



Blueberry River Restoration Society

Strategic Plan

2023 — 2026





Introduction

The Blueberry River Restoration Society exists to foster the healing of the land base to a state which will sustain healthy, functioning ecosystems needed for the restoration of Blueberry River First Nations' treaty rights.

The Society is one part of the larger 2023 Blueberry River First Nations Implementation Agreement. It is governed by a Board of Directors of 7 members, three who are appointed by the Provincial Government of British Columbia, four who are appointed by Blueberry River First Nations. The Society considers itself in service to Blueberry River First Nations and places the highest value on our relationship with them, while also being accountable to the Provincial Government of British Columbia and the public.

This strategic plan has been written by the Board of Directors at the outset of the Society's formation, as the initial capitalization of the Society's restoration fund is underway. It is written to give clear direction to the Society's work while intentionally creating the flexibility needed by a non-profit in the start-up stage.

Above all, our goal is to restore ecological integrity to the land and waters of the Blueberry River First Nations. The Society considers ecological integrity to be a complex and dynamic state that must include:

1. The connectivity of restored ecosystems across the landscape;
2. The presence of a full suite of naturally occurring plants and animals;
3. Persistence over time, not just at one point in time.

The Society views the work of ecological restoration as inextricably linked to cultural revitalization. Our approach is such that the repair of ecosystems must contribute to cultural renewal and recognizes that cultural renewal promotes ecological integrity.

The strategic plan that follows focuses on establishing the foundations for operational excellence needed by the Society in this early stage of work. The priorities below enable us to build our capacity as an organization while also taking the first steps in the longer journey of ecological restoration by and for Blueberry River First Nations.

Blueberry River Restoration Society

Values

Reciprocal Restoration:

That the well-being of the land and people are tightly woven, with kinship and guardianship being central to our success.

Transparent Collaboration:

That the Society's work is always and actively guided by Blueberry River First Nations in an open and accountable relationship that provides transparency to all.

World-Class Approaches:

That the Society's work will draw from the best examples of reciprocal restoration from Blueberry River First Nations, the region and around the world, adapted to, and focused on, meaningful restoration by and for Blueberry River First Nations.

Making Every Dollar Matter:

That the Society responsibly stewards the resources entrusted to it with accountability for current and future generations of Blueberry River First Nations.

Agility and Sustainability:

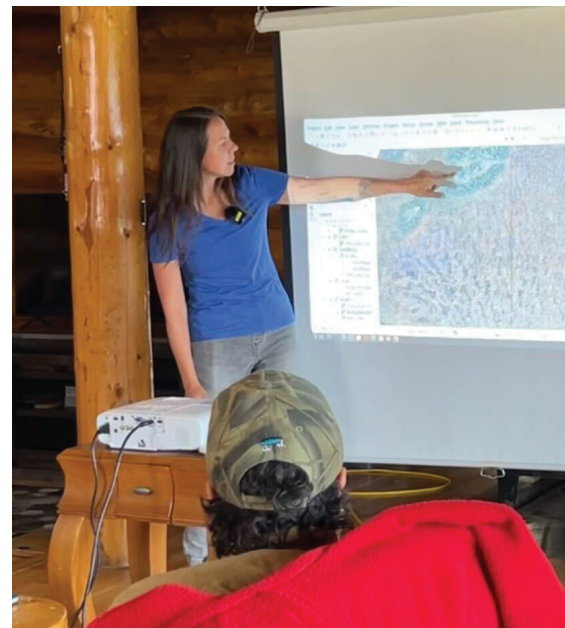
That the Society acts at the right pace to balance the tension between speed and sustainability in ensuring Treaty Rights are restored.

Vision

Blueberry River First Nations, a proud and unified people, are thriving in a land where the ecological conditions allow for the restoration of their Treaty rights which in turn empowers them to thrive and practice their culture across their beautiful, healthy territories as long as the sun shines, grass grows, and rivers flow.

Mission

To heal the land and the people through impactful reciprocal restoration projects that strengthen the land, waters, culture, and well-being of Blueberry River First Nations people.



Strategic Priority #1

Trusted Relationship

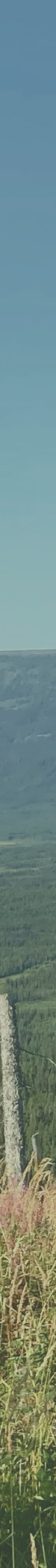
Meaningfully involve and collaborate with Blueberry River First Nations leadership and families in our decisions and work.

Objectives:

1. Embed the Nation's knowledge in our understanding of the land and our work.
2. Develop a shared understanding with the Nation's Council about the Society's role, priorities, and relationships with the people and their lands.
3. Establish and integrate a clear understanding of, and process for, free, prior, and informed consent with Blueberry River First Nations.
4. Form and foster open communication with Council and the five families.
5. Share the knowledge we gain in our work with Blueberry River First Nations, and in tandem with Blueberry River First Nations, with other Indigenous governments and communities.
6. Ensure that in all our activities we create the time and space to put these relationships first.

