

GWAXDLALA/NALAXDLALA

**Indigenous Protected and
Conserved Area**

SUMMARY BUSINESS PLAN 2023-28

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Foreword

On behalf of our elected Band Council, I am pleased to endorse this five-year Business Plan Summary for the Gwaxdlala/Nalaxdlala Indigenous Protected and Conserved Area, or IPCA. We declared and designated this portion of our Territory as an IPCA in November of 2021. Our Declaration, along with management plans we have prepared, reflects our intent to collaboratively govern the IPCA with Crown governments and begin work to better protect and restore its critical habitats, fish, animals and plants, birds, and cultural features, in accordance with the requirements of our ancient law of Aweenak'ola, which means "I am one with the land, the sea and the sky and the Supernatural Ones."



This is an ambitious task. We know that, to succeed, we need to evaluate more specifically what must be done, and what resources we will need. We know that our current human and financial resource capacity is not adequate, and we cannot keep relying on "ad-hoc" or "one-off" grant applications to achieve our IPCA objectives. This Business Plan is intended to address our current situation and document our future requirements.

Gwaxdlala/Nalaxdlala is a significant place of origin of our people and was occupied and used for thousands of years. Today, we have no Mamalilikulla people there. Until this year, we have been largely disconnected from this place. While it's easy to point to factors like post-contact government policies, and large-scale resource extraction, our desire is to fix the problem, not to place blame. Our IPCA declaration and collaborative governance approach is the beginning of this journey of reconnection. The Business Plan is intended to help us get there.

We gratefully acknowledge the work of Kathy Chopik (Integrated Governance Solutions Inc.), John Bones (IPCA Advisor) and Barb Drennan (Mamalilikulla Consultant) in developing this document.

Gilakasla,

A handwritten signature in blue ink that reads "John Powell". The signature is written in a cursive style.

Chief Councillor John Powell (Winidi)
January 10, 2023

1.0 Plan Purpose and Context

1.1 Plan Intent

This Business Plan is intended to identify budgets, financial requirements and strategies associated with the next five years of governance, management, and stewardship of the Gwaxdlala/Nalaxdlala¹ (Lull Bay/Hoeya Sound) Indigenous Protected and Conserved Area (IPCA), publicly [declared by the Mamalilikulla First Nation \(MFN\)](#) on November 29, 2021. These requirements are based on governance and stewardship objectives stated in the Declaration and the MFN's own IPCA marine and watershed management plans.

1.2 Context

The [MFN IPCA Declaration](#) represents a new pathway towards restoration of rights and title, and signals MFN intent to take a primary role in planning, use, management, and restoration of Gwaxdlala/Nalaxdlala while contributing to Crown government commitments to ecosystem conservation, protection, and restoration as well as to the UN Declaration on the Rights of Indigenous Peoples (UNDRIP).

The MFN Declaration was celebrated with community members and guests on May 5, 2022 at an onsite [Community Dedication](#) event, attracting considerable media coverage and interest.

¹ Pronounced "Gwat-ch-dala-lah / Nah-latch-dala-lah"

"We are one with the land, sea, sky, and Supernatural Ones, and it is our responsibility to protect, defend, house and nourish them in perpetuity"

The MFN approach is based on the ancient law of Aweenak'ola, which means we are one with the land, sea, sky, and Supernatural Ones, and have the responsibility to protect, defend, house and nourish them in perpetuity.

Photo 1. Elected and hereditary chiefs, elders and special guests at the IPCA Declaration (Credit: John Bones).



The IPCA boundary reflects this holistic management approach by including a significant marine area proposed as a Marine Protected Area Network site, as well as adjacent watersheds with inter-connected ecosystems.

1.3 Collaborative Governance

MFN never ceded its inherent rights (including title) over its territory to Crown governments, including the IPCA. The adoption of UNDRIP and related implementation legislation by federal and provincial Crown governments raised high expectations for a new collaborative governance approach between Crown agencies and First Nations. The MFN IPCA Declaration specifically challenges Canada and British Columbia to begin these discussions.

The MFN collaborative governance approach reflects a “structured decision-making process” in which a joint Crown-MFN body makes consensus recommendations for planning, ongoing management, research, monitoring, enforcement, restoration, and funding activities. Where a recommendation requires approval of a Crown statutory decision-maker (SDM), the SDM is obliged to accept a consensus recommendation from the committee, or if not, to provide rationale to the committee for its rejection.

The collaborative governance approach is reflected in both past and recent agreements made between First Nations with Canada and with BC. Application of the law of Aweenak’ola in IPCA collaborative governance decisions is intended to advance sustainable management of the land and water, help mitigate climate change-induced effects and loss of habitat, restore watersheds and stream habitat to maintain biodiversity, and protect unique and endangered, threatened and regionally significant species and ecosystems.

