



PATHWAYS
EXECUTIVE SEARCH



Vice President, Knowledge and Policy



FIRST NATIONS
MAJOR PROJECTS
COALITION

The Organization

The **First Nations Major Projects Coalition (FNMPC)** is a national, member-driven, First Nations-led non-profit organization that supports First Nations in making informed decisions about participation in major natural resource and infrastructure projects across Canada. Established to address long-standing capacity gaps in project negotiations and economic participation, FNMPC provides independent, non-political, business-focused advisory services to a growing membership of more than 170 First Nations from coast to coast to coast.

FNMPC works directly for First Nations – rather than project proponents – supporting communities across the full lifecycle of major projects, typically exceeding \$100 million in capital value. Its services include commercial and financial advisory, governance and structuring support, environmental and regulatory guidance, and sector-specific education. Through this work, FNMPC enables First Nations to evaluate opportunities, negotiate participation, and pursue equity ownership in projects within their traditional territories.

Over the past decade, FNMPC has evolved into a leading national organization at the intersection of Indigenous economic participation, capital markets, and major project development. It currently supports a portfolio of projects with a combined capital value exceeding \$45 billion and plays a convening role across Indigenous Nations, governments, industry, and investors to advance equitable participation and long-term economic outcomes for its members.

Vision

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

Mission

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

The Organization continued

Operating Principles

- **Member-Driven:** The FNMPC values our members' decision-making authority on all matters.
- **Neutrality:** The FNMPC values providing independent, neutral, non-political, trusted, and fact-based information to our members.
- **Unbiased:** The FNMPC values being project and industry agnostic. FNMPC will not advocate for or against a particular industry or project.
- **Non-Profiting:** The FNMPC will not take a financial interest in the outcome of projects for which it becomes involved in at the request of its members.
- **Maximizing Value:** The FNMPC supports our members by providing innovative approaches to overcome historical barriers that have precluded First Nations from participation and influence in the economy.
- **Collaboration:** The FNMPC believes that we are stronger together and benefit by increasing our leverage when we all come together towards a common objective.
- **Non-Political:** The 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.

Governance

FNMPC operates under a member-driven governance model, with a Board of Directors appointed by and representing its First Nations membership across Canada. The Board provides overall oversight of the organization, including approving strategy, annual work plans and budgets, and overseeing the performance of the Chief Executive Officer, who is responsible for day-to-day operations and service delivery.

In response to rapid growth, FNMPC has strengthened its governance structure through recent bylaw and organizational updates. These include the introduction of an Executive Chair role, a revised regional caucus model to support national representation, and the continued use of Board committees—including Finance and Audit, Governance and Human Resources, and Cultural Practices—to provide focused oversight in key areas. Together, this structure is designed to support organizational scale, accountability, and effective governance as FNMPC continues to expand its national impact.

The Organization continued

Strategic Plan

FNMPC released its 2022-2027 Strategic Plan in the fall of 2021, developed through engagement with membership. The plan acts as a roadmap for the direction of the organization and helps ensure FNMPC continues to meet the expectations and needs of its membership. The plan is organized around seven goals:

1. Supporting Our Members
2. Achieving Funding Stability
3. Expanding 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

Download the plan [here](#) to learn more and review organizational progress in the annual reports [here](#).

The Opportunity

The **Vice President of Knowledge and Policy** is responsible for leading and developing FNMPC's new governance-commercial readiness service offering for members. This role will stand up the service offering, manage delivery, coordinate subject matter experts, and support First Nations and project proponents to strengthen readiness for active negotiations and implementation.

Reporting initially to the Chief Executive Officer and eventually to a new Chief Operating Officer, the Vice President will translate member needs and FNMPC strategic priorities into practical tools, work plans, training supports, and measurable outcomes that strengthen member governance-commercial readiness.

