



2022

ANNUAL REPORT

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Letter from our Executive Director

Greetings Colleagues and Friends of ICCE,

Thank you for taking the time to read through our first Annual Report. It covers this past exceptional year, but also the overall growth since The Indigenous Centre for Cumulative Effects (ICCE) was incorporated in November 2019.

Through the Centre we have an extraordinary opportunity to share knowledge and best practices and to develop networks to help create the conditions for the wellbeing of future generations. Our Two-Eyed Seeing approach, which respects and balances both Indigenous and non-Indigenous knowledge systems, will benefit the people and the life with which we share our lands for years to come.



We are proud of our accomplishments and growth. Over the past 2.5 years we have expanded our Board of Directors and Technical Advisory Committee, recruited a small but talented team, and developed tools to support First Nations, Inuit and Metis communities to undertake cumulative effects work in their territories. The development of a Knowledge Centre, Guidance Documents, an interactive map of cumulative effects practitioners, virtual conferences and our community funding program, are just a few of our accomplishments. In addition, this past year we conducted a national needs assessment that identified community capacity needs and gaps that will inform our Strategic plan and guide our work in the coming years.

I am truly proud of the work our small team has accomplished.

Our vision is that all Indigenous people have the capacity they require and the ability to assess, monitor and manage the cumulative effects occurring on their lands, waters and communities. We are excited for the future as we continue to share knowledge to empower community-based approaches to culturally relevant cumulative effects assessment, monitoring and management to support Indigenous well-being and decision-making.

I would like to say Chi Miigwetch to our Board of Directors, Technical Advisory Committee and Partners for their ongoing support, knowledge and guidance.

In good spirit,

Leea Litzgus
Executive Director of The Indigenous Centre for Cumulative Effects



Letter from our Former Interim Board Chair



On behalf of The Indigenous Centre for Cumulative Effects (ICCE) Board of Directors, I am pleased to present our first annual report. The report provides a high-level description of our key services and activities since ICCE was created.

The Centre's growth and astonishing development during this time is something that I'm proud to be a part of. The Centre will continue to share knowledge and resources to create the conditions for the wellbeing of future generations for First Nations , Inuit and Métis

Over this past year, I have had the pleasure of working with multiple directors on an Interim Board for the Centre. They have steered ICCE through its incorporation as an independent Indigenous Centre, and guided the Centre in developing its strategic plan and priorities.

It is with great pleasure that I announce that Angie Gillis be taking over as Chair on the Board of Directors. Angie is a proud Mi'kmaw woman and member of Eskasoni First Nation. Angie's career has primarily focused on the inclusion of traditional knowledge and modern science. She is passionate and unrelenting in creating real, measurable progress in the priorities that matter most to Indigenous communities.

A handwritten signature in black ink that reads "Leona Irons".

Leona Irons
Former Board Chair

"I am very excited to be elected as the new Board of Directors Chair for ICCE. I am eager to be a part of the Intergenerational decision-making for Indigenous communities across Canada"

-Angie Gillis



Letter from our joint Technical Advisory Committee Co-Chairs



Pepita Elena Mckee



Clynt King

Greetings,

We, co-chairs of the Technical Advisory Committee (TAC), are proud to highlight the valuable contribution of our peers into the development of the Indigenous Centre for Cumulative Effects.

The members of this committee are dedicated Indigenous and non-Indigenous practitioners, with extensive knowledge and experience in the area of cumulative effects, that provides ongoing advice to the ICCE Executive Director, ICCE Staff and to the Board of Directors. Their expertise expands from various field such as environmental impact assessment, human health and well-being, socioeconomics, cultural impacts, wildlife, water, air quality, ecosystems management, contaminants, etc.

Coming from coast to coast, their willingness to graciously share the diversity of their perspectives is a testimony to their personal commitment to open-mindedly engage in complex and important conversations for the benefit of ICCE and the communities it serves. As such, they uphold and enact the Two-Eyed Seeing principle. They hence make sure to simultaneously work on the basis of both knowledge systems that are Indigenous knowledge and Western knowledge. This is a core principle of ICCE activities.