Indicators of Success:

- Blueberry River First Nations names, images, and art, and the Dane-zaa and Nēhiyawēwin languages, are actively used across our work.
- Blueberry River First Nations members report clearly understanding our mandate and role, particularly as they relate to the 2023 Implementation Agreement.
- Our touchpoints with Council and the five families are anticipated with enthusiasm and well attended; Chief and Council value their partnership with us.
- Clear mechanisms are in place for involving Council and the five families in our decision-making structure, including policies, staff roles and board governance.
- All five families are contributing to, and benefiting from, our work.
- Annual Reports are timely, accurate, accessible, and available to all.





Strategic Priority #2

Accelerate the Healing Of the Land

Implement world-class reciprocal restoration projects that focus on healing the lands and waters that mean the most to Blueberry River First Nations with the goal of contributing to the restoration of their Treaty rights.

Objectives:

1. Enable the restoration of the land base to a state that, over time, supports the full complement of species.
2. Continuously uplift, learn from, and incorporate Blueberry River First Nations knowledge.
3. Sequence our restoration projects to start small, increasing them in scope and budget over time.
4. Ensure our projects draw from examples, locally and around the world, of successful, long-term, reciprocal restoration projects.
5. Develop and regularly evaluate our project review and selection process, implementation framework, and monitoring framework to ensure we always integrate Blueberry River First Nations' restoration framework and values.
6. Involve youth and Elders in the work by fostering their participation in our projects, partnerships, and community engagements.
7. Collaborate with Blueberry River First Nations leadership, families, Elders and youth to conceive of ways to improve the Culture Camp and to explore ways to design and offer Dane-Zaa and Nēhiyawēwin immersion camps.
8. Coordinate the Society's restoration efforts in concert with the plans and timelines of other restoration activities in the region.
9. Become a trusted partner to the other restoration initiatives in the territory and region, and intentionally share how we do our work, our project successes and what we learn.



Indicators of Success:

- The land base is beginning to host the full complement of indicator species as prioritized by Blueberry River First Nations.
- Multi-year restoration projects that are significant to Blueberry River First Nations members are underway.
- Frequency and depth of Elder and youth participation.
- Well-organized and easily accessible Culture Days, and possibly Dane-Zaa and Nēhiyawēwin immersion camps, that are highly rated by those who participate.
- Long-term protections determined by Blueberry River First Nations are in place for restored areas.
- Interest from other organizations and communities in our processes and results.



Strategic Priority #3

Accountable Administration

Develop enterprise-level systems for openly and responsibly managing the funds we are entrusted to steward.

Objectives:

1. Develop and regularly monitor our finance and governance policies and practices.
2. Develop and implement an investment strategy and policy that is in line with Blueberry River First Nations values while meeting or exceeding investment performance benchmarks.
3. Maximize funds for investment in reciprocal restoration by cost-effectively operating the Society within a proportion of investment income.
4. Proactively share financial reports with Blueberry River First Nations, the Province of British Columbia, partners, and the public, establishing the highest possible level of transparency while ensuring the protection of Blueberry River First Nations privacy and confidentiality.
5. Implement an innovative, robust, transparent, culturally appropriate, and competitive procurement process for the selection of restoration partners with prioritization on Blueberry River First Nations companies and their partners.
6. Diversify the Society's funding sources.
7. Regularly evaluate the Society's progress relative to its strategic plan and in terms of our alignment with Blueberry River First Nations values and priorities.

Indicators of Success:

- Transparent, accessible, proactive, and easily understood annual reporting to Blueberry River First Nations, the Province of British Columbia, partners, and the public.
- Early investments in operations result in long-term return-on-investments in the form of demonstrable project impacts.
- The majority of our spending and procurement directly benefits the development of the local economy generally, and the local restoration economy specifically.
- New funding partners are attracted to the leading work of Blueberry River First Nations and the Society, bringing additional investment into reciprocal restoration efforts and the development of a restoration-based economy beyond the Society's initial \$200M.
- We demonstrate that the Society is adaptive to changes on the ground and that it responds to the needs of the community.



Strategic Priority #4

Build Our Team And Develop Talent

Build a team of top talent while utilizing, cultivating, and reinforcing local capabilities.

Objectives:

1. Design and operate a staffing structure in which everyone clearly understands their roles and responsibilities.
2. Build and strengthen the restoration economy in the region, with a priority focus on supporting and developing Blueberry River First Nations businesses.
3. Integrate the existing capacity building strategy into our work.
4. Build a pathway for Blueberry River First Nations members to be in leading roles within the Society.
5. Create opportunities for youth involvement to develop the skills of ecological restoration.
6. Provide regular training opportunities for both staff and board, with a priority on opportunities to learn about Blueberry River First Nations culture & worldview, and the Dane-zaa and Nēhiyawēwin languages.

Indicators of Success:

- Recruitment of top talent fuelled by their affinity to the innovative work we are undertaking with Blueberry River First Nations.
- Staff retention rates that are higher than average for the region.
- Board members are deeply committed and contributing curious and diverse perspectives as governing stewards of our work.
- Blueberry River First Nations members are leading in key positions within the Society.
- Learning and development opportunities are continuously created with and for Blueberry River First Nations members, particularly for youth.



Blueberry River Restoration Society

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