

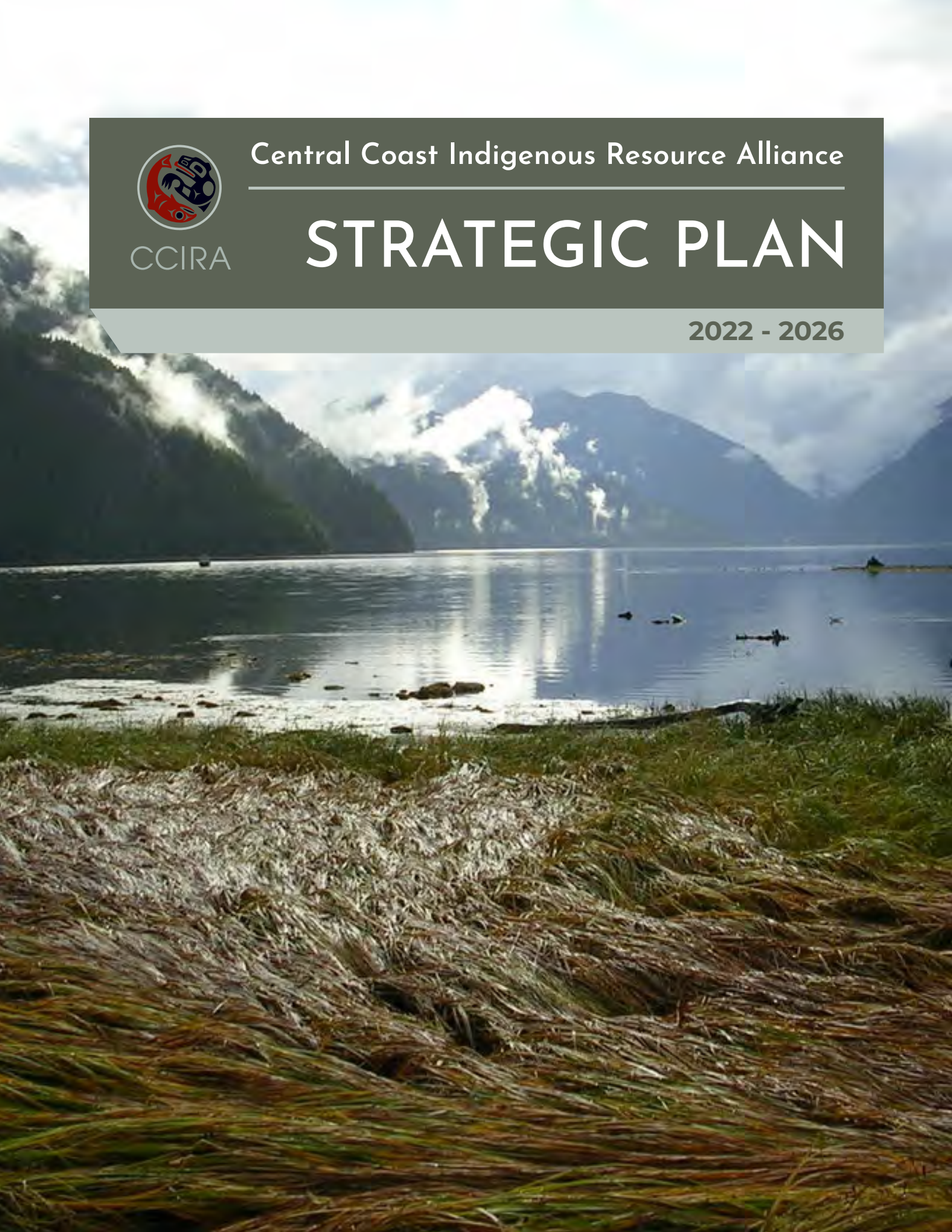


CCIRA

Central Coast Indigenous Resource Alliance

# STRATEGIC PLAN

2022 - 2026





CCIRA

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Plan prepared by

Alderhill Planning Inc.