As co-chairs of this dedicated group of peoples, we salute them for their impressive work. We hope that the Technical Advisory Committee will continue and further develop the opportunity with all that ICCE might support.

A handwritten signature in black ink that reads "Pepita Elena Mckee".

Pepita Elena McKee
Technical Advisory Committee Co-Chair

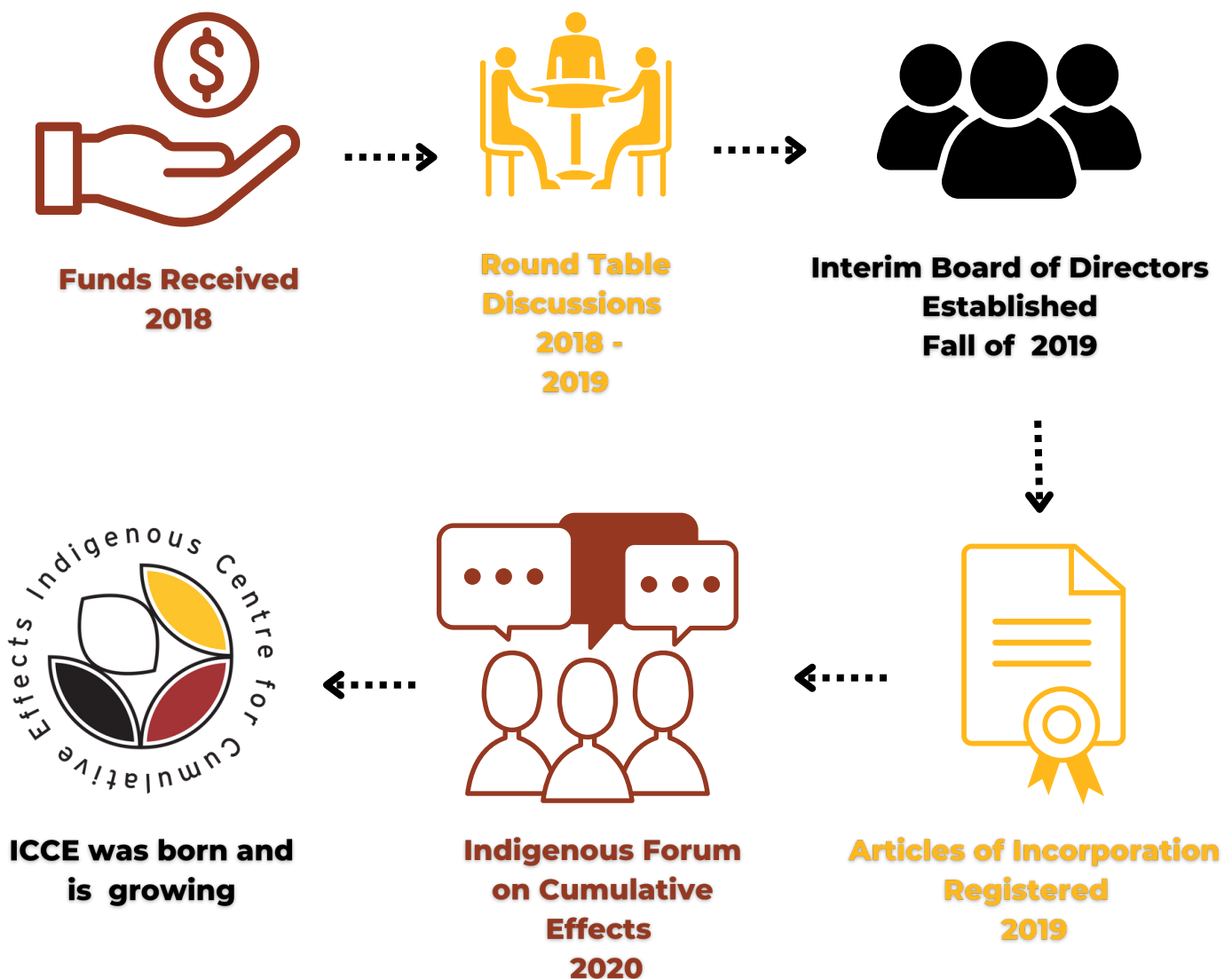
A handwritten signature in black ink that reads "Clynt King".

