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2024

# First Nations Management Consulting



Cynthia Rayner, BA, PBDM, MBA

Principal Consultant

First Nations Management Consulting

## HIGHLIGHTS OF QUALIFICATIONS

- Proficient at marketing plans, tourism destination plans, economic development plans, business plans, feasibility studies, labour market studies, and in-depth market research.
- Project Fundraising, Proposal writer, Marketing, Business Development, Feasibility Analyses.
- Experienced in Economic Development, Infrastructure and Capital, Health, Social Development, Education, Law and Policy, Land and Resource Management, Forestry, Fisheries, and First Nation project management.
- Liaison between business and industry to further economic development.
- Project Management, Policy Development, Budget Administration, Operations Management.
- Competent as a professional Manager/Administrator/Health Director/Executive Director.
- Over 28 years' successful experience working for First Nations, 22 years in Senior Management.
- Initiated marketing, strategic planning, promotions, budget, and forecasting sales.
- Human Resources Management / Staff Training/Development
- Negotiating and partnering with agencies, government, and private organizations.
- Union negotiator – went through process of negotiation, mediation, and arbitration with HEU at Health Society.
- Assisting First Nations in co management to become solvent with over a \$2M+surplus.
- Developed policies through strategic planning, organizational development expertise.
- Strong leadership, team building and communication skills, Organizational restructuring, and Marketing.

## EDUCATION:

- **DOCTORATE OF BUSINESS, in progress**  
Athabasca University, start date 2020.
- **MASTERS OF BUSINESS ADMINISTRATION (MBA), Graduated 2019**  
Athabasca University
- **POST BACCALAUREATE DIPLOMA IN MANAGEMENT (Masters level), Graduated 2017**, Athabasca University.
- **BACHELOR OF ARTS – BUSINESS, Graduated 2004**  
Majoring in Marketing and Management, Vancouver Island University, Nanaimo
- **BUSINESS MANAGEMENT, Graduated 1994**  
Malaspina University-College, Nanaimo

## RELEVANT EXPERIENCE AND ACCOMPLISHMENTS

### ECONOMIC DEVELOPMENT

- Completed *Business, Marketing, Operational, and Human Resource plans* for: Pachena Bay Campground, Pachena Gravel Pit, Float House, and Motel.
- Developed tourism destination plan with key performance indicator and financial outcomes.
- Feasibility studies for: Staff Housing, Construction, and Greenhouse.
- Completed *Business Cases* for: equipment, float house, and properties.
- Completed labour market reports and community profile.
- Market research and planning on target market and labour trends, statistics, feasibility analysis, and cost projections.
- Researched and provided recommendations to Council of Chiefs/Board of Directors on community economic development opportunities.
- Liaison for businesses, industry, government regarding economic development.
- Developed partnerships within the business community to promote opportunities.
- Developed 5-year Economic Development plan.
- Acted as a liaison between local organizations, businesses and individuals, representatives of government, and industry concerning economic development.
- Wrote proposals to support community economic development.
- Fundraising for projects and programs.

### MARKETING

- Market research on consumer behaviour, market trends, and competitor strategies.
- Designed, developed, and implemented marketing and sales campaigns, fundraisers, employee incentive programs and contests.
- Created Relationship and Content marketing plans.
- Evaluated target markets and proposed marketing strategies.
- Promoted products and services, generated leads, and initiated sales.
- Established and improved client communications; maintained ongoing relationships.
- Addressed customer inquiries; interpreted and delivered information; proposed suggestions; provided guidance; identified, investigated, and negotiated conflicts.

## **MANAGEMENT**

### *Financial management of up to 20 million dollars*

- Prepared projected budgets and expenditures to be approved by BOD/Chief & Council.
- Monitored all expenditures and provided monthly updates on all programs and projects.
- Monthly financial analysis on all budgets.

### *Project and Capital Infrastructure Management*

- Wrote RFP's, hired contractors, supervised construction, and wrote final reports.
- Project Manager for: - Installation of new water system, Electric power and solar power to community, Construction of Forestry & Fisheries complex, Health Building in Chemainus.

### *Forestry*

- Completed referrals, worked with Forest Management company for all cuts.

### *Proposal Writing*

- Researched, wrote proposals, budgeted, allocated resources, monitored projects/programs, evaluated, and submitted final report, wrote proposals for agency/government proposal driven programs.

### *Developed programs and policies for:*

- Forestry and Fisheries program, Education, Social Development.
- Community Development, Capital projects.

## **HEALTH ADMINISTRATION**

- Managed: Homecare, Nurses, Dentist, Patient Travel, Mental Health, Pre/Post Natal, and 45 Health Staff for five tribes on Vancouver Island.
- Community prevention programs: developed programs through strategic planning.
- Reporting to Health Canada: annual report, audit, evaluations, and transfer agreement, Health Planning: prepared statistics and information needed for a 10 yr. Health plan.
- Other programs responsible for: Pandemic and emergency planning, Mental Health, Brighter Futures.
- Other: union negotiations with HEU, Project Manager for new health building, management team meetings.