# Introduction

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The Central Coast Indigenous Resource Alliance (CCIRA) focuses on providing support to its member Nations to achieve the vision of the Declaration of the Central Coast Nations, dated December 9, 2011.

The CCIRA member Nations are the Heiltsuk, Kitasoo Xai'xais, Nuxalk and Wuikinuxv, whose traditional territories are located on the Central Coast of what is now known as British Columbia. The member Nations hold inherent rights, aboriginal title, aboriginal rights and/or treaty rights and have common and collective concerns, interests and responsibilities which are intended to benefit from the collaborative approaches and processes implemented by CCIRA.

CCIRA provides technical, capacity, and facilitation support to all its member Nations. This ensures that the rights and responsibilities of the member Nations to the lands, waters, marine environment and resources within their respective Territories are honourably upheld and that Central Coast marine resources are managed with the overall goal of restoring healthy ecosystems.

This strategic plan is the result of an intensive planning process that took place between the fall of 2021 and the spring of 2022. CCIRA Board of Directors, Nation leadership, Stewardship Directors, and technical staff participated in two in-person planning sessions facilitated by Alderhill Planning and provided additional feedback through online questionnaires and one-on-one interviews.

This plan will guide the work of CCIRA, outlining the updated vision, mission, goals and objectives that CCIRA will be working towards achieving over the next five years.





# Declaration of the Central Coast Nations

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We declare to:

“Foster a strong working relationship with our Nations and through a common voice, ensure our ecosystems return to a healthy balance, while respecting our cultures, advancing our peoples’ well-being, and enhancing our economies.”

\_\_\_\_\_ December 9, 2011

# CCIRA's Values

CCIRA's values are based on those of the four Nations, first included in the *Integrated Marine Use Plan (2011)* and later expanded through the development of a document called the *Stewardship Principles Declaration of the Heiltsuk, Nuxalk, Kitasoo Xai'xaïs and Wuikinuxv Nations*. The values were further articulated through discussion with CCIRA staff, Nation leadership, and Stewardship Directors throughout this strategic planning process.

## Respect

**Respect** for the interconnectedness between the natural world and human world is described in numerous First Nation oral histories. It encompasses the maintenance and restoration of ecological integrity, stewardship of resources and places, being inclusive and participatory, and the importance of adherence to the precautionary principle to ensure that decisions today are not detrimental to future generations.

## Balance

**Balance** ensures the intergenerational equity (fairness to future generations) that has sustained First Nations cultures through time. Balance encompasses the modern concepts of sustainable use, integrated management, and the fair distribution of costs and benefits over time to support well-being.

## Intergenerational Knowledge

Within Central Coast First Nations communities, 'listening to your elders' speaks to the **intergenerational transfer of knowledge** and the value of seeking wise counsel. 'Adaptive management' is a modern term that expresses the similar concept that decisions should be based on learning from past experience. To be effective, adaptive management integrates and honours intergenerational knowledge and values, and requires strong listening and communication.

## Reciprocity

The act of giving thanks is practiced throughout Central Coast First Nations cultures. **Reciprocity** within and between clans, and reciprocity with the spirit world are both necessary. The principle of reciprocity speaks to collective responsibility, compassion, and community – themes that are cornerstones of culture for Central Coast First Nations. Conservation and protection are examples of how we give back care to nature for sustaining us.



# Vision

To foster a strong working relationship with our Nations and through a common voice, ensure our ecosystems return to a healthy balance while respecting our self-determination and cultures, advancing our peoples' well-being, and enhancing our economies.

# Mission

Providing coordination, facilitation, and technical support for Heiltsuk, Kitasoo Xai'xais, Nuxalk, and Wuikinuxv in collectively upholding the laws of our ancestors in the governance and management of our waters and marine resources to achieve our vision.



Figure 1: Map of the Central Coast including the current primary locations of the member Nations' communities.

# Principles

These principles are from the *Integrated Marine Use Plan* and are listed in order of priority, from most to least important, in accordance with the [direction of the Central Coast First Nations](#).