Clynt King
Technical Advisory Committee Co-Chair

The Creation of ICCE

To help lay the groundwork for the Centre, in 2018 an advisory group of Indigenous and non-Indigenous cumulative effects practitioners from across the country was formed. These roundtable discussions took place from 2018-2019 in Ottawa, Victoria, Halifax, Montréal, and Vancouver. As a result of these discussions, the idea of an Indigenous-led Centre for cumulative effects was born.

The Government of Canada allocated \$15 million over 5 years, to co-develop the center. In 2019, an interim Board was established and ICCE was incorporated as an Indigenous not-for-profit organization.



The Creation of ICCE

The Indigenous Forum on Cumulative Effects took place in February 2020 (Annex1) on Blackfoot territory, in Calgary Alberta, just before the world turned upside down and a global pandemic hit.

The Forum provided an opportunity to validate the findings of the roundtable discussions as well as introduce the Centre to communities. The Forum also provided a place for communities to connect, showcase community-based work, and share best practices.

Graphic recordings were used at the Forum to capture the ideas, concerns, and thoughts of the 300 participants. You can see here a sample of one of the recordings. It highlights important elements for the Centre. For example:

- Building capacity
- Indigenous knowledge and Western science
- Relationships
- Sustainability
- Self-determination



The feedback from the Forum was instrumental in the development of the Centre. It helped to define the guiding principles and provided recommendations on activities for the Centre to focus on. It was at the Forum that the Indigenous Centre for Cumulative Effects really began to take shape.

About ICCE

The Indigenous Centre for Cumulative Effects (ICCE) is an independent organization that supports Indigenous communities to undertake cumulative effects work. ICCE is a non-political organization and remains neutral on issues. ICCE is independently operated by Indigenous people.

Our Objective

The primary objective of ICCE is to help build and enhance the technical and scientific capacity of Indigenous communities to address cumulative effects, based on the values of First Nations, Métis and Inuit communities across Canada. ICCE is a network for Indigenous communities to access information, resources and best practices about cumulative effects. ICCE recognizes there is much to draw from both Indigenous and Western-based knowledge. Navigating cumulative effects can be complex, but is rich with opportunity, and the Indigenous Centre for Cumulative Effects seeks to be a support to guide a community's path.

Our Values

Etuptmumk, or Two-Eyed Seeing

Seeing from one eye with the strength of Indigenous knowledge and way of knowing, and from the other eye with the strength of Western knowledge and way of knowing. Using both these eyes together, for the benefit of all, is a fundamental guiding principle for our work within our communities and with our partners.

Intergenerational decision-making

Conveying the knowledge of our ancestors, we are keeping in mind that the decisions we make today will have an impact on several generations of the future. Like our ancestors, we must be good caretakers of our land, air and water, not just for our communities today, but also for those of the generations to come, who will live with the consequences of our actions.



Tread Lightly

Being aware that our activities affect the balance of all life in the land, air and water, and, being conscious of treading lightly to minimize harm.

Our Mission

The ICCE mission is to create networks, and develop and share knowledge to empower community-based approaches to culturally relevant cumulative effects assessment, monitoring and management that supports Indigenous well-being and decision-making.



