#)

ENVIRONMENTAL SERVICES

ADDRESSES STRATEGIC GOALS

- 1 SUPPORTING OUR MEMBERS
- 3 EXPANDING OUR SERVICE OFFERINGS
- 5 ADVANCING PROJECTS AND INFLUENCING PUBLIC POLICY

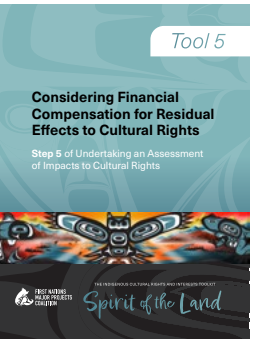
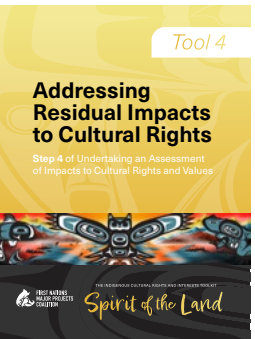
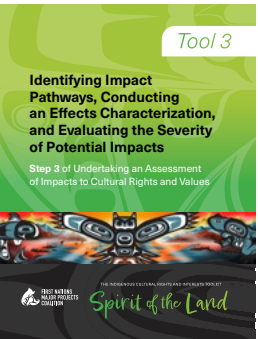
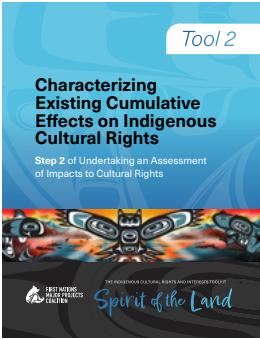
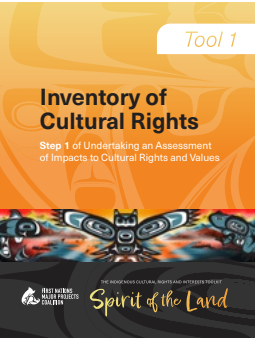
SPIRIT OF THE LAND PROJECT SPECIAL FEATURE



Spirit of the Land

Over the past year, FNMPC—in collaboration with First Nation partners including Nadleh Whut'en, Saik'uz, Stelat'en, Lheidli T'enneh, and the Anishinabek Nation—made significant progress on the *Spirit of the Land Cultural Rights and Interests Toolkit*.

This five-part toolkit provides First Nation communities with a culturally grounded, flexible, and practical framework to assess cumulative impacts from major projects on First Nation cultural rights. It supports First Nation-led, consent-based decision-making, cultural continuity, and long-term stewardship.



To learn more about the *Spirit of the Land Toolkit*, [click here](#).

RESULTS ACHIEVED



TOOLKIT LAUNCH.

The Toolkit was publicly launched at our annual conference in April 2024, reaching over 11,000 people through in-person and virtual events.



NATIONAL AND INTERNATIONAL EXPOSURE.

Throughout 2024, the Toolkit was presented nationally and internationally, including at major forums such as the IAIA24 in Dublin, the Atlantic Indigenous-Led Energy Symposium in New Brunswick, and Traditional Landowners in Adelaide (Tarndanya).



WORKSHOPS AND COMMUNITY MEETINGS.

In 2024–2025, methodology workshops were delivered in partnership with the Nechako Nations and the Anishinabek Nation. The workshops featured dialogues on cumulative impacts, cultural inventories, and the current state of cultural conditions. Outcomes were documented in a report summarizing key themes and recommendations.



STRONG SUPPORT AND UPTAKE.

Workshops and community meetings with project partners and member Nations demonstrated strong interest and early adoption of the Toolkit in Indigenous-led assessment processes.



NEW RESOURCE DEVELOPMENT.

Vital feedback into the Toolkit's content was gleaned through workshops and community meetings. These insights are informing the development of a practical *Spirit of the Land Implementation Guide*.



REAL-TIME CASE STUDIES.

The Toolkit team also advanced a real-time case study in collaboration with the Nechako Nations, applying the Toolkit to a proposed major project as part of a Yinka Dene-led Review. This case study is informing the now underway implementation guide and demonstrating the practical value of the Toolkit's approach.

LOOKING AHEAD

We are currently preparing for the release of two new documents:

- » *Spirit of the Land Backgrounder (Version 2, formerly the Toolkit)*
- » *Spirit of the Land Implementation Guide*

Each of these new resources will be supported by a media plan and a targeted communications campaign. These resources aim to elevate awareness of First Nation cultural rights, enhance policy discussions, and foster collaborative, respectful engagement between First Nations, government, and industry stakeholders.

The entire project surrounding the *Spirit of the Land Toolkit* exemplifies First Nation leadership in impact assessment, and offers a values-based pathway to advance reconciliation, resilience, and the protection of cultural heritage in the face of ongoing development pressures.

IMPACT ASSESSMENT CAPACITY DEVELOPMENT

Over the past year, FNMPC advanced its First Nations Impact Assessment Capacity Development (FNIACD) initiatives with funding from the Impact Assessment Agency of Canada’s Indigenous Capacity Support Program.

Through this work, we can continue supporting Indigenous Nations in asserting their stewardship responsibilities and rights through tools, training, and guidance rooted in Indigenous worldviews.

RESULTS ACHIEVED



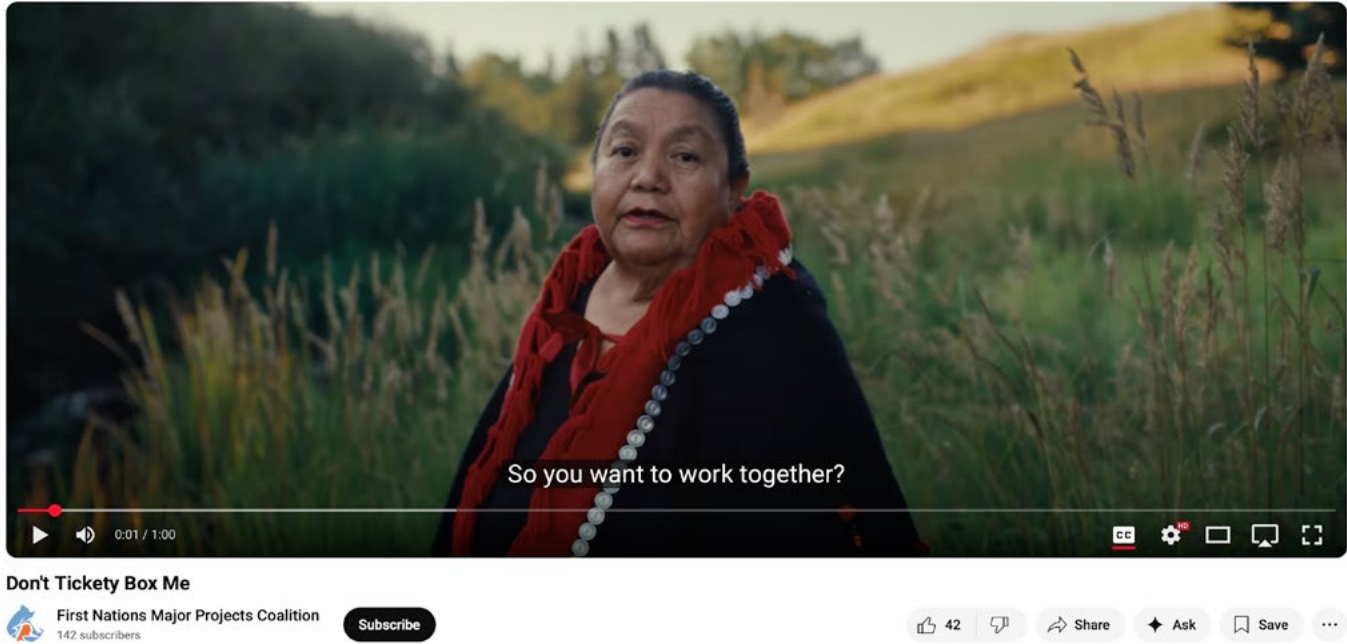
TRAINING & WORKSHOPS.

In March 2025, FNMPC delivered its *Impact Assessment (AI) 201* workshop, designed to build capacity for meaningful Indigenous participation in major project reviews. The session focused on Indigenous-led approaches to impact assessment and post-IA monitoring, and featured practical modules and governance tools to support sustainability, rights protection and long-term oversight.