The role will also contribute to and lead other policy work advanced by the Coalition. Success requires practical deal experience, sound judgment in complex commercial and Indigenous governance contexts, and the ability to move from strategy to implementation in partnership with members, proponents, subcontractors, and internal colleagues.

The Opportunity continued

Key Responsibilities

The Vice President of Knowledge and Policy supports FNMPC through the following responsibilities:

Service Development, Leadership, and Organizational Alignment

- Lead the design, launch, and continuous improvement of FNMPC's governance-commercial readiness service offering for members.
- Translate strategic direction into practical service models, delivery processes, tools, and work plans for the governance-commercial readiness and related policy portfolio.
- Coordinate internal and external subject matter experts to provide timely, practical, and high-quality support to members.
- Engage subcontractors and advisors, ensuring scopes of work, deliverables, timelines, and accountability expectations are clear.
- Work closely with the CEO and, once established, the COO, to align the service offering with FNMPC's strategic objectives, operating capacity, and member commitments.
- Contribute as a senior leader to organization-wide planning, prioritization, and cross-functional coordination.

Governance-Commercial Readiness Service Delivery

- Manage delivery of the governance-commercial readiness service offering, ensuring members receive practical, timely, and negotiation-relevant support.
- Support First Nations and proponents involved in active negotiations by coordinating advisory input, clarifying work priorities, and ensuring support is grounded in practical deal realities.
 - Governance-commercial readiness advice, tools, and practical supports
 - Work plans and service delivery processes for member engagements
 - Training supports, templates, and practical knowledge resources
 - Outcome measurement and reporting for the new service offering
- Ensure the service offering remains responsive to member needs, negotiation dynamics, industry conditions, and evolving policy and regulatory environments.
- Establish clear quality standards and feedback loops to support service improvement, learning, and accountability.

The Opportunity continued

Work Planning, Training Supports, and Outcome Measurement

- Develop annual and engagement-specific work plans for the governance-commercial readiness service offering, including deliverables, timelines, roles, and resource requirements.
- Develop training supports, tools, and knowledge resources that build member understanding and readiness for complex negotiations.
- Define and track outcomes for the new service offering, including member value, engagement quality, delivery timeliness, and practical use of tools and advice.
- Monitor delivery progress, identify risks and capacity pressures, and recommend adjustments to improve service effectiveness.

Policy Leadership and Coalition Priorities

- Lead and contribute to policy work advanced by the Coalition, ensuring policy positions are practical, member-informed, and aligned with FNMPC's mandate.
- Connect policy work with lessons emerging from governance-commercial readiness engagements and active negotiations.
- Prepare or oversee practical briefing materials, policy analysis, tools, and recommendations for members, leadership, and external audiences.
- Identify emerging policy issues that affect member participation in major projects, commercial arrangements, and governance structures.

Member, Proponent, and Partner Engagement

- Engage directly with First Nations, proponents, subcontractors, and advisors involved in active negotiations and related service delivery.
- Build trusted relationships with members by providing practical, respectful, and responsive support grounded in member priorities and governance protocols.
- Ensure member feedback and negotiation experience inform service design, training supports, and policy priorities.
- Represent FNMPC in working sessions, member engagements, and external discussions, as required.

The Opportunity continued

Required Foundational Experience and Ways of Knowing

Indigenous Perspective/Foundations

- Extensive experience working with Indigenous communities and organizations, particularly in service or advisory contexts.
- Lived experience in, or a demonstrated close connection with, First Nations communities, cultures, and ways of knowing.
- Understanding of First Nations/community-based governance structures, leadership roles, and decision-making processes.

Western Ways

- More than seven (7+) years of senior experience in governance, commercial negotiations, major project development, policy, or advisory roles involving Indigenous communities, governments, proponents, or infrastructure/resource projects.
- Practical deal experience in commercial structuring, negotiation support, partnership arrangements, revenue/equity participation, project agreements, or related transaction work; academic credentials alone are not sufficient.
- Demonstrated ability to stand up a new governance-commercial readiness service offering, including service design, delivery planning, subcontractor coordination, training support development, and outcome measurement.
- Experience coordinating subject matter experts and translating specialized advice into practical, member-facing tools, recommendations, and work plans.
- Experience leading or contributing to policy work that connects strategy, implementation, member priorities, and external advocacy.
- Post-secondary education in business, public administration, Indigenous studies, law, economics, policy, natural resources, infrastructure, or a related field, or an equivalent combination of education and practical experience.