Respect for diverse and distinct nations

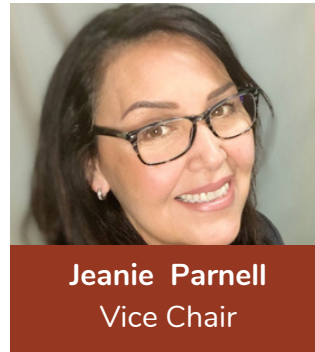
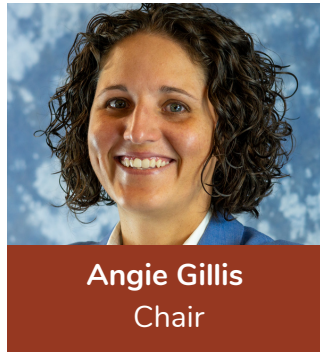
Respecting the unique approaches, rights and frameworks of the distinct groups of Indigenous people across the country. There is no default, pan-Indigenous approach to growing the capacity of communities to assess, monitor and manage the cumulative effects occurring in their land, air, water and communities.

Respect, humility, and inclusion

Understanding that we are all connected and have knowledge to share. Listening, opening our minds, collaborating, and finding constructive solutions despite our differences will help us grow healthier, stronger sustainable communities now and for the future.

Board of Directors

To learn more about our Board of Directors visit [our website](#). (Annex 2)



Technical Advisory Committee

The Technical Advisory Committee (TAC) (Annex3) provides ongoing advice to the ICCE Executive Director and to the Board of Directors. TAC members must have some technical or scientific expertise relevant to cumulative effects based on whether Indigenous knowledge or/and Western knowledge.



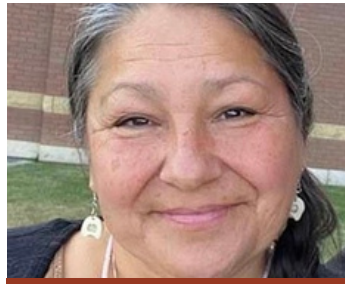
Pepita Elena Mckee



Clynt King



Ashley Childs



Melanie Daniels



Dr. Dawn Hoogeveen



Tara Joly



Paivi Abernethy



Katerina Kwon



Aaron Marchant



Dr. Margot Parkes



William Ross



Barry Wilson

Our Team



Our Extended Team



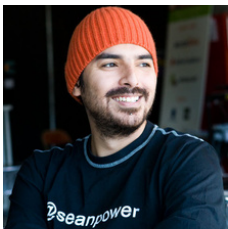
Rene Drolet - Budget and Government Affairs Advisor to ICCE

René Drolet is a former executive of the Government of Canada. He is an effective process facilitator, an expert in consultation, convening and engagement, as well as a seasoned public policy analyst. He has a comprehensive knowledge of government machinery and has access to a large network of senior government officials and senior private sector executives.



Bob Goulais - Communication Consultant to ICCE

An experienced senior executive and consultant having provided over 20 years of service to industry, government, not-for-profit and Indigenous organizations. He specializes in Indigenous community engagement, strategic communications, policy development and planning and Indigenous cultural competency development.



Sean Power- Executive Office and Entrepreneur in Residence

Sean is our contracted Executive Officer and Entrepreneur in Residence (EIR), Sean brings 20 years of private-sector entrepreneurship experience to the ICCE team.



Tara Burrell - Administrative Advisor

Tara Burrell is our contracted Administrative Advisor, she plays a vital role in our Community Funding Program and advises our team with best practices.



Lindsay Pealow - Association Manager

AMCES, Association Management and Consulting firm, was contracted by ICCE to provide back office services such as: policy development, human resources, strategic planning and more to ICCE during the Centre's development. AMCES provides ICCE with the opportunity to learn from established associations and provides dedicated resources to support the operations of ICCE.