AWARENESS THROUGH STORYTELLING.

To deepen public understanding, FNMPC commissioned the short story film *Don’t Tickety Box Me*. This video conveys a unified message from First Nations: development is welcome, but only on the basis of relationship over revenue. The film will be released with a national media strategy targeting key audiences in government, industry, and Indigenous communities.

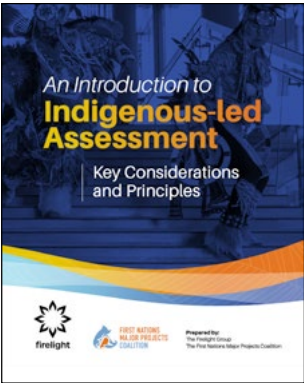


To view on YouTube, [click here](#).



RESEARCH & GUIDANCE DEVELOPMENT.

FNMPC, in partnership with The Firelight Group, has drafted an outline for a new guide titled *An Introduction to Indigenous-Led Assessment: Key Considerations and Guidance for Indigenous Communities*. This resource will offer practical strategies for Nations designing and conducting their own assessments, from scoping and community engagement to decision-making and implementation.



TECHNICAL ADVISORY SUPPORT.

FNMPC re-engaged two Indigenous Environmental Technical Advisors—Betty Patrick (Lake Babine Nation) and Albertina Erickson (Nak’azdli Whut’en)—to provide community-grounded insight on workshops, guidance materials, and regulatory initiatives. Their expertise strengthens the technical foundation of the Environmental Stewardship Technical Team (ESTT).



STAFFING & CAPACITY GROWTH.

To enhance delivery of environmental services, FNMPC initiated recruitment for two critical positions: Vice President of Environmental Services and Manager of Environmental Services. These roles will bolster internal coordination, provide technical leadership, and ensure sustained support for members navigating complex regulatory landscapes.

Collectively, these accomplishments reflect FNMPC’s commitment to empowering First Nations with the knowledge, tools and support necessary to lead their own impact assessments, protect their rights, and shape the future of development in their territories.

ENVIRONMENTAL REGULATORY SUPPORT TO MEMBERS

FNMPC continues to provide targeted support to members during early planning for the assessment or review of major projects. This includes technical expertise for process design, community readiness, and regulatory review phases—demonstrating our practical, Nation-driven approach to capacity development.

We are currently supporting a First Nation-led review of a proposed transmission line in northern B.C., grounded in Indigenous law and focused on assessing potential adverse impacts on their title, rights, culture, and way of life. Unlike conventional environmental assessments, this First Nations-led process is focused on establishing the factual basis for determining whether the project may cause unjustified infringement on First Nation rights. The assessment is structured to support Indigenous decision-making, and negotiations.

RESULTS ACHIEVED

- 

PROCESS DESIGN & TECHNICAL COORDINATION.

Our team is helping the Nations coordinate consultants and internal technical teams to co-develop an assessment approach that is legally sound and community-informed. This includes planning for engagement, reporting, and verification at all key stages.
- 

METHODOLOGY DEVELOPMENT.

The assessment methodology builds on the *Spirit of the Land Toolkit* (see page 44) and supports its future implementation guide. It includes planning, identifying valued components, measuring cumulative effects, evaluating risks to biodiversity and assessing the state of Indigenous land use and cultural continuity.
- 

REGULATORY AND STRATEGIC SUPPORT.

Our team provides guidance on project scoping, integration with government processes, and negotiation of funding agreements. The process also includes technical analysis of the projects’ potential contributions to cumulative effects and impacts on Indigenous land, rights, and key cultural indicators like fish, moose, water, and forest health.
- 

CULTURAL AND ECOLOGICAL RISK ASSESSMENT.

Using geographic information system and expert ecological input, our teams are supporting the Nation’s baseline assessments of ecosystem health, cultural landscape integrity, and threats to Indigenous ways of life. Historical and legacy impacts are being documented to contextualize current conditions and inform impact pathways.
- 

CONSENT-BASED DECISION SUPPORT.

The product will be an assessment report—including plain-language summaries and confidential appendices—that will assist the Nations in evaluating their position on the project, identifying required accommodations, and guiding next steps in governance, mitigation, and legal strategy.

Our role in this effort exemplifies our commitment to advancing First Nation-led assessment models that reflect the values, priorities, and legal rights of First Nations. The work also serves as a case study for developing actionable tools and resources to be shared with other Indigenous communities across Canada.

ADVANCING MAJOR PROJECTS

ADDRESSES STRATEGIC GOALS

- 1

SUPPORTING OUR MEMBERS
- 3

EXPANDING OUR SERVICE OFFERINGS
- 5

ADVANCING PROJECTS AND INFLUENCING PUBLIC POLICY

Supporting FNMPC’s member Nations to advance major projects has always been a core service we offer. This type of support addresses capacity challenges faced by many First Nations, and enables our members to fully capitalize on project opportunities.



PROJECT DEVELOPMENT

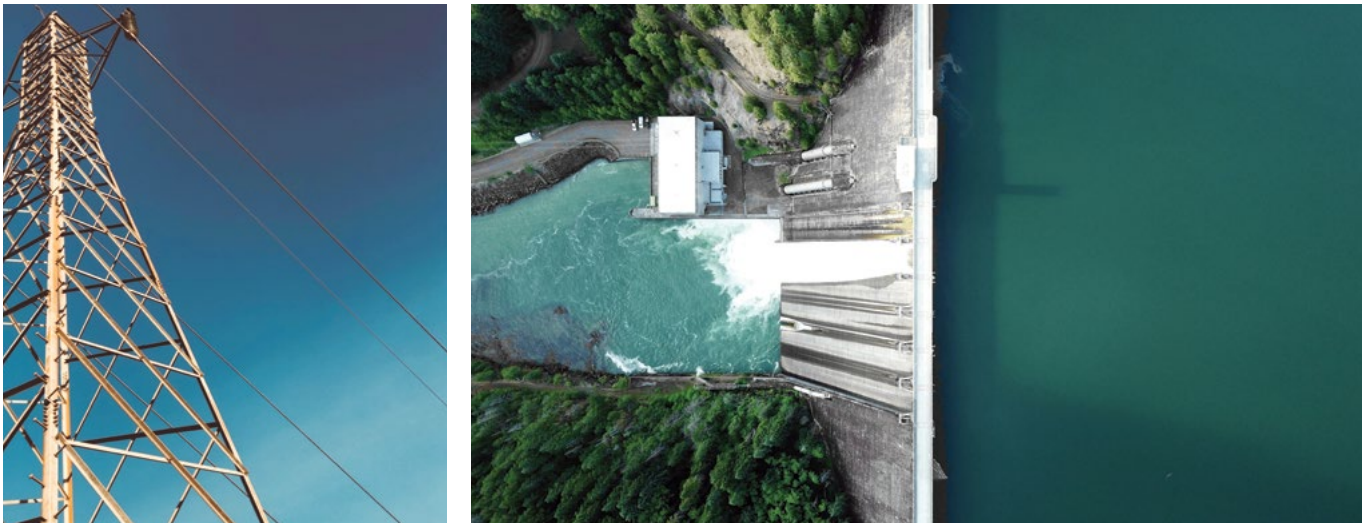
Although the services we provide to our members are varied, our role is always to promote informed decision-making and active participation in project equity opportunities. Ultimately, we want to assist our members in securing the most definitive consent for projects of interest.

OUR PROJECT DEVELOPMENT TEAM OFFERS THE FOLLOWING SUPPORT:

- » 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 the government
- » Guidance over the Indigenous-led environmental review process
- » Facilitation, coordination, and administrative support
- » Negotiations assistance


Our work to advance major projects now extends beyond traditional resource sectors. Increasingly, we support members in commercial real estate, urban economic development, wind and hydro energy, and land-related processes such as Additions to Reserve. These expanded services reflect a strategic response to the evolving needs and opportunities identified by our members. Additionally, we have grown our team regionally in central and eastern Canada providing more localized support for our members and their project engagements.

By supporting First Nations’ equity participation in regulated infrastructure projects and leading Indigenous-led environmental reviews, the Project Development Team is actively influencing how major projects are structured and governed. Our involvement ensures that Indigenous rights, economic interests, and community priorities are embed in the policy and implementation frameworks that shape Canada’s energy and infrastructure landscape.