Knowledge and appreciation of working in service of Truth and Reconciliation with Indigenous Peoples is preferred.

Financial Responsibility/Scope

Financial responsibility is moderate to high for this role, and includes:

- Planning and monitoring budgets for the governance-commercial readiness service offering and related policy work.
- Recommendation and management of subcontractor scopes, work plans, deliverables, and service-related expenditures.
- Escalation and recommendation of expenditures exceeding approved authority levels.

The Opportunity continued

Levels of Influence/ Decision Making and Impact

Level of Influence

High - Direct responsibility and accountability for developing and delivering a new member-facing governance-commercial readiness service offering, coordinating expert support, contributing to Coalition policy work, and influencing member outcomes in active negotiations.

Decision-Making

- **Frequency:** High
- **Complexity:** High

Impact:

- **Reach:** Portfolio-wide, organization-wide through cross-functional alignment, and external through member, proponent, subcontractor, and partner engagement related to the governance-commercial readiness and policy mandate.
- **Significance of errors:** Potential for substantial negative impact to the organization and members. Decisions and advice may influence negotiation readiness, member trust, service quality, policy credibility, external relationships, and FNMPC's reputation. Errors or delays may result in missed opportunities, reduced member confidence, inefficient use of resources, or weakened outcomes in active negotiations.

Work Environment/Conditions

Mental

- Manages large volumes of data and information
- Works under tight timelines and budget constraints
- Navigates highly sensitive situations, crisis management, and conflict resolution
- Makes difficult decisions with significant impacts on others
- Maintains focus and adaptability in a highly complex environment

Physical

- Works long hours using a computer and other office equipment
- Works extended hours, including evenings and weekends, when required
- Lifts and moves materials weighing up to 10 lbs

The Opportunity continued

Environmental Conditions

- Works remotely with occasional access to an FNMPC office
- Travels across Canada on a semi-regular basis

Success Indicators

- **Service Offering Established:** The governance-commercial readiness service offering is clearly defined, operational, and understood by members, staff, subcontractors, and partners.
- **Practical Member Support:** Members and proponents in active negotiations receive timely, practical, and high-quality support that reflects deal realities and member priorities.
- **Work Plans & Delivery Discipline:** Engagement work plans are clear, resourced, and executed effectively, with deliverables, timelines, roles, and accountabilities monitored throughout delivery.
- **Subject Matter Expert Coordination:** Internal experts, subcontractors, and advisors are coordinated effectively, and their advice is translated into useful tools, recommendations, and member-facing supports.
- **Training & Knowledge Supports:** Training materials, templates, and knowledge products are practical, accessible, and used by members and staff to strengthen readiness and decision-making.
- **Outcome Measurement:** Outcomes for the governance-commercial readiness service offering are defined, tracked, reported, and used to improve delivery and demonstrate member value.
- **Policy Leadership:** Coalition policy work is advanced in ways that are practical, member-informed, and connected to implementation experience and negotiation realities.
- **Trusted Relationships:** Members, proponents, subcontractors, and partners experience the role as credible, responsive, practical, and aligned with FNMPC's values and commitments.

Potential Career/Succession Path

Potential progression may include broader executive leadership roles, such as Chief Operating Officer or other senior organizational leadership positions, depending on organizational needs, role scope, performance, and incumbent readiness.