Partners

ICCE truly appreciates the ongoing advice, support and collaboration from our extended partners. We offer our sincere miigwetchiwendam (thanks) to all our collaborators who continue to support our operations, provide technical advice, support our community engagement processes, and contribute to our past, present and future mandate in supporting cumulative effects work across Canada

- National Aboriginal Land Manager's Association (NALMA)
 - Saskatchewan First Nations Natural Resource Centre of Excellence
 - Six Nations of the Grand River
 - The Saskatchewan Aboriginal Land Technicians (SALT)
 - Braiding Knowledge Canada formally Canadian Mountain Network
 - Confederacy of Mainland Mi'kmaq
 - Atlantic Policy Congress
 - Dene First Nation
 - Athabasca Chipewyan First Nation
 - The First Nations of Quebec and Labrador Sustainable Development Institute (FNQLSDI)
 - Community Funding Program Recipients
-
- Crown-Indigenous Relations and Northern Affairs Canada
 - Environment and Climate Change Canada
 - Natural Resources Canada
 - Transport Canada
 - Indigenous Services Canada
 - Impact Assessment Agency of Canada

Strategic Plan

Indigenous peoples have the capacity and the ability to assess, monitor, and manage the cumulative effects occurring in their lands, waters, and communities. Our mission and values have been included in our [strategic plan](#). (Annex 4)

Strategic Pillar 1: Capacity Building and Training

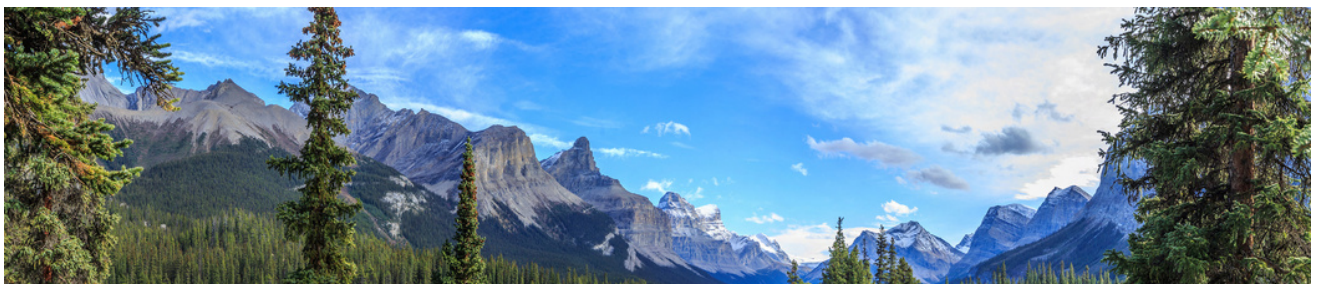
- Support the development of tools, protocols, and frameworks for cumulative effects assessment, monitoring and management.
- Identify gaps and community needs and how the Centre can better equip communities to meaningfully participate in programs, initiatives and specific cumulative effects assessment, management and monitoring processes undertaken by governments and project proponents.

Strategic Pillar 2: Networking, Provision of Expert Advice and Information-Sharing

- Fill existing gaps and build bridges between existing initiatives surrounding cumulative effects.
- Act as a resource for Indigenous communities to access information, resources, and best practices around cumulative effects assessment, monitoring and management.
- Raise awareness of ICCE activities and achievements among Indigenous communities, government agencies and project proponents.

Strategic Pillar 3: Strengthening of ICCE Governance to Ensure Long-Term Sustainability

- Put in place a governance structure for ICCE that is inclusive, promotes collaboration and enables a distinction-based approach to ICCE operations.
- Develop financial partnerships with governmental and non-governmental organizations sharing ICCE's values and principles to advance ICCE's objectives.
- Develop and implement operational and human resources policies and strategies for the National Office.



Our Priorities

ICCE's strategic plan (Annex 4) supports the organization's efforts to better manage the social, cultural, health, environmental, and economic issues related to cumulative effects on every person, place and thing. Our goal is to help build and enhance the technical and scientific capacity of Indigenous communities to address cumulative effects, based on the values of First Nations, Métis, and Inuit communities across Canada.

In support of ICCE's overall vision, the strategic plan has three over-arching pillars:

- Strategic Pillar #1: Capacity Building and Training
- Strategic Pillar #2: Networking, provision of expert advice and information-sharing
- Strategic Pillar #3: Strengthening of ICCE governance to ensure long-term sustainability
- Corporate Management & Leadership

Strategic planning remains an ongoing process that enables ICCE to define the initiatives and resources required to achieve its goals. Periodic review and assessment of the strategic plan will be undertaken in order to make adjustments, as needed, during the 2021-2024 period.