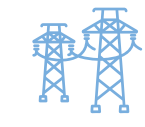
Enabling First Nations Equity and Partnership in Major Projects

The following descriptions highlight our practical role in building capacity, securing equity, and supporting long-term economic self-determination across diverse regions and sectors. Each project reflects our commitment to strengthening Indigenous participation, expanding the scope of our services, and ensuring that Indigenous voices are actively shaping the future of major infrastructure and clean energy initiatives.




LARGE SCALE LINEAR ASSETS

We continue to support a consortium of First Nations as they advance equity participation in a large scale linear asset conveying critical energy sources to global markets. Our Project Development Team has also been instrumental in coordinating the financing strategy on behalf of the Nations and is providing guidance as project governance activities are increasing in frequency.




RATE REGULATED TRANSMISSION LINES

We are actively supporting separate groups as they advance equity ownership in rate-regulated, critical electricity transmission infrastructure. By providing advisory services related to equity structuring, economic opportunity, and a grassroots-developed Indigenous-led environmental review process, we are supporting the First Nations to play a leading role in the clean energy future.




HYDROPOWER

A major hydropower project is advancing in partnership with a Limited Partnership of several First Nations, supported by FNMPC. Our team is coordinating the work and providing ongoing support that includes strategic discussions with the project proponent and securing funding.



WIND ENERGY

Several wind projects advancing towards construction with First Nations partnership received our support through commercial and environmental advisory services. Our team has been engaged in the early stages of structuring the project to maximize community ownership and secure long-term benefits while positioning the First Nations as owners in major clean energy initiatives.



REAL ESTATE ACQUISITION

We have received a request to aid in acquiring a major commercial real estate opportunity. Our support includes helping to prepare the necessary negotiation protocols, support in structuring a consortium of First Nations and, potentially, facilitating the Additions to Reserve (ATR) process. This work reflects our expanding service offerings beyond resource projects into urban economic development.

MEMBER
PROJECT
SUPPORT
REQUESTS

FNMPC is currently providing support for 21 major projects, each with a First Nations equity investment component and a portfolio exceeding a combined total capital cost of over \$45 billion.

BREAKDOWN OF PROJECTS BY CATEGORY

- 4 – Electrification

11 – Energy

1 – Hydrogen
- 1 – Commercial Acquisition

3 – Critical Minerals

1 – Real Estate Development

PROJECT NAME	LOCATION	PROJECT TYPE
Confidential Linear Asset Acquisition	YT	Commercial Acquisition
Confidential Solar Energy Generation	BC	Energy
Confidential Transmission and Generation	YT	Electrification
Critical Mineral Project (Lithium)	ON	Critical Minerals/Mining
Transmission Line Project	BC	Electrification
Critical Minerals Opportunity (Copper- Gold)	BC	Critical Minerals/Mining
Confidential Wind Electricity Generation Project	BC	Energy
Indigenous Economic Option on CCUS Project	AB	Energy
Confidential Critical Minerals Opportunity (Copper)	BC	Critical Minerals/Mining
Confidential Linear Asset Acquisition	BC	Energy
Confidential Commercial Real Estate Acquisition	ON	Real Estate Development
Tla'amin Tisk'wat Opportunity	BC	Energy
North Coast Transmission Project	BC	Electrification
Hydrogen Development Project	NL	Hydrogen
LNG Newfoundland and Labrador	NL	Energy
Tu-deh-kah Geothermal	BC	Energy
Hydro One Transmission Line Equity Option and Build out (50%)	ON	Electrification
Netoo Hydropower Project	BC	Energy
Talston Hydropower Expansion Project	NT	Energy
Confidential Wind Electricity Generation Project	NS	Energy
Coastal Gaslink Equity Option (10%)	BC	Energy

PUBLIC POLICY AND RESEARCH

ADDRESSES STRATEGIC GOALS

- 1

SUPPORTING OUR MEMBERS
- 5

ADVANCING PROJECTS AND INFLUENCING PUBLIC POLICY
- 6

CONVENING FIRST NATIONS, GOVERNMENT, AND THE PRIVATE SECTOR

CLEAN ENERGY PROJECT TYPES & OPPORTUNITIES

FNMPC released a primer on clean energy in September 2024 to support First Nations in evaluating and advancing opportunities in the clean energy economy.

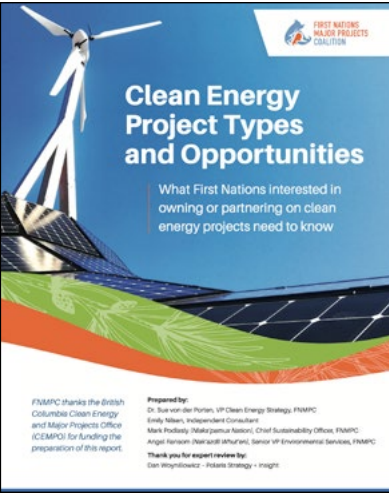
The Primer provides a comprehensive overview of Canada’s current and future energy mix, noting that nearly 60 percent of national electricity generation already comes from hydroelectric power, with growing contributions from wind, solar, biomass, and nuclear.

Looking ahead to 2050, Canada’s electrification ambitions will require activities across many sectors, large-scale deployment of renewables, expanded use of hydrogen and biofuels, investment in small modular reactors, and a doubling or tripling of transmission capacity. This Primer emphasizes that First Nations are already significant players in this transition, ranking third in clean energy ownership behind governments and utilities, and underscores that First Nation leadership will be central to achieving national climate and energy goals.

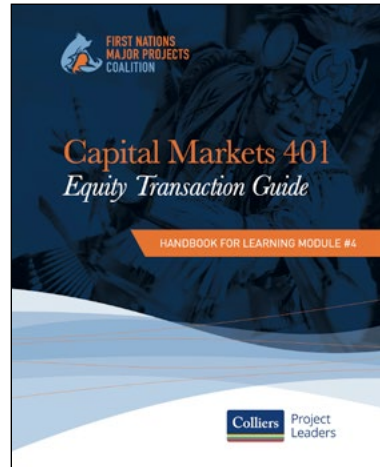
Beyond technology descriptions, the Primer is designed as a practical planning tool for communities. It outlines considerations for aligning project development with local values, assessing technology maturity, structuring ownership and benefit-sharing models, securing financing through own-source revenues, loans, or government programs, and ensuring that employment, procurement, and training opportunities flow to community members. It also highlights risks—such as regulatory uncertainty, market dynamics, and environmental impacts—that must be carefully managed. By mapping both established technologies like hydro, solar, and onshore wind, and emerging opportunities including offshore wind, tidal, hydrogen, and advanced nuclear, the Primer equips First Nations with the knowledge to make informed and strategic decisions. It links to FNMPC’s other resources, including guidance on regulated electricity markets and the [National Indigenous Electrification Strategy](#), reinforcing a broader effort to position First Nations as full partners in clean energy development.

To support the release of this Primer, FNMPC hosted a webinar with its members, as well as industry and government representatives, which was attended by nearly 150 individuals.

To read this primer, [click here](#).



CAPITAL MARKETS 401 MODULE



In October 2024, FNMPC—with support from Colliers Project Leaders—released its [Capital Markets 401: Equity Transaction Guide](#) as the last part of its capital markets learning module series.

This guide provides a detailed overview of the equity purchase process for major projects, focusing on the model most frequently used by First Nations: the Equity Option Agreement. Under this approach, First Nations secure the right to purchase equity at the project's commercial operation date, thereby avoiding exposure to construction and design risks while retaining the opportunity to share in long-term returns. The guide explains each step of the process, from initial engagement and term sheet negotiation, through the execution of definitive agreements and raising capital to ownership roles and responsibilities.

The guide also outlines how First Nations can engage with commercial lenders to finance their equity stake, including the role of loan guarantees, security and covenants, and different repayment structures. It highlights the importance of strong governance arrangements, clear communication, and independent legal and financial advice throughout negotiations. By mapping out risks such as cost overruns, misaligned expectations, and capital call obligations, the guide equips First Nations with practical strategies to protect their interests. Together with earlier modules on project finance, structuring, and governance, this guide strengthens First Nations' capacity to participate as equity owners in major resource and infrastructure projects, ensuring that economic reconciliation translates into tangible long-term benefits for their communities.