## **1 Ensure conservation of natural & cultural resources**

Conservation of natural and cultural resources is the highest priority of the First Nations of the Central Coast. Natural and cultural resources must be healthy to safeguard our direct connection to our territories and resources now and for future generations.

## **2 Ensure priority access to resources for cultural and sustenance use**

Maintaining our access to all areas of our territories is essential for cultural and sustenance purposes. The rights and opportunities of First Nations to hunt, fish, harvest, trap and otherwise use the land and sea resources for cultural, spiritual, sustenance, economic and trade uses must be assured and take precedence over all other uses, except conservation.

## **3 When resource health permits, enable appropriate First Nations' commercial use of resources**

The Nations economic development and diversification are required to create employment, entrepreneurial opportunities, and revenue. We believe that the cornerstone of a healthy community is a local and thriving economy.

## **4 Enable appropriate non-First Nations commercial and recreational use of our resources**

Non-First Nations uses of our lands, waters and other resources may be permitted but must respect First Nations' title and rights, culture, and the natural resources that continue to sustain our cultures. Non-First Nations commercial interests in our territories also must commit to providing viable and sustainable economic opportunities for our people.

# Goals & Objectives

## GOAL 1

**Support Central Coast Nations' sovereignty in governance and management of marine resources.**

- 1.1 Support Nations to implement and regularly update their Nation marine use plans and the *Integrated Central Coast First Nations Marine Use Plan*.**
- 1.2 Support and advocate for the Indigenization of relevant provincial and federal policies and legislation.**
- 1.3 Based on current management and policy priorities, develop and prioritize a list of focus areas from the *Integrated Marine Use Plan*.**
- 1.4 Support the health of marine populations and ecosystems.**
- 1.5 Support ocean health by prioritizing conservation and stewardship activities in our joint work.**
- 1.6 Seek long-term funding for stewardship and capacity-building opportunities.**
- 1.7 Monitor and address climate change, ocean acidification, and other pressures on ecosystem health and community well-being at a scale that is feasible.**
- 1.8 Increase Nations' governance, ecosystem-based management, enforcement capacity and control of marine areas and resources.**
- 1.9 Support data collection and analysis on Nation-led research.**
- 1.10 Support revitalizing practices of resource stewardship and management methodologies rooted in Indigenous knowledge and laws.**



# Goals & Objectives

## GOAL 2

**We contribute to Nations' well-being and capacity.**

- 2.1 Support Nation-level capacity, and ensure a balance between the capacity of each Nation and CCIRA.**
- 2.2 Support training and mentorship opportunities for Nations' staff and community members.**
- 2.3 Facilitate the flow of funds to Nations and support equitable access to funding opportunities, according to CCIRA's funding allocation principles.**
- 2.4 Support local economies in community.**
- 2.5 Facilitate a coordinated approach to fundraising and grant-making.**
- 2.6 Facilitate Nations' access to research results and coordinate research processes.**

## GOAL 3

**We are an effective, efficient organization.**

- 3.1 Adapt the structure and governance of CCIRA to best serve the four Nations.**
- 3.2 Cultivate excellent communication between CCIRA staff, Stewardship Directors, & Nations' staff.**
- 3.3 Provide effective coordination and technical support.**
- 3.4 Establish stable CCIRA funding and fiscal policies for an uncertain future.**
- 3.5 Implement this strategic plan, including ongoing monitoring and evaluation of its progress.**
- 3.6 Implement effective project management tools and approaches.**

# Goals & Objectives

## GOAL 4

We facilitate collaboration and connections among member Nations and other levels of government.

- 4.1 Facilitate a strong Nation-to-Nation alliance.
- 4.2 Use effective, culturally-appropriate methods of consensus building and dispute resolution.
- 4.3 Co-develop harmonized approaches to management and policy direction, data collection, analysis and sharing, as appropriate.
- 4.4 Provide effective coordination and technical support for collaborative governance processes.





CCIRA

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