Discussions with BC government officials since IPCA Declaration resulted in a signed April 2022 Letter of Intent (LOI) with MFN to collaborate on “*Aweenak’ola Integrated Management of the Gwaxdlala/Nalaxdlala.*”

MFN is committed to protecting the biodiversity and unique species found in the marine area and to monitoring, restoring, and managing watershed streams, forests and estuaries for their ecosystem service benefits.

Future discussions will be influenced by the recognition of IPCAs as conservation tools in the December 7, 2022 mandate letter from BC Premier David Eby to the new Minister of Water, Land and Resource Stewardship.

1.4 Nation Governance

MFN is a recognized, independent First Nation. It uses a leadership system based on an elected chief and council but also recognizes the responsibilities held by its hereditary chiefs, some of whom are also affiliated with different First Nations. Since MFN does not have a habitable reserve for its members, its funding is much more limited in comparison with funding of other First Nations, and consequently it has low financial and human resource capacity to provide services to its 441 members. MFN has offset some of its capacity limitations through membership in the N̄n̄w̄akolas Council.

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2.0 Gwaxdlala/Nalaxdlala Current State

2.1 General Location

Shown in **Figure 1**, the IPCA is a relatively remote area of 10,416ha. The Lull and Hoeya watersheds total 8,293ha and the marine portion covers 2,123ha, including Gwaxdlala (Lull Bay) and Nalaxdlala (Hoeya Sound), as well as an adjacent portion of Knight Inlet.

Figure 1. Map of IPCA Watershed and Marine Components.

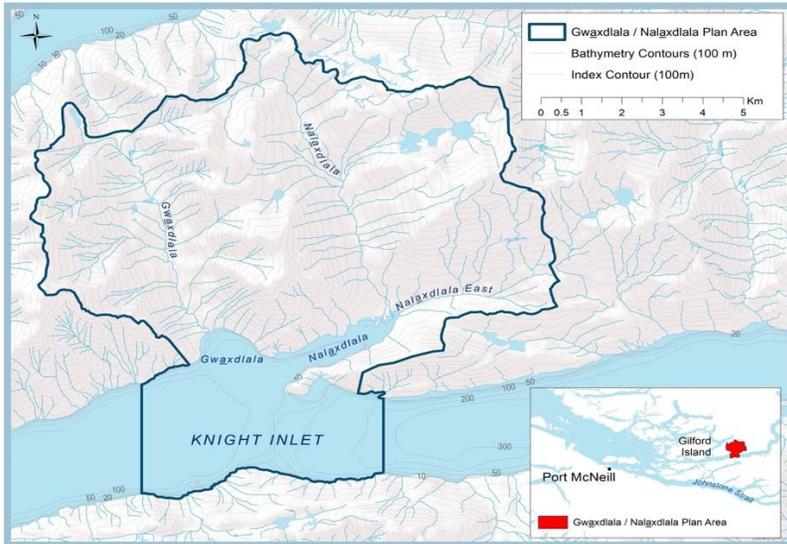


Figure 2 provides context for IPCA access, which is an important cost factor in the Business Plan. The IPCA is located approximately 70 km east of Alder Bay/Telegraph Cove (south of Port McNeill), which is 200km by road from Campbell River

(a 2.25-hour drive). From there, a boat trip directly to the IPCA is approximately 70km (a 1.5-hour trip in favourable weather conditions). The IPCA is 45km by boat (1.0-hour travel time) from the Village Island Indian Reserve (IR), currently used as a basis for Guardian activities in the IPCA. In summary, a visit to the IPCA from Campbell River, in favourable weather conditions, would require a minimum of 3.75 hours in road and boat travel, with associated fuel and boat launch costs. Infrastructure, facilities, and major assets are minimal in the IPCA and the lack of basic services, including accommodation, cellular coverage, electricity, and water are major limitations to effective management and community reconnection.

Figure 2. IPCA Access Travel Routes.

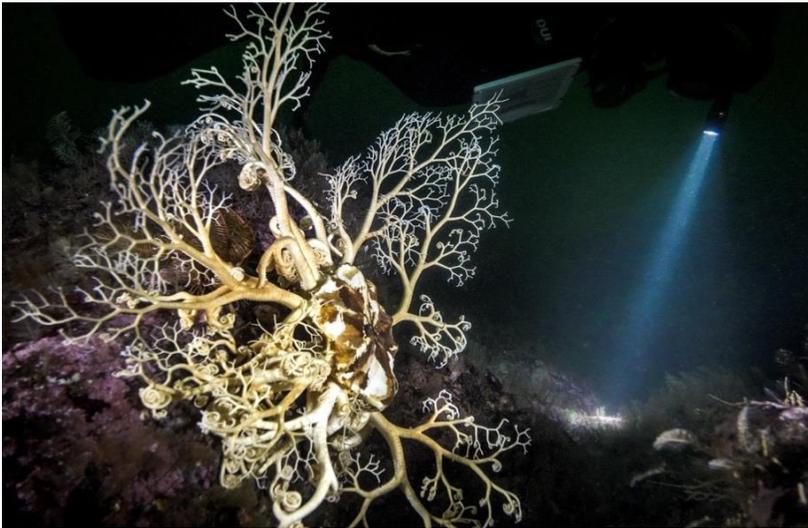


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2.2 Ecological and Physiographic Assessment