To support the release of this resource, FNMPC presented to members in Prince George and facilitated a roundtable discussion to respond to member questions. To access this guide, [click here](#).

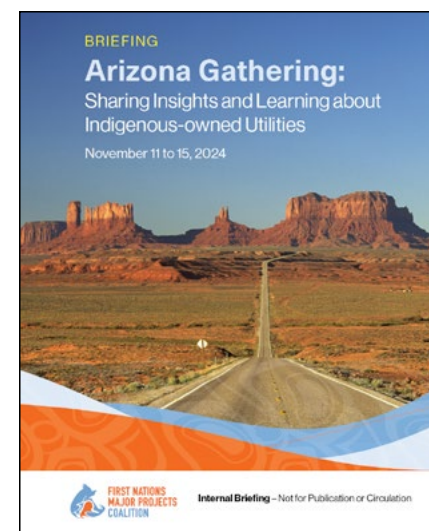
INDIGENOUS UTILITIES PAPER

INDIGENOUS UTILITIES GATHERING IN ARIZONA

From November 11 to 15, 2024, FNMPC staff and BC-based FNMPC members interested in forming utilities journeyed to Arizona. The purpose of this trip was to listen, learn, and share with four different Indigenous-owned utilities, including:

- » Tohono O'odham Utility Authority
- » Navajo Power
- » Gila River Indian Community Utility Authority
- » Ak-Chin Indian Community Electric Utility Authority

Gathering with members of these Tribal Nations and utility owners was incredibly important for sharing insights and learning about established Indigenous-owned utilities.



The goals of the gathering were:

1. To learn from the Tribal utilities' expertise on electrification and Indigenous utilities.
2. To support an important opportunity for Indigenous to Indigenous knowledge-sharing between First Nations in Canada and Tribal Nations in the United States.
3. To expand on the findings of FNMPC's *National Indigenous Electrification Strategy* regarding Indigenous Utilities by drafting a First Nations-facing paper on Indigenous utilities, informed by knowledge and insights from these meetings.

Why did some US-based Tribal Nations form utilities?

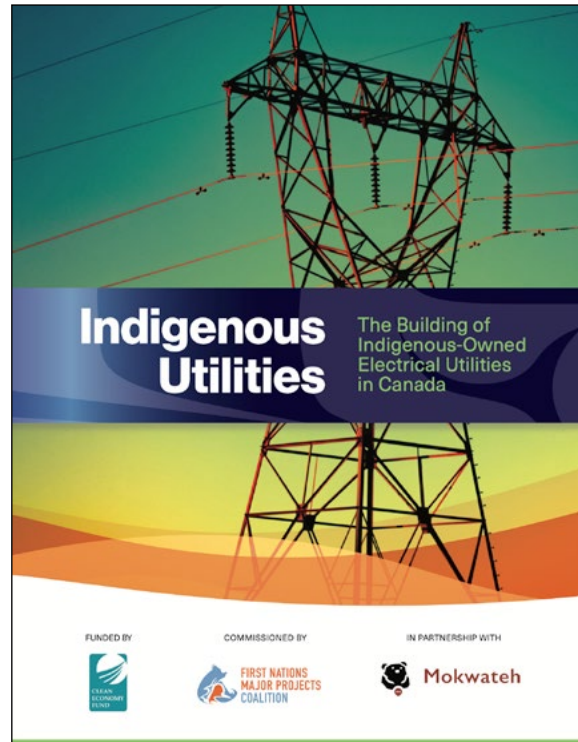
There are many reasons for why Tribal Nations around the US have been motivated to form utilities. The graphic below summarized some of these.



WHAT WE LEARNED: PUBLICATION HIGHLIGHT

INDIGENOUS UTILITIES: THE BUILDING OF INDIGENOUS-OWNED ELECTRICAL UTILITIES IN CANADA

In April 2024, at the 8th annual FNMPC conference, we officially launched the paper *Indigenous Utilities: The Building of Indigenous-Owned Electrical Utilities in Canada*.



Informed by the Arizona gathering, this landmark report explores the growing interest and opportunity for Indigenous nations to create and operate their own electrical utilities as a path toward energy sovereignty, economic self-determination, and participation in Canada's expanding electrification sector.

The report was produced by FNMPC's Clean Energy Strategy team with research and writing support from Mokwateh. Its development was made possible through the generous support of the Clean Economy Fund and the Ivey Foundation, whose investments helped enable expert convening, site visits to Indigenous utilities in the U.S., and extensive community engagement.

The response to the report's release has been overwhelmingly positive. Governments, regulators, utilities, and Indigenous nations across Canada have shown strong interest in the paper's recommendations and the future models it outlines. Importantly, the report builds upon the *National Indigenous Electrification Strategy*, offering a practical next step for Indigenous leadership in utility development.

To read the paper and its key recommendations, [click here](#).

2025 GENERATE CONFERENCE: EVENT HIGHLIGHT

We were grateful to take part in three different panels at this year's Generate conference hosted by the Clean Energy BC (CEBC).

The first panel—First Nations Power Utilities—was moderated by Sue von der Porten, and served as a second launch of the Indigenous Utilities paper to a BC-based First Nations audience. FNMPC's Jesse McCormick (SVP, Research, Innovation & Legal Affairs) and Darrell Beaulieu (Board Director) were both panelists, as well as the CEO of Navajo Power, Brett Isaac. Many important insights were shared on the real challenges and opportunities ahead for Indigenous-led utilities in BC, and across Canada. The First Nations Utilities panel discussed the growth of Indigenous-owned power utilities—and how they're paving the way for energy sovereignty, economic reconciliation, and own-source revenue generation for First Nations.

Our CEO Mark Podlasly was also at the Generate conference, speaking on the Indigenous Access to Capital panel, which garnered a great deal of audience participation given Mark's leadership in this space over the last 10 years. On a third panel, FNMPC's Barry Vickers provided an update of the North Coast Transmission Line.



FNMPC's Dr. Suzanne von der Porten (left) pictured with Brett Isaac of Navajo Nation/Navajo Power] (centre) and Justin Napoleon (Salteau First Nation), Sedgwick Strategies (right) at Generate 2025 in Vancouver, BC.

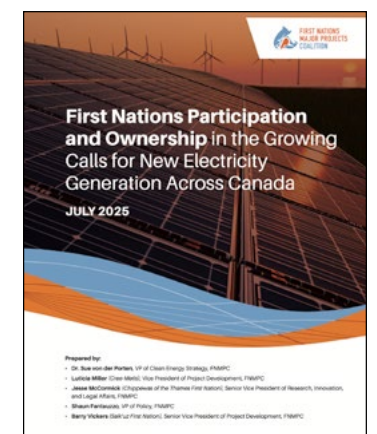
Mark Podlasly (Nlaka'pamux), CEO, First Nations Major Projects Coalition at Generate 2025, Vancouver, BC, May 12, 2025, Clean Energy BC.



FNMPC's Steve Saddleback (left), Dr. Suzanne von der Porten (centre) and Jesse McCormick (right) showcase the Indigenous Utilities Paper at the 8th Annual FNMPC Conference in Toronto, Ontario

Governments and utilities are increasingly launching Calls for Power—typically competitive processes where governments or utilities seek to acquire new sources of electricity from, for example, independent power producers (e.g. Indigenous Nations or municipalities).

To learn more about First Nations participation in Calls for Power, [click here](#).



NATIONAL INDIGENOUS ELECTRIFICATION STRATEGY

FNMPC and Mokwateh partnered to create the *National Indigenous Electrification Strategy (NIES)* funded by the Clean Economy Fund (CEF).

This initiative centers Indigenous nations as leaders in decarbonizing and doubling Canada’s electricity generation, transmission, and distribution systems.

The *National Indigenous Electrification Strategy* Initiative 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.

To read the *National Indigenous Electrification Strategy*, [click here](#).



We are proud of our success in advancing the *NIES*. In Fall 2023, we kicked off this work by hosting electrification roundtables in multiple locations across Canada. With additional support from the Clean Economy Fund, Year 3 has continued to build on momentum from previous phases—expanding outreach, strengthening relationships, and deepening engagement with Indigenous Nations, governments, utilities, and the private sector.