**Capacity Building
& Training**

**Strengthening of ICCE
Governance to Ensure Long-Term
Sustainability**



**Networking, Provision of Expert
Advice & Information Sharing**



VISION

INDIGENOUS PEOPLES HAVE THE CAPACITY AND THE ABILITY TO ASSESS, MONITOR AND MANAGE THE CUMULATIVE EFFECTS OCCURRING IN THEIR LANDS, WATERS AND COMMUNITIES.

MISSION

CREATE NETWORKS AND DEVELOP AND SHARE KNOWLEDGE TO EMPOWER COMMUNITY-BASED APPROACHES TO CULTURALLY RELEVANT CUMULATIVE EFFECTS ASSESSMENT, MONITORING AND MANAGEMENT TO SUPPORT INDIGENOUS WELL-BEING AND DECISION-MAKING.

STRATEGIC PILLAR #1: CAPACITY BUILDING AND TRAINING

SUPPORT THE DEVELOPMENT OF TOOLS, PROTOCOLS, AND FRAMEWORKS FOR CUMULATIVE EFFECTS ASSESSMENT, MONITORING AND MANAGEMENT

IDENTIFY GAPS AND COMMUNITY NEEDS AND HOW THE CENTRE CAN BETTER EQUIP COMMUNITIES TO MEANINGFULLY PARTICIPATE IN PROGRAMS, INITIATIVES AND SPECIFIC CUMULATIVE EFFECTS ASSESSMENT, MANAGEMENT AND MONITORING PROCESSES UNDERTAKEN BY GOVERNMENTS AND PROJECT PROPONENTS.

PRIORITIES

2021-2022

COMMUNITY FUNDING PROGRAM; DEVELOPMENT OF GUIDANCE MATERIALS; ANALYSIS OF EXISTING CAPACITY AND GAPS; ASSESSMENT OF NEEDS; TAC-GENERATED LIST OF PRIORITY GUIDANCE MATERIALS.

2022-2023

COMMUNITY FUNDING PROGRAM; DEVELOPMENT OF GUIDANCE MATERIALS; ADDITIONAL TARGETED RESEARCH; DEVELOPMENT OF TRAINING TOOLS INCLUDING WEBINARS.

2023-2024

COMMUNITY FUNDING PROGRAM; ON-LINE TRAINING PROGRAM; POSSIBLE CERTIFICATION.

STRATEGIC PILLAR #2: NETWORKING, PROVISION OF EXPERT ADVICE AND INFORMATION-SHARING

FILL EXISTING GAPS AND BUILD BRIDGES BETWEEN EXISTING INITIATIVES SURROUNDING CUMULATIVE EFFECTS.

ACT AS A RESOURCE FOR INDIGENOUS COMMUNITIES TO ACCESS INFORMATION, RESOURCES, AND BEST PRACTICES AROUND CUMULATIVE EFFECTS ASSESSMENT, MONITORING AND MANAGEMENT.

RAISE AWARENESS OF ICCE ACTIVITIES AND ACHIEVEMENTS AMONG INDIGENOUS COMMUNITIES, GOVERNMENT AGENCIES AND PROJECT PROPONENTS.

PRIORITIES

2021-2022

WEBSITE; NATIONAL AND CONFERENCE; NATIONAL AND REGIONAL ENGAGEMENT PLAN; COMMUNICATION/MARKETIN G/SOCIAL MEDIA STRATEGY; REGIONAL EVENTS IN TARGETED AREAS.

2022-2023

NATIONAL CONFERENCE; REGIONAL WORKSHOPS; MAPPING TOOL; PEER-TO-PEER LEARNING.

2023-2024

NATIONAL CONFERENCE; REGIONAL WORKSHOPS; WEBSITE RE-DESIGN AND UPDATE.

STRATEGIC PILLAR #