The IPCA's natural attributes are significant and include: a mix of old growth and second growth coniferous forests; two major stream corridors and estuaries; a 228km stream network, including many fish-bearing and spawning areas for salmon; habitat for several threatened or endangered birds and mammals, including Grizzly bear; and a marine area that includes a unique seabed "sill" supporting shallow-growing coral, sponges, and sunflower stars. Knight Inlet is also an important route segment of the annual Eulachon run to the head of the Inlet.

Photo 2. The IPCA marine area includes rare, shallow growing corals and sponges (Credit: Hakai Institute).



The health of the IPCA ecosystems has significantly declined. A century of forest harvesting has reduced forest cover, contributed to landslides, and reduced habitat availability.

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Populations of salmon, bear and other species have declined or almost disappeared. Numerous landslides have deposited trees, silt, and debris into Knight Inlet and in Lull and Hoeya streams, destroying salmon habitat. Recent dive surveys show ongoing damage to the Hoeya corals from commercial activities. Restoration of fish habitat and populations is an urgent need in stream corridors and marine nearshore areas. This includes stream debris removal and decommissioning of the remaining abandoned roads and other remnants of industrial logging in the watersheds. In the marine area, eelgrass bed restoration and foreshore cleanup of former log handling sites are current priorities.

MFN is already involved in collection of stream temperature, water quality and levels, and environmental DNA (eDNA) information. MFN has conducted Grizzly bear monitoring programs and habitat inventories, as well as inventories of culturally important plants such as Large Cultural Cedar. It has partnered with the Hakai Institute on marine dive surveys for the past two years. MFN believes it very important to continue these efforts, which require MFN ongoing funding. Similarly, restoration efforts require funding for baseline ecosystem assessments to confirm monitoring and restoration priorities, and for subsequent longer-term monitoring of recovery success. Such information is critical for ongoing IPCA ecosystem-based management, including planning and management decisions on existing and future watershed and marine activities.

Photo 3. An aerial view shows evidence of the effects of both human and natural events on the steep terrain of IPCA watersheds (Credit: Barb Drennan).



2.3 Cultural and Archaeological Assessment

MFN origin stories, and more recent written records include many references to the area within the IPCA. The marine shoreline and watershed areas contain significant, known cultural and archaeological features, including villages, fish traps and weirs, canoe runs, middens, culturally modified trees, and a pictograph. Such evidence reinforces the cultural connection of MFN to this area, and attests to its historical abundance of salmon, shellfish, and other species. Potential for finding new archaeological sites is high to moderate along the shoreline and up the stream valleys.

Cultural reconnection to this important MFN area is in part dependent on capturing knowledge of the area’s cultural significance and increasing opportunities for cultural events. Lack of adequate infrastructure and services, however, is a major limitation to restoring community connection. MFN has begun to address these limitations by installing a permanent access dock adjacent to the Hoeya estuary, and posting temporary IPCA signage, but more needs to be done to accommodate Guardian visits, research and other activities. The IPCA cultural and archaeological sites are at continual risk of disturbance by natural forces and human interference, which include commercial, bottom-contact fisheries in the inter-tidal areas of Hoeya Sound. *BC Heritage Conservation Act* enforcement by provincial authorities is difficult, due to site remoteness and staff capacity limits. MFN Guardians are more frequently onsite or in the vicinity and available to enforce protection, if mandated.

MFN is committed to continuing surveys and documentation of sites with its Guardians, which will increase benefits including cultural tourism development, public education and community reconnection through such tools as interpretive signage and site replication. The cultural importance and need for community connection to the IPCA requires financial resources that can be applied to document cultural site names and stories, as well as to improve and maintain site access and infrastructure (such as floating accommodation, storage, and a boat). All of these are now needed to implement plans that will support community and research events.

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The presence of existing sites and high site potential ratings highlights a need to obtain funding for continued and more comprehensive archaeological surveys, for such applications as planning of restoration projects, planning for any new access routes or infrastructure in the IPCA, and spatial zoning.