Notably, we have more than doubled the number of target audiences reached, collected data from Arizona-based Indigenous-owned utilities, and written and launched the paper *Indigenous Utilities: The Building of Indigenous-Owned Electrical Utilities*, as highlighted on [Page 56](#). The achievements of this past year reflect both the growing relevance of the *NIES* and the collective appetite for Indigenous-led leadership and impact in electrification.



FNMPC’s Dr. Suzanne von der Porten speaks at Clean Energy BC’s Generate 2025 conference May 12, 2025.

PROJECT BENCHMARKS AND PERFORMANCE OVERVIEW

Together, the *National Indigenous Electrification Strategy* and the *Indigenous Utilities* paper have exceeded their designed reach. This section details the scale and impact, with the *NIES* now in its third year.



FNMPC’s Jesse McCormick, Senior VP of Research, Innovation and Legal Affairs launched the Indigenous Electrical Utilities paper at the 8th Annual FNMPC Conference in Toronto, Ontario April 29, 2025.

The following table outlines the initiative’s engagement objectives and displays what FNMPC and Mokwateh have achieved this year. In many cases we far exceeded the numbers we initially intended to reach.

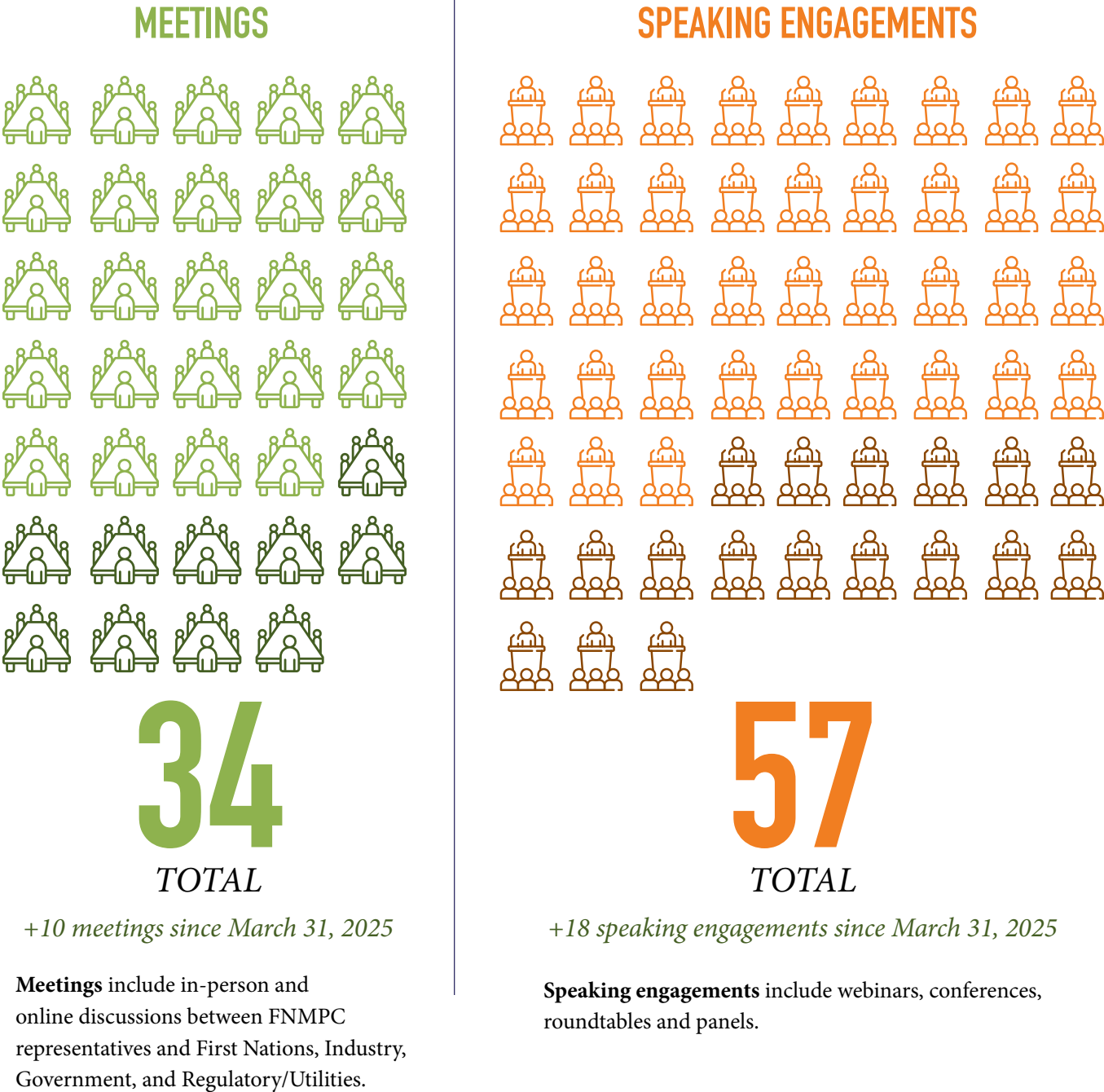
DESCRIPTION	OBJECTIVE (IVEY FOUNDATION)	OBJECTIVE (CLEAN ECONOMY FUND)	ACHIEVED OR EXCEEDED AS OF MAY 2025
FEDERAL DECISION-MAKERS	5	10	27
PROVINCIAL/TERRITORIAL DECISION MAKERS	5-10	10-20	32
UTILITIES OR RATE REGULATORS	5	10	19
EVENTS TO SHARE INFORMATION ABOUT THE PROJECT	1-2	4	10
FIRST NATIONS	15-25	30-50	583
INDIGENOUS EVENTS OUTSIDE OF FNMP/MOKWATEH	2-3	5	6
INFORMATION/EXPOSITION BOOTH AT FNMP ANNUAL EVENT	1	2	2
INDUSTRY-SPECIFIC EVENTS	1-2	2-4	16

TARGET MET TARGET EXCEEDED

The table, on the previous page, outlines our engagement objectives and displays what FNMPC and Mokwateh have achieved this year. In many cases we far exceeded the numbers we initially intended to reach.

The infographics below represent meetings and speaking engagements completed (so far) as a part of the *NIES* rollout. Events that have occurred since March 31, 2025, are displayed in a darker colour tone.

TOTAL MEETINGS AND SPEAKING ENGAGEMENTS



FIRST NATIONS AUDIENCES

Our original goal was to reach 15 to 25 First Nations. With CEF’s additional funding, we sought to double that goal, hoping to reach 30 to 50 First Nations. By February 2025, we had reached 314 First Nations, and since then, we have reached an additional 269 Nations, bringing our cumulative total to...

583 FIRST NATIONS



✓ Since March 31st, 2025, our rollout of the *National Indigenous Electrification Strategy* has made meaningful progress in further reaching First Nations organizations, reaching an audience of 100+ Indigenous governments, organizations, businesses and development corporations across 28 meetings and speaking engagements.



Mokwateh's Dazawray Landrie-Parker (left) speaks alongside Tracy Primeau (right) at GLOBExCHANGE, Toronto, BC, February 2025.

✓ We further exceeded our outreach goal with regulators and utilities, meeting with an additional 10, resulting in 19 total meetings.



UVic Climate Connector, April 2025.

- ✓ We met our goal of hosting a *NIES* information exhibit share information about the report and its potential for Indigenous leadership in electrification at two consecutive FNMPC annual conferences.
- ✓ We exceeded our goals of attending 1-2 industry events, reaching 16 events total across Canada, the United States, the United Kingdom. By September 2025, representatives from FNMPC will visit Brussels, Belgium, Johannesburg, G20 South Africa (TBC) and COP 30 Belém, Brazil (TBC).



Sharleen Gale, Deloitte Transportation Summit, Vancouver BC, May 2025.

✓ We have 11 scheduled events in the coming months that result in further exceeding our goals of reaching large diverse audiences in Government, Utilities and Regulators.

FNMPC's Dr. Sue von der Porten, VP Clean Energy Strategy, FNMPC at New Economy Canada's Victoria Lobby Day.



Sharleen Gale (Fort Nelson First Nation), Executive Chair, Board of Directors, FNMPC 2025 Conference Toronto, April 2025.



VIDEOS

We have created one video promoting the National Indigenous Electrification Strategy ([link](#)). A second video highlighting FNMPC's work on First Nations Owned Electrical Utilities is currently in production and scheduled for release in fall 2025



WIDER AUDIENCES

FNMPC media engagement reached audiences across **Canada and in the United States**, and wider **international audiences** via coverage of events such as *The World Bank Land Conference* in Washington D.C. (pictured below).