## **HUMAN RESOURCE MANAGEMENT**

- Developed job positions, wrote job descriptions, wrote job postings, short-listed, wrote interview questions, interviewed, hired, oriented new staff, monitored and evaluated staff.
- Worked on the Personnel Policy manual and developed finance, travel, and other policies. Knowledge of Employment standards and Federal Labor Code.
- Staff Training/Development/Succession planning- Effectively managed up to 59 staff by encouraging pride in performance, supporting individual development, and training staff in problem solving and teamwork.

## **ORGANIZATIONAL DEVELOPMENT**

- Restructured job positions and departments to complement strategic plan.
- Coached and trained supervisors in meeting facilitation resulting in productive work groups and a stronger sense of cohesiveness. Developed guidelines for conducting meetings based on interviews with key managers.
- Succession planning and coordinated comprehensive new employee orientation programs. Clarified mission, inspired staff, and increased team leadership.
- Developed strategies for implementing policies that promote economic viability and strong community support.
- Strategic long-term planning; created and managed organizational change.

## **EDUCATION MANAGEMENT**

- Managed Language and Culture Degree Program/partnered with university to deliver program.
- Hired teachers, recruited students, and obtained funding to hire elders to be mentors for the program.
- As Post-Secondary Counselor – counseled students in university and college.

## **COORDINATION**

- Coordinated two Annual General Assemblies for United Native Nation 1998 and 1999.
- Solicited volunteers, coordinated jobs, hired caterers, advertised, created brochures, posters, and developed budgets with no overruns.
- Coordinated Hate Crime Forum 1998 for United Native Nations.
- Coordinated grand opening for the Big House on traditional lands.
- Workshops for business planning, community development, strategic planning, career fairs.

**PROJECTS, AND EXPERIENCE:**

*First Nations Management Consulting (FNMC)*  
Principal Consultant, 2010 – present

Project: Economic Development Plan and Tourism Destination Plan  
Client: Binche Whu'ten First Nation, 2023

Subject Matter Expert - developed 4<sup>th</sup> year degree course on Indigenous Economic Development, 2020.  
Client: Athabasca University

Economic Development Officer, 2016 to 2022  
Employer: Huu-ay-aht First Nations, Modern Treaty Government

Business Planning Consultant, 2015 to 2016 Contract  
Client: Huu-ay-aht Development Corporation

Economic Development, 2014 to 2015  
Employer: Xaxli'p, Lillooet, BC

Feasibility Study for Greenhouse, 2015  
Client: Shakan Indian Band

Facilitation for First Nations Health Authority,  
Counterflow Community Planning Team, 2013  
Client: First Nations Health Authority

Marketing Plan for the Northwest Labour Market Project, July 2013  
Client: BC Hydro

Administrator, July 2010 to June 2013  
Employer: Mowachaht/Muchalaht First Nation (MMFN)

Executive Health Director, contract 2007 to 2010  
Client: H'ulh-etun Health Society, Chemainus

Provision of Administrative Services, 2006  
Client: Chief Dan George Centre for Advanced Education, Vancouver

Position: Manager May 2005 – April 2006

Employer: Chemainus Native College, Chemainus First Nations, Ladysmith

Project: Coordination of Youth Work Experience Program, Contract 2005

Client: Chemainus First Nations, Ladysmith

Provision of Administrative Service, contract 2004

Client: Saulteau First Nations, Moberly Lake

Position: Job Placement Officer /Office Manager, 1997 – 2000

Employer: United Native Nations

Position: Director of Tribal Operations, 1994 – 1997

Employer: Huu-ay-aht First Nations, Bamfield

### **VOLUNTEER POSITIONS**

- Economic Development Committee, Huu-ay-aht First Nations, Board of Director
- HFN Development Corporation, Board of Director
- St'at'imc Tribal Holdings (forestry company for 6 tribes based out of Lillooet) Board of Director
- Economic Development Committee member, Parksville City Hall
- Committee member on: Housing, Education, and Human Resources
- Native Students Commissioner – Malaspina Students Union Society 1992 – 1994
- Director – Malaspina Navigator Newspaper Society 1993 – 1994
- First Nations Advisory Committee member for Malaspina University-College, Camosun College, and North Island College
- Vice President – Malaspina Navigator Newspaper Society 2001-2002
- Committee member for Chemainus First Nation – Management Performance Evaluation committee and Policy and Procedure committee

### **CERTIFICATIONS:**

- Facilitated Planning, ICA (Institute of Communication Agencies), 2009
- Group Facilitation, ICA, 2009
- CPR/AED Level C, Red Cross, 2009
- Change Management July 2010