The Candidate

The ideal candidate is an accomplished leader with experience in Indigenous governance, commercial negotiations, major project development, policy, or advisory services. They bring a strong track record of translating complex issues into practical solutions and have the credibility, judgment, and relationship-building skills to work effectively with First Nations, industry partners, and subject matter experts. Comfortable navigating both strategy and implementation, they are motivated by the opportunity to build a new service offering that strengthens First Nations readiness, supports informed decision-making, and advances meaningful participation in major projects across Canada.

Competencies: Skills, Knowledge & Personal Characteristics

Leadership

- Understands and communicates FNMPC's vision, mission, and values.
- Confidently leads the governance-commercial readiness and related policy portfolio in alignment with annual work plans and strategic priorities.
- Models accountability, informed risk-taking, and continuous improvement.
- Inspires others, is approachable, and contributes to a positive and respectful work environment.

The Candidate continued

Strategic & Operational

- Can think strategically and analytically while translating strategy into effective, executable portfolio-level services, tools, and work plans.
- Makes sound decisions that balance service demands, risk, capacity, and short- and long-term impacts within the role's defined portfolio.
- Demonstrates strong attention to detail and follow-through.

Member-Centred & Relational

- Demonstrates a strong commitment to serving FNMPC members.
- Builds trust and rapport with member leadership, partners, and internal teams through respectful, responsive, and accountable engagement.
- Ensures member perspectives inform service design and delivery.

Communications

- Possesses excellent communication skills (verbal, written, and presentation).
- Communicates clearly and consistently with members, staff, contractors, advisors, and executive colleagues.
- Can translate complex governance, commercial, policy, financial, and risk-related information into practical, accessible guidance.

Cultural Agility

- Demonstrates genuine respect for and understanding of Indigenous peoples, cultures, histories, governance systems, and protocols.
- Acts with cultural humility and awareness of intergenerational trauma, ensuring services uphold cultural integrity and support equity-seeking and reconciliation-aligned practices.

Risk Awareness & Judgment

- Proactively identifies, assesses, and manages operational and service delivery risks.
- Exercises sound judgment in balancing innovation, accountability, and risk mitigation.
- Escalates material risks appropriately and supports transparent decision-making.

The Candidate continued

Business & Financial Acumen (Service Delivery)

- Demonstrates strong business and financial acumen related to governance-commercial readiness, policy work, contractor coordination, and service delivery.
- Can plan and monitor portfolio-related budgets and resources, recommend cost-effective delivery approaches, and escalate financial or resourcing issues appropriately in collaboration with the Senior Vice President of Operations.

Collaboration & Partnership

- Works effectively across senior leadership, program leaders, contractors, and administrative functions.
- Fosters a collaborative culture that supports alignment, shared accountability, and integrated service delivery.

Results-Focused

- Drives high-quality, timely delivery of member services aligned with approved work plans and strategic priorities.
- Holds teams and contractors accountable for outcomes while supporting performance, learning, and continuous improvement.

Decision-Making & Problem-Solving Skills

- Is a confident and timely decision-maker who seeks and considers input from others.
- Anticipates challenges, adapts to changing conditions, and follows through on complex or difficult decisions with sound judgment.

Entrepreneurial, Proactive & Progressive

- Is an innovative, solutions-oriented leader who is approachable and open to feedback.
- Demonstrates initiative, sound urgency, and adaptability in a complex and evolving environment.
- Seeks opportunities to improve service models, processes, and outcomes.

The Application Process

To apply, please submit a cover letter and resume in PDF format to Pathways Executive Search outlining your interest, qualifications, and experience.

Email:

Applications@PathwaysExecutiveSearch.com.

Please include **FNMPIC – VP, Knowledge and Policy** in the subject line.

For more details or to further explore this important leadership opportunity, please contact:



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Pathways Executive Search is an international executive recruitment firm, known for its ability to attract and recruit talent in culturally grounded ways. Guided by Indigenous values and principles of Indigenous inclusion, Pathways walks with those looking to broaden candidate pools, find qualified and experienced candidates, and live out their values and commitment to creating workplace cultures where people can thrive.