SOCIAL REACH

Articles, blog posts, and newsletters were viewed, reposted, shared and distributed hundreds of times cumulatively through **YouTube, LinkedIn, Facebook**, and **mailing lists**.



MEETINGS

Meetings with regulators and utilities (e.g., IESO, BC Hydro) and Indigenous organizations (e.g., Navajo Power) both **in-person and virtually**.



ROUNDTABLES

Roundtables involving multiple participants from **corporate partners, think tanks, foundations and NGO's** (e.g., CEBC, Deloitte, PPF, CCIB, Canada 2020).



SPEAKING ENGAGEMENTS

Speaking engagements reaching corporate, government, and Indigenous audiences **across Canada and the U.S.** as well as internationally.



ADVOCACY WITH RESULTS

ADDRESSES STRATEGIC GOALS

- 1 SUPPORTING OUR MEMBERS
- 2 ACHIEVING FUNDING STABILITY
- 5 ADVANCING PROJECTS AND INFLUENCING PUBLIC POLICY
- 6 CONVENING FIRST NATIONS, GOVERNMENT, AND THE PRIVATE SECTOR

SPECIAL REPORT

GOVERNMENT SUPPORT FOR FIRST NATION EQUITY INVESTMENT IN MAJOR PROJECTS

This past year marked another breakthrough for FNMPC in advancing affordable access to capital for First Nation equity investment in major projects.

From its inception, our organization has advocated for loan and loan guarantee programs to level the playing field for First Nations seeking ownership stakes in major projects. The challenge was clear from the outset: First Nations have historically had opportunities to secure equity ownership in projects, but systemic barriers to financing forced them to forfeit those opportunities in exchange for less valuable agreements. These challenges remain at the heart of our mandate.



Following years of advocacy, research, and engagement with members, we wholeheartedly welcomed the Government of Canada’s decision in Budget 2024 to launch an Indigenous Loan Guarantee Program. In 2025, the federal government significantly strengthened its commitment, **increasing the program’s capacity from CAD\$5 billion to CAD\$10 billion**. The program has also been expanded to cover additional sectors beyond natural resources and includes a higher risk tolerance—both priorities our members identified during earlier engagements. Importantly, the program remains sector-agnostic and open to projects across the economy, a key position we have long advanced.

The federal program’s expansion reflects the growing recognition of our collective impact. Federal officials have cited FNMPC’s analysis of major project investment needs as central to shaping the design. The new Canada Indigenous Loan Guarantee Corporation is running the program, and the federal government welcomed its first transaction in May 2025.

Across the provinces, progress has continued as well. In Alberta, the province expanded the scope of its existing loan guarantee program beyond energy, giving First Nations broader access to capital for projects in multiple sectors, including tourism and health services. In Ontario, the government announced a **new Indigenous Opportunities Funding Program**, which replaces the former Aboriginal Loan Guarantee Program. This new initiative is designed to provide more flexible financing tools and broaden the opportunities available to Indigenous communities in that province.

In British Columbia, work continues on the First Nations Equity Financing Framework, which was announced in 2024 with a CAD\$1 billion commitment. We remain engaged with the province as officials design the program and prepare for launch.

Over the past year, we have worked directly with governments and its membership to ensure these programs are responsive to the needs of First Nations. This has included webinars, surveys, and technical background papers to capture and advance members’ perspectives. At the same time, we continue to emphasize the need for complementary investments in internal First Nation capacity, ensuring that First Nations have the expertise and resources required to assess opportunities, negotiate terms, and manage equity ownership over the long term.

The creation and expansion of Indigenous loan guarantee programs at both the federal and provincial levels represent a major policy success for FNMPC and its members. These tools provide the financial means to turn negotiated equity options into real ownership stakes, ensuring First Nations share in the benefits of major projects that impact their lands and waters.



OUR SPHERE OF INFLUENCE

ADDRESSES STRATEGIC GOALS

- 5 ADVANCING PROJECTS AND INFLUENCING PUBLIC POLICY
- 6 CONVENING FIRST NATIONS, GOVERNMENT, AND THE PRIVATE SECTOR

Throughout 2025, we continued to solidify our role as a global leader in advancing Indigenous rights and equity in major projects. Our model now inspires partnerships beyond Canada’s borders. Over the past year, our advocacy has resonated internationally, attracting attention from governments, corporations, and Indigenous organizations seeking to replicate its success in fostering equitable partnerships and sustainable development.

Our strategic goals—advancing Indigenous policy, fostering cross-sector collaboration, and centering cultural protocols—continue to guide our global outreach. As we prepare for future engagements in the ever-evolving economic landscape, our work remains pivotal in shaping a future where Indigenous Nations are not just participants but leaders in the world’s major projects.

1 First Nations Leadership in Clean Energy at Generate 2025

FNMPC was grateful to take part in the First Nations Power Utilities panel at this year’s conference hosted by the Clean Energy Association of British Columbia (CEBC). To learn more about our role at this conference, [see page 56](#).



2 2025 Indigenous Prosperity Forum

At the NACCA 2025 Indigenous Prosperity Forum that took place in Gatineau QC, Steve Saddleback, ICD.D, Senior Advisor External Relations, FNMPC, took to the stage and shared how our organization answers the call to equip member Nations with capacity tools for meaningful participation. He also highlighted our set of resources and toolkits, designed to guide First Nations' leadership in project planning, partnerships, and equity stakes.



3 The World Bank Land Conference: Uniting Global Land Community to Shape Policy and Drive Progress.

Mark Podlasly, CEO of FNMPC, joined global leaders at the World Bank headquarters in Washington DC, to advance Indigenous partnerships in mining and land stewardship for the energy transition. Highlighting the Canadian context, he underscored how First Nations are critical to meeting growing investor priorities—environmental, social, and economic collaboration—and unlocking sustainable resource development.



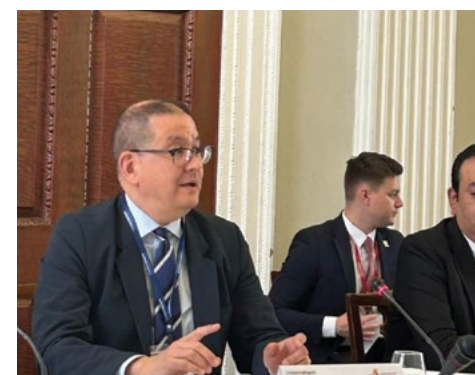
4 The Canadian Indigenous Investment Summit

As an advocate for First Nations self-determination, economic prosperity and equity partnership in major projects, Mark Podlasly, CEO of FNMPC, spoke at the Canadian Indigenous Investment Summit in London, UK, stressing the need to unlock more affordable capital for First Nations, so they can continue to drive international investment in Canada-based projects. The panel emphasized how working with Indigenous Nations can improve project stability, enhance regulatory certainty, reduce risk and unlock stronger, more resilient business opportunities.



5 Commonwealth Trade and Investment Summit

Hosted at London's historic Mansion House, Mark Podlasly, CEO of FNMPC, was joined by Lord Marland, Lord (Hugo) Swire (Commonwealth Enterprise and Investment Council Chair and Deputy Chair), First Nations Financial Management Board leaders Harold Calla and Scott Munro, FCPA, FCA, CAFM, amongst others, to elevate Indigenous Canadians' growing global influence. Mark also convened with Heads of Government, senior Ministers and representatives of Commonwealth Governments to drive forward Indigenous collaboration and equity partnerships.



6 Anishinabek Nation's 2025 Land and Resources Forum

At the Anishinabek Nation's 2025 Land and Resources Forum, Angel Ransom, Senior Vice President of Environmental Services, FNMPC, was joined by Regional Chief Melvin Hardy, Katelyn Peters, Eshki-niigijig Advisory Council, and Getzit Nmishomis James Mishquart, to share insights on the Spirit of the Land Toolkit - addressing critical gaps in the current Environmental Assessment (EA) policy and law - with First Nation representatives across Eastern Canada.