Photo 4. The Lull watershed and estuary at low tide show the effects of human activities while retaining significant evidence of cultural connection (Credit: ECCC).



2.4 Land Use Assessment

The IPCA area has experienced over a century of timber harvesting. The area is now managed under the 2007 Great Bear Rainforest Land Use Order, which has recently set aside 88% of the land from forest harvesting due to buffers and ecological requirements. Most of the timber harvesting rights in the IPCA are uncharted, i.e., not held by a specific forest tenure holder.

Heli-log drop tenures have been issued in the past within the IPCA marine area. An extensive forestry road network exists in the watersheds, although all but two roads have been deactivated.

An 11,000ha commercial recreation tenure extends into the IPCA along Lull Creek and its tributaries, and in the upper Hoeya watershed. Similarly, a guide outfitting tenure covers the entire IPCA, and beyond. A *Forest Act* Forest Recreation Site in the Hoeya Head area holds potential for use for licenced recreational activities. Registered trapline tenures have been issued over the watersheds and are part of larger traplines extending outside of the IPCA.

The IPCA marine area is utilized for federal *Fisheries Act* commercial and recreation fishing activities. There are many other users of the inlet and estuaries, but no monitoring or inventory of unregulated commercial tourism or recreational activity.

While future forest harvesting opportunities are limited, MFN has pursued acquisition of existing log handling sites and has interest in limited, sustainable harvesting in uncharted areas for future community economic benefit. MFN is also interested in opportunities for selective harvest of cultural cedar for cultural purposes. In the marine IPCA, MFN is concerned about the effect of continued commercial prawn, crab and shrimp fisheries on corals, sponges and (in Hoeya Sound) on potential underwater archaeological features. MFN has developed marine and watershed management plans that more specifically outline its management strategies and spatial zones

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with acceptable uses to reflect protection, conservation, and development goals.

Both the commercial recreation and guide outfitting tenures include considerable area outside of the IPCA. This situation has generated MFN concerns about how it can achieve collaborative governance over its IPCA when tenures in the IPCA extend into the territories of other First Nations and thus must accommodate the interests of those Nations in IPCA management decisions. MFN is currently working with the province on options for remedying this type of situation. The existence of the Forest Service Recreation Site at Hoeya Head also introduces the potential for independent recreational operators to secure licences and begin to compete with or restrict MFN opportunities to plan and manage public recreation use of the IPCA. These examples point to the need for a strong collaborative governance model to be used in decision-making processes affecting the IPCA, and to secure long-term funding for MFN participation in all facets of collaborative governance, including planning, tenure management, monitoring, and enforcement. They also point to the need to secure funds to conduct the necessary research and site assessments to assist in future resource allocation and management decisions, and to utilize Guardians in this work whenever possible.

2.5 Infrastructure, Facilities and Asset Assessment

Infrastructure, facilities, and major assets are minimal in the

IPCA. An extensive road network and log handling facilities developed to service commercial forestry activities are naturally revegetating over time. The lack of basic infrastructure and services, including accommodation, cellular coverage, electricity, water and liquid and solid waste disposal, necessitates the daily return of Guardians and research crews to MFN facilities at Village Island, which incurs additional fuel costs and reduces available work time.

Photo 5. Vessels moored at newly-installed Hoeya Sound dock (Credit: Taylor Rodes - The Narwhal).



In 2021, MFN purchased and affixed a permanent boat dock at a Hoeya log handling site for safe mooring of its Guardian vessels and has since added a storage unit on the dock. A former floating accommodation was acquired by MFN and located at the Hoeya log handling site in 2020 but relocated to Village Island to support activities across the entire MFN territory.

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In 2020, MFN began discussions on possible connection to a fibre optic cable network intended for remote coastal communities, but the project was put on hold. Since the IPCA Declaration, MFN has posted signs outlining IPCA boundaries and fishing avoidance areas but has no permanent signage identifying the area's designation or identifying cultural features and names to reconnect community members with the area.

MFN is committed to increasing its presence and reconnection to the IPCA. This will entail development of access trails into watersheds, and acquisition of an all-terrain vehicle. It will require floating or land-based accommodation for longer term Guardian visits, signage, improved communications, electricity generation, and (eventually) water and waste services. Equipment, fuel and water storage facilities, onshore wind and solar power installations, satellite dishes, and other services need to be acquired. Increased visitor use will place demands on anchorage, which should be carefully managed using designated buoys to avoid archaeological site disturbance.

The anticipated increase in Guardians puts strain on available boats and will require short-term boat rental and eventually a new patrol vessel. These improvements will not only enhance MFN ability to monitor and manage activities within the IPCA, but will facilitate research and restoration projects, increase the potential for new ecotourism and indigenous tourism, and create ongoing opportunities for community cultural connection more effectively.

Photo 6. Community members reflect on ceremonial singing, drumming and dancing held in this ancestral home for the first time in over a hundred years (Credit: Taylor Roades - The Narwhal).



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3.0 MFN Current Capacity Assessment

3.1 Existing Agreements

Several pre-Declaration agreements are in place that are addressed for their IPCA business capacity implications. These include the Great Bear Rainforest Land Use Agreement and Land Use Order (2007), the BC/Nanwakolas Framework Agreement/Strategic Engagement Agreement (amended 2019), the Canada/First Nations Reconciliation Framework Agreement (RFA) for the Northern Shelf Bio-Region (2018); and the BC/MFN Letter of Intent for Collaborative Implementation of Aweenak'ola (2022). Most of these provide small, targeted capacity funding through the Nanwakolas Council.

3.2 Existing Staff and Capacity

Staff capacity is a significant financial issue for additional Guardians and staff or contractors who can be fully dedicated to IPCA development and work activities.

At the end of December 2022, six positions were in place to support MFN administrative activities throughout the traditional Territory. Two Guardians provided field operations capacity. The Chief and one Council member support IPCA work, along with their other responsibilities. MFN utilizes contractors to assist with the IPCA workload, including its forestry consultant, two planning consultants supported through Nanwakolas Council, and occasional support from the Nanwakolas Council forestry advisor, Guardian Network Coordinator, and contracted archaeologist.

There were no staff or contractors fully dedicated to IPCA development or IPCA work activities. This reflects ongoing capacity challenges within MFN, and the demands of managing the entire Territory while advancing one part as an IPCA.

MFN has to date utilized a “team approach” with an IPCA team, drawn from MFN and Nanwakolas contract staff. While provincial and third-party funding was received in fiscal year 2022/23 to support an IPCA Coordinator, the workload has far

The longer-term IPCA requirements to support operation of a collaborative management body, assess tenure referrals, and coordinate Guardian activities, economic activities, and restoration and planning activities will necessitate a dedicated IPCA Coordinator position.

exceeded the funds provided directly to MFN. The longer-term IPCA requirements to support operation of a collaborative management body, assess tenure referrals, and coordinate Guardian activities, economic activities, and restoration and planning activities will necessitate a dedicated IPCA Coordinator position.

Establishing a stable MFN Guardian presence is an important governance requirement. MFN currently operates its own Guardian Program, with a manager and one full-time position. Guardian presence in the IPCA is required for a minimum of two days/week during the spring-to-end of fall season, but is currently limited to one day/week, at best.

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Virtually all field-related IPCA stewardship activities rely on Guardian participation. The existing Guardian complement is insufficient to address the needs of the IPCA as well as the entire Territory. MFN Guardians are obliged to provide other services through funding secured from other sources, which limits available time for IPCA work. The IPCA travel distance and lack of onsite accommodation also impact Guardian IPCA work activities and field presence. Expanding this presence and advancing MFN project priorities for the IPCA will require new and stable funding for another two positions and to address accommodation and other infrastructure limitations.

3.3 Referrals, Permits, and Management Information

Most MFN administrative programs and functions are in place for effective utilization in ongoing IPCA governance. There are, however, three specific administrative program prerequisites for effective governance that require capacity: referral of provincial tenure and forest industry proposals; an MFN permit and fee system; and a management information system.

Referrals to MFN of new, renewal or replacement provincial tenure applications are currently managed, at MFN request, through Nānwaḱolas Council. This centralized referral process may require adjustment to reflect the intended MFN IPCA collaborative governance process and will require new funding.

Although provincial tenures are issued for authorized activities,

there is no complementary MFN permit and fee system, which would generate some revenue for the IPCA and provide an important expression of collaborative governance approach. An MFN permit system will require additional funds for administrative work, as well as for its inclusion in a more robust management information system than currently exists within MFN.

Virtually all field related IPCA stewardship activities rely on Guardian participation.

MFN does not currently have a comprehensive information management system to address IPCA management requirements. IPCA information is currently stored either in electronic format on its behalf by Nānwaḱolas Council, or held by MFN in paper filing systems or on personal telephone memory systems. To move forward with IPCA governance, it is critical that existing information relevant to IPCA management be purposefully collected and aggregated. This will require funding for refinement of MFN current non-spatial information systems and the development of spatial systems that can produce, store, and analyze digital data files and generate reports (such as Geographic Information Systems mapping and analysis). This will facilitate operation of an IPCA permit and fee structure, an IPCA referral process, and several work plan deliverables in the 2022 Letter of Intent.

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3.4 Assessment of Current Revenues for IPCA Management

Existing projects currently providing revenue to MFN are short-term and reflect existing priorities of government or third-party (non-governmental) funders which are not necessarily consistent with the priorities set for the IPCA. With very few provincial tenures and federal fishery licences in the IPCA, there is minimal revenue accruing to Crown governments and very low potential for future resource revenue sharing by MFN from use of the IPCA. There are few prospects for long-term, sustainable funding to support the IPCA.

Since its IPCA Declaration, MFN has received \$232,000 from government and non-governmental sources to support initial activities and foundational work to the end of fiscal year 2022/23. N̄nwaḱolas Council has supported the IPCA with its Gordon and Betty Moore Foundation grants and DFO funding agreements to cover costs of assistance by its planning consultants and staff. The dollar value of these support services is approximately \$40,000/year over the last two years.

The N̄nwaḱolas Council has also provided portions of funds it has received which support management activities throughout MFN Territory. Funding agreements associated with MaPP, the MPA Network, the Oceans Protection Plan (OPP) and the Hamayas Guardian Network have provided MFN Guardian financial support approximating \$144,500. Guardians were also funded for involvement in forest-related management activities within the Territory and the IPCA.

Since 2020, MFN has been involved in a regional marine stewardship finance strategy or PFP (Project Finance for Permanence) for coast First Nations' marine conservation and co-governance activities. While the PFP holds promise to create a long-term, stable source of funding by the end of 2025, any future funding allocation to MFN would likely be small, and would not address stewardship activities in the IPCA watersheds.

MFN has also benefited from work funded by Nature United, BC Capacity Initiative, New Relationship Trust, Coast Opportunity Fund, and the Real Estate Foundation. A portion of federal government funding to N̄nwaḱolas Council has also been made available to MFN (estimated at \$20,000) for incident response training and exercises in the Territory.

Most funding projects and opportunities currently providing revenue to MFN are short-term and dependent on existing government or third-party priorities. Much of the funding is directed to priorities throughout MFN Territory, leaving little opportunity to address IPCA priorities.

Provincial sources of revenues available to the Nation include the Forestry Resource Revenue Sharing funds (\$35,000 annually, increasing in 2023) and BC Lottery funds.

IPCA governance and management is dependent on continued MFN support by N̄nwaḱolas Council, and on the random, opportunistic and application-based grant application process.

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4.0 Future IPCA Business Requirements

4.1 Vision

A vision statement describes the intended Business Plan outcome over the next five years and beyond. It reflects key goals and objective statements made by MFN in its IPCA Declaration and management plans. Key, stated outcomes are: securing of funds and generation of revenue streams for full MFN participation with BC and Canada in collaborative governance of the IPCA; and funds to support restoration projects, resource inventory and research programs, and community connection projects.

Funding and capacity requirements to achieve the Business Plan vision can be grouped into five budget categories.

4.2 Collaborative Governance

Collaborative Governance is a fundamental component of IPCA management, which will require funds for participation in a joint Crown-MFN body, an IPCA Coordinator, communications tools, an information system to support analysis and decision recommendations, and development of an MFN permit and fee system for the IPCA. Collaborative governance expenditures increase over the five-year period from **\$154,000 to \$179,000**.

4.3 Stewardship and Management

Stewardship and Management activities and budget focus on onsite projects and presence: salaries for Guardians field

activities, monitoring and enforcement patrols, support for inventory, research and restoration projects, transportation, accommodation, and improved communications access. The anticipated budget over five years is consistently between **\$193,000 and \$210,000**.

4.4 Restoration, Inventory and Research

Restoration, Inventory and Research are the critical elements that support IPCA stewardship. The budget includes funds for initial restoration projects for critical habitat and culturally significant species, and one research project each year, and the continuation of existing Guardian inventory programs. The anticipated budget over five years is projected as **\$315,000** per year.

4.5 Cultural Connection and Protection

Cultural Protection and Connection activities represent a distinct category of expenditures and relate to renaming projects, resultant signage, and official designation, as well as to additional archaeological assessment costs. The reconnection of community members to this significant part of their Territory is a pivotal achievement and will require funds for educational and interpretive information for public and community awareness, and funding for one community member gathering each year. Year 1 has the highest anticipated cost of **\$113,000** after which expenditures are expected to drop to the **\$68,000 - \$57,000** range each year.

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4.6 Infrastructure, Facilities and Major Assets

The budget for Infrastructure, Facilities and Major Assets costs is significant but necessary, and includes accommodation, storage, fuel, transportation, and power. Accommodation and transportation represent the most pressing need. This expenditure group shows high costs in the first two years, due to the acquisition of major infrastructure and assets. The requirements generally decrease for subsequent years to address maintenance costs. Total costs per year show **\$145,000** for Year 1, **\$275,000** for Year 2 and a subsequent decline to **\$18,500** for Year 5.

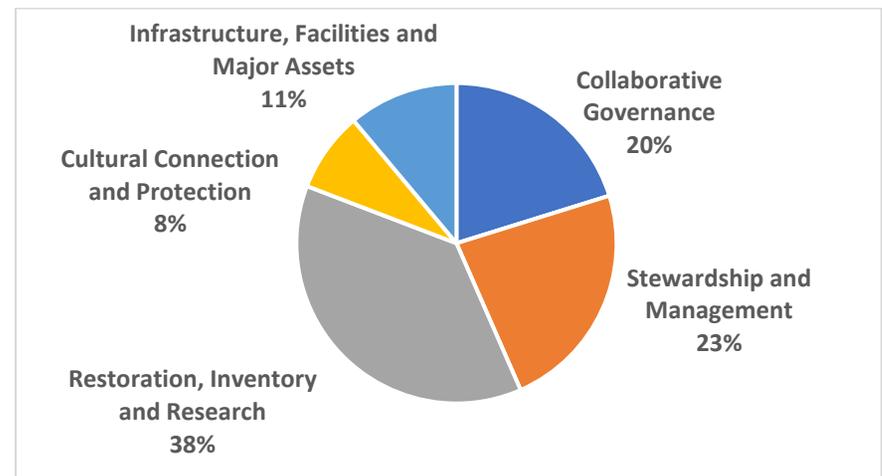
4.7 Budget Plan Summary

Table 1 shows the expenditure category costs over the five years of this Business Plan, with an overall projected five-year cost of \$4.2Million. **Figure 3** provides a cumulative comparison of these group costs over five years, and **Figure 4** shows an annual comparison. Cumulatively, over five years, restoration/inventory/ research, and stewardship/management represent 61% of the proposed expenditures. Infrastructure, with a relatively high outlay in years one and two, accounts for only 15% of the cumulative budget over five years.

Table 1. Summary Five Year Budget Plan for IPCA, All Categories.

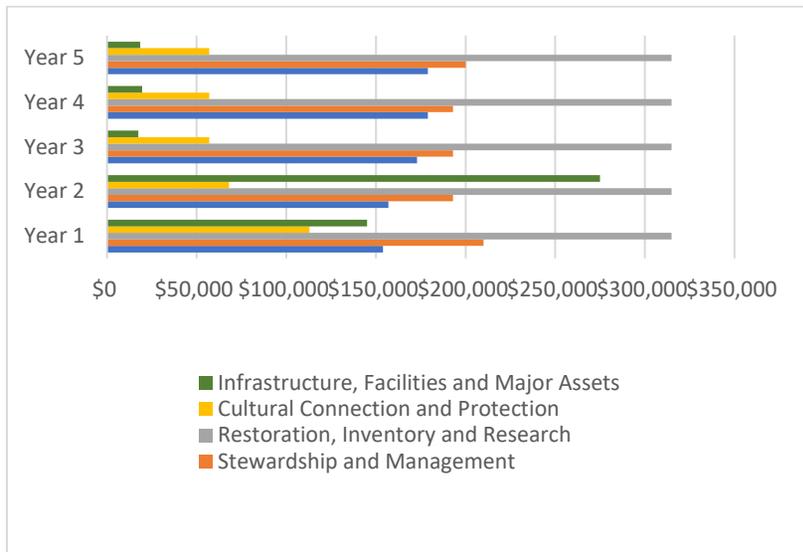
Category	Year 1	Year 2	Year 3	Year 4	Year 5
Collaborative Governance	\$154,000	\$157,000	\$173,000	\$179,000	\$179,000
Stewardship and Management	\$210,000	\$193,000	\$193,000	\$193,000	\$200,000
Restoration, Inventory and Research	\$315,000	\$315,000	\$315,000	\$315,000	\$315,000
Cultural Connection and Protection	\$113,000	\$68,000	\$57,000	\$57,000	\$57,000
Infrastructure, Facilities and Major Assets	\$145,000	\$275,000	\$17,500	\$19,500	\$18,500
Total	\$937,000	\$1,008,000	\$755,500	\$763,500	\$769,500

Figure 3. Total Projected IPCA Budget Over Five Years by Category



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Figure 4. Budget to Support IPCA Development and Stewardship 2023 – 2028



5.0 Vision to Reality: Financial Plan

The Financial Plan lay out a course of action to attract the funding needed for activities identified in the five-year budget and beyond. It is the starting point for building a long-term strategy that will support achievement of the IPCA vision.

There are currently no commitments for the financing of IPCA activities in fiscal year 2023/24. It is challenging to establish a financial plan based on multiple sources, with unique funding time periods, criteria, and fund managers. To fully fund the proposed budget, funding for multiple years will be required.

5.1 Funding Sources

Funding for stewardship and management operations will most likely have to be provided through government and other third-party contributors.

There are no significant direct revenues projected in the future of the IPCA. MFN will continue to contribute some of its discretionary funds and provide in-kind support to achieve the goals of its Business Plan, where feasible. Self-directed funds available to MFN include Coast Opportunity Fund endowment (\$37,000 annually), forestry resource revenue share (\$35,000 annually), BC Lottery Funds, annual allocation (value not known), and the Atmospheric Benefit Agreement (value unknown).

Applications have been made for new and continued projects, and MFN will continue to contribute some of its discretionary funds and provide in-kind support to achieve the Business Plan vision. In addition, MFN intends to pursue partnerships with aligned and expert organizations that have shared interests in the IPCA’s intended conservation outcomes.

The financial plan for the IPCA is predominantly a strategy to attract funds from aligned government and third-party partners and their programs, and to develop some IPCA revenue and employment opportunities.

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Funding for the IPCA ‘as and when available’ does not support a sustainable management strategy or the intentions of the IPCA as laid out in the Declaration and reflected in the 2022/23 Letter of Intent. It is likely that the three levels of government (provincial, federal and MFN) will need to fund basic governance structure participation of MFN for the first five years, along with some specific projects.

If and when a collaborative governance model is formalized, the IPCA joint governance body could approach provincial and federal governments for funding for restoration, inventory and research, and other outcomes consistent with a joint management plan and aligned with existing provincial and federal priorities and programs (e.g., carbon capture, habitat protection, marine protection, climate change mitigation).

Until then, MFN will be required to develop funding proposals to government and third-party funding programs to advance its own IPCA objectives, and continue to collaborate with N̄n̄w̄āk̄ōl̄as Council in funding proposals that will address some of its IPCA priorities.

Partnerships with external organizations who have a direct interest in topics consistent with conservation and cultural connection goals of the IPCA can provide expertise, training, and visibility to IPCA work. Partnerships could involve stakeholders with expert level knowledge (universities, cultural organizations, research organizations, companies, governments) or immediate and direct financial interests (regional businesses, trust funds) to work with MFN to achieve IPCA outcomes of shared interest. N̄n̄w̄āk̄ōl̄as and MFN

currently engage in many partnerships in their areas to further their shared resource management strategies.

There is high potential to capitalize on the Project Finance for Permanence (PFP) being pursued for marine conservation and First Nation governance. The PFP project could mobilize the resources, institutional commitments, and other conditions needed, potentially in 2025. In the interim, it could be beneficial for MFN to evaluate the benefits of establishing an independent IPCA focused endowment fund, or donor-directed account.

Photo 7. Maintaining a cultural connection for future generations is a key IPCA objective and part of the Business Plan vision (Credit: Taylor Rodes - The Narwhal).



“We are one with the land, sea, sky, and Supernatural Ones, and it is our responsibility to protect, defend, house and nourish them in perpetuity”

6.0 Financial Plan Implementation

6.1 Priority Activities

The proposed budget provides a basis for annual IPCA spending over a five-year period. It supports many of the IPCA Declaration objectives and watershed and marine plan strategies, but is not intended to be the source of funds needed for full delivery of those plan objectives.

The budget reflects a thorough list of IPCA requirements, but at a minimum, participation in governance structures and processes, and stewardship/management capacity are critical for success. The following sections outline a financial strategy for the IPCA.

6.2 Financing Plan

The plan to attract the financial resources needed to deliver IPCA budget activities focuses on five requirements. The first is to ensure that IPCA fundraising materials make the best possible case for investment in the area, and that the appropriate funding organizations receive the information. Secondly it is critical to confirm that many of the funds that have been used in the IPCA development (along with some operational funding) can be continued until replacement funding is established. Direct participation of the anticipated collaborative governance body members in the funding approach to participating governments is critical. Third-party funders will be core participants for many of the projects in the Business Plan and building new relationships, determining

alignments, and creating shared projects will be a primary role for the IPCA coordinator and the MFN. Lastly, the MFN own-source funding, although limited, can be an important contributor to a consistent and secure funding stream.

The budget reflects a thorough list of IPCA requirements, but at a minimum, participation in governance structures and processes, and stewardship/management capacity are critical for success.

6.3 Financing Plan Implementation

The following steps are recommended for financial plan implementation:

1. Preparation of Fundraising Materials
2. Confirmation of Current Funds.
3. Secure Provincial and Federal Government Support.
4. Engagement with Third-Party Funders.
5. Identification of Options for Own-Source Fund.

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*To learn more about the IPCA and read the full Business Plan,
please visit our IPCA website at:*

<https://mamalilikulla.ca/indigenous-protected-and-conserved-areas-ipca/>

Or email admin@mamalilikulla.ca