7 Prospectors & Developers Association of Canada (PDAC) Convention 2025

At the annual PDAC convention, Mark Podlasly, CEO of FNMPC, and Saga Williams, Senior Advisor, External Relations, FNMPC, presented in separate panels alongside industry and First Nation leaders to explore how Indigenous values and leadership are reshaping mineral development in Canada. They shared insights on driving responsible exploration, and the regulatory and legal complexities of Indigenous rights, UNDRIP, and FPIC in an international context.



8 The 15th Annual Australia-Canada Economic Leadership Forum

Among leaders of industry and the political realm of both Nations, Sharleen Gale, Executive Chair, FNMPC, represented the coalition's membership to advance First Nations partnerships as vital to bolster secure trade opportunities, foster innovation, and ensure environmental stewardship. She also participated in a rich discussion among Canadian and Australian Indigenous exporters at an Indigenous Trade Circle event hosted by The Honourable Mary Ng, Minister of Export Promotion, International Trade and Economic Development.



9 Launch of the Indigenous Loan Guarantee Program



Federal budget includes national Indigenous loan guarantee program

"As we lift more Indigenous nations off the ground with the Indigenous guarantee program, you will see that eventually we may not even need it, because we'll be creating our own source of revenue."



Sharleen Gale,
Chair, First Nations Major Projects Coalition

Source: Canadian Press, April 22, 2024

Canadian
Energy Centre

At Skwachàys Lodge, Sharleen Gale, Executive Chair, FNMPC, joined The Honourable Jonathan Wilkinson, Minister of Energy and Natural Resources, to announce the launch of the \$5-billion Indigenous Loan Guarantee Program and an additional \$6.2-million investment in seven Indigenous-led energy and forestry projects in British Columbia through the Indigenous Natural Resource Partnerships program.

10 Argentine-Canadian Chamber of Commerce

Mark Podlasly, CEO of FNMPC, met with Argentinian politicians, industry, and Indigenous representatives to share the value Indigenous Nations and partnerships have brought to the Canadian economy. The opportunity to provide our knowledge to those in Argentina is an important step to create new partnerships and meet global environmental and economic goals.



11 GLOBExCHANGE 2025

FNMPC's team participated at GLOBExCHANGE Toronto in a variety of ways: hosting the "Electrifying the Way to Net Zero: Indigenous and Private Sector Partnerships" workshop, supporting the role of Indigenous ownership in advancing electrification infrastructure and sharing the framework of the *National Indigenous Electrification Strategy*. On a panel exploring how industry and First Nation governments can collaborate to best consider nuclear technology deployment, Shaun Fantauzzo, Vice President of Policy, FNMPC, highlighted the importance of Indigenous partnerships across the value chain, from uranium mining to transmission.



12 Canada-Japan Energy Partnerships Forum

Representing FNMPC's members, Sharleen Gale, Executive Chair, FNMPC, had the opportunity to join Indigenous leaders, industry experts, and government as part of a Canadian delegation to Japan to be part of several engagements to discuss trade opportunities, energy development and natural resource portfolios in the IndoPacific. This included a tour of LNG terminal facilities that receive energy from Canada as well as presenting as a panelist on Indigenous partnerships as catalysts to energy project development in Canada. This forum demonstrated that international investors are increasingly recognizing the value of Indigenous partnerships in energy development, and we appreciate the opportunity to engage with global customers who rely on resources developed through these collaborations.



INCORPORATING CULTURE INTO OUR WORK

ADDRESSES STRATEGIC GOALS

7 INCORPORATING OUR CULTURE INTO WHAT WE DO

When we gathered insights to build our 5-Year Strategic Plan, our members emphasized we should be incorporating culture into what we do: this became one of our seven goals. The following examples highlight how we are honouring this goal and continuing to connect both within and outside of our organization to make this happen.



CULTURAL PRACTICES COMMITTEE

In 2021, our Board established a Cultural Practices Committee to provide board level guidance to ensure that culture is appropriately integrated into our work. We now have a board-approved Cultural Integration Protocol that provides a standard process and guidance to our team to ensure business is always carried out in culturally appropriate and respectful ways.

WORKING WITH LOCAL ELDERS TO GUIDE PROTOCOLS

Throughout this year, we continued to work with local Elders and knowledge keepers to guide our protocols. This has included the opening and closing of meetings and events, sharing stories and songs, guiding us through teachings and helping us learn at events.



COLLABORATING WITH INDIGENOUS PERFORMERS AND ARTISTS

We engage Indigenous performers and artists to incorporate Indigenous art in our events and key publications.

INTEGRATING CULTURAL PRACTICES AS A WAY OF HONOURING

Some of the cultural practices integrated into our work throughout the year included an honouring ceremony for our retiring board members, Chief Corrina Leween and Sm'ooygit Tsa'Bux, in Prince George in November 2024. An honouring ceremony was also held for our late CEO, Niilo Edwards, during his celebration of life in February 2025.



INDIGENOUS TO INDIGENOUS KNOWLEDGE SHARING

In November 2024, we coordinated a trip to Arizona in response to our members’ interest in learning about Indigenous-owned utilities. Over three days, participants took part in Indigenous-to-Indigenous knowledge sharing meetings with the Tohono O’odham Utility Authority, Navajo Power, Navajo Tribal Utility Authority and Gila River Indian Community Utility Authority. This visit began with a traditional welcome from a former Tribal Lieutenant Governor from Gila River Community. Our group was honoured to experience traditional meals prepared by the host Tribes. As a gesture of appreciation, FNMPC gifted each Tribal Utility with a bentwood box and handmade gifts from Indigenous youth.



INDIGENOUS ENVIRONMENTAL TECHNICAL ADVISORS

We have two Indigenous Environmental Technical Advisors, Betty Patrick from Lake Babine Nation and Albertina (Tina) Erickson from Nak’azdli Whut’en who provide community-level insight and input into key deliverables for the Environmental Services team.

At our annual conference, the 2025 program incorporated a dedication to our late CEO, Niilo Edwards, traditional and territorial welcomes, a knowledge keeper, cultural performances including a big drum to open and close the event by Red Sky Performance, and an Indigenous vendor marketplace.

FIRST NATIONS-CENTRED BOARD MEETINGS

FNMPC Board holds quarterly board meeting and incorporates community days in at least one board meeting a year. In September 2024, our Board held their meeting at Kwanlin Dun Cultural Centre in Whitehorse on the territory of Kwanlin Dun First Nation. During this trip they visited Haa Shagóon Hídi (Our Ancestors House) on the territory of Carcross/Tagish First Nation. In November 2024, our Board held their meeting in Prince George on the territory of Lheidli T’enneh First Nation. During this trip they attended a regional member meeting and held the honouring ceremony for the retiring board members as noted above.



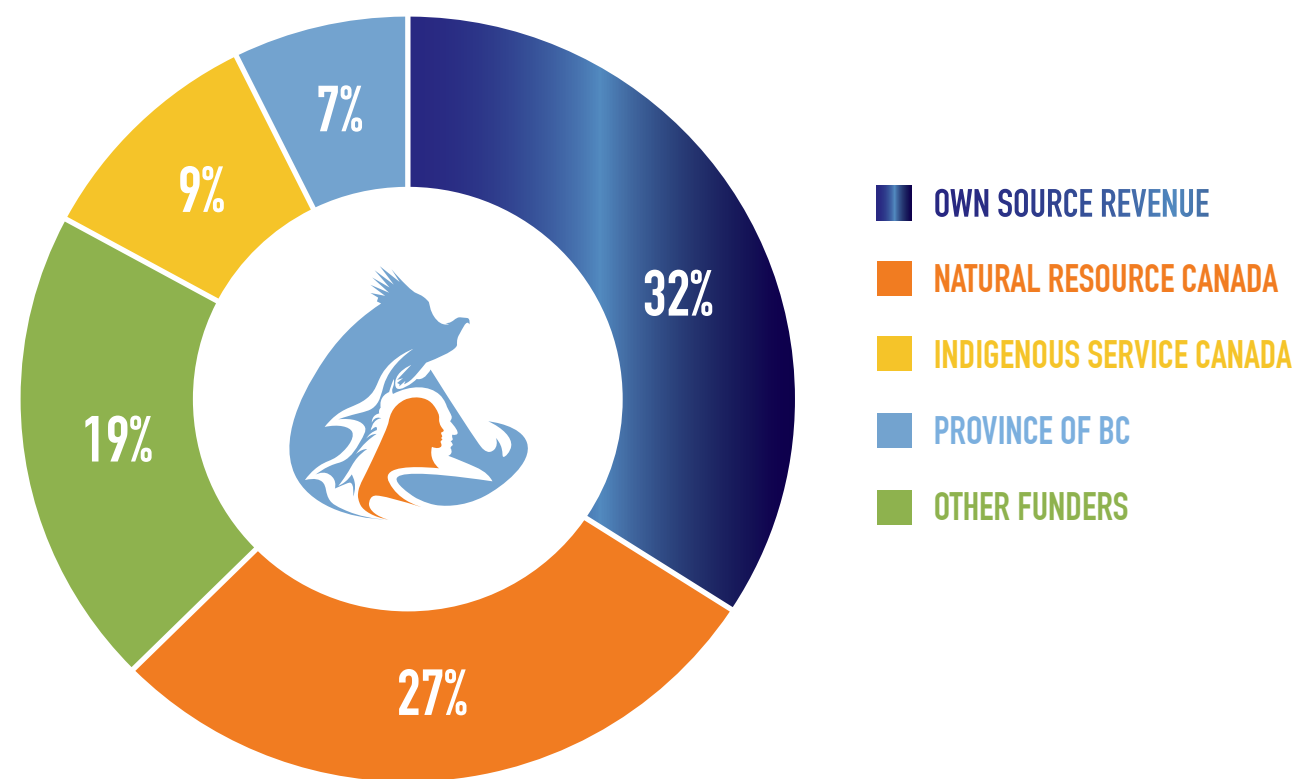
FUNDING STABILITY

ADDRESSES STRATEGIC GOALS

- 2 ACHIEVING FUNDING STABILITY
- 4 ADDRESSING OUR INTERNAL CAPACITY

Funding stability was identified as a key goal in our 2022-2027 Strategic Plan. FNMPC’s current funding model is supported by long-term, multi-year program funding from the Government of Canada. This funding is not guaranteed beyond the expiry of these agreements. FNMPC also receives annual programmatic funding from other government agencies and other funders that have alignment with FNMPC mandate and annual operating plan.

We are continuing to take steps to generate own-source revenue to diversify our funding streams and work towards self-funding our operations. As shown in the 2024-2025 audited financial statements, provided at the end of this report, FNMPC now generates 32% of own-source revenue, as shown in the graph below.



2024/2025 AUDITED FINANCIAL STATEMENTS

Financial Statements of
FIRST NATIONS MAJOR PROJECTS COALITION SOCIETY

And Independent Auditor’s Report thereon
Year ended March 31, 2025



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Fax (604) 691-3031

INDEPENDENT AUDITOR'S REPORT

To the Board of 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, 2025
- 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, 2025, 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.



First Nations Major Projects Coalition Society
Page 2

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
July 21, 2025

STATEMENT OF FINANCIAL POSITION

March 31, 2025, with comparative information for 2024

	2025	2024
Assets		
Current assets:		
Cash	\$4,302,491	\$2,015,535
Accounts receivable	\$788,826	\$4,153,844
Prepaid expenses	\$445,232	\$113,518
	\$5,536,549	\$6,282,897
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$655,030	\$348,236
Deferred revenue (note 3)	\$4,441,966	\$5,448,907
	\$5,096,996	\$5,797,143
Unrestricted net assets	\$439,553	\$485,754
Economic dependence (note 1)		
	\$5,536,549	\$6,282,897

See accompanying notes to financial statements.

Approved on behalf of the Board:

[Signature]

Director

[Signature]

Director

STATEMENT OF OPERATIONS AND CHANGE IN NET ASSETS

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Revenue (note 3):		
Natural Resources Canada funding	\$2,368,567	\$3,021,258
Canadian Environmental Assessment Agency funding	\$499,475	\$870,538
Indigenous Service Canada funding	\$824,128	\$647,147
Ministry of Energy, Mines and Low Carbon Innovation funding	\$615,000	\$674,099
Funding from various foundations	\$359,487	\$533,480
Corporate sponsorship and event registration	\$2,631,248	\$2,142,543
Other funding agreements	\$1,311,876	\$169,470
Other income	\$215,760	\$69,382
	\$8,825,541	\$8,127,917
Expenses:		
Administration	\$673,127	\$570,341
Board and governance	\$829,649	\$725,648
Economic participation	\$2,860,923	\$2,589,666
Environmental stewardship	\$812,070	\$818,690
Outreach	\$1,249,992	\$1,164,171
Public policy and convening	\$2,445,981	\$1,805,255
	\$8,871,742	\$7,673,771
Excess (deficiency) of revenue over expenses	(\$46,201)	\$454,146
Net assets, beginning of year	\$485,754	\$31,608
Net assets, end of year	\$439,553	\$485,754

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	(\$46,201)	\$454,146
Changes in non-cash operating working capital:		
Accounts receivable	\$ 3,365,018	(\$738,834)
Prepaid expenses	(\$331,714)	\$10,809
Accounts payable and accrued liabilities	\$306,794	\$135,048
Deferred revenues	(\$1,006,941)	\$935,141
Increase in cash	\$2,286,956	\$796,310
Cash, beginning of year	\$2,015,535	\$1,219,225
Cash, end of year	\$4,302,491	\$2,015,535

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2025

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 requirement to pay income taxes.

FNMPC’s ongoing operations are dependent on continued funding from Natural Resources Canada and other private, federal and 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 and other funders.

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.

Corporate sponsorship and event registration revenue is recognized as revenue in the period the related event occurs. Amounts received in advance of the event are deferred.

Other revenue is recorded in the period in which the amount is earned.

(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.

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	\$3,094,602	-	\$2,368,567	\$726,035
Canadian Environmental Assessment Agency funding	\$156,016	\$551,066	\$499,475	\$207,607
Indigenous Services Canada funding	\$360,424	\$1,004,000	\$824,128	\$540,296
Ministry of Energy, Mines and Low Carbon Innovation funding	\$120,000	\$705,000	\$615,000	\$210,000
Foundation funding	261,185	\$721,504	\$359,487	\$623,202
Corporate sponsorship and event registration	1,416,920	\$3,309,394	\$2,631,248	\$2,095,066
Other funding agreements	\$39,760	1,311,876	\$1,311,876	\$39,760
	\$5,448,907	\$7,602,840	\$8,609,781	\$4,441,966

4. Director remuneration:

For the year ended March 31, 2025, FNMPC paid total remuneration, including honorariums and reimbursement of expenses, to the following individuals in their capacity as directors of FNMPC:

	RENUMERATION	EXPENSES
Chair	\$72,727	\$89,550
Vice-chair	\$18,037	\$2,982
Treasurer	\$19,855	\$8,254
Director #1	\$21,743	\$3,678
Director #2	\$22,227	\$3,451
Director #3	\$5,422	\$871
Director #4	\$6,004	\$3,839
Director #5	\$18,805	\$1,228
Director #6	\$18,805	\$1,121

5. Employee and contractor remuneration:

For the year ended March 31, 2025, FNMPC paid total remuneration of \$4,855,266 (2024 - \$3,882,664) to twenty-eight (2024 – twenty) employees and contractors for services, each of whom received total annual remuneration of \$75,000 or greater.

6. Financial risks and concentration of risk:

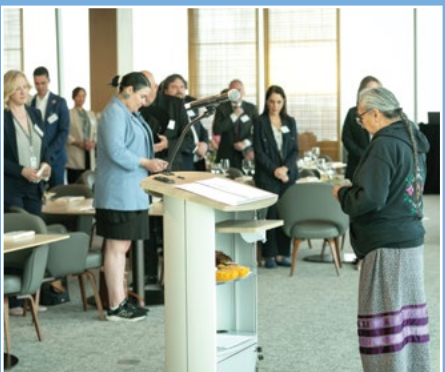
FNMPC believes that it is not exposed to significant foreign currency, interest rate, market or credit risks arising from its financial instruments.

Credit risk is the risk that a counterparty may default on its contractual obligations resulting in a financial loss. FNMPC’s receivables are mainly with government agencies and not concentrated with a small number of entities.

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 and preparing budgets to ensure it has sufficient working capital and cash flows to fund operations and settle liabilities when due. There has been no change to this risk from the prior year.

7. Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year. These reclassifications do not impact the excess of revenue over expenses reported in the prior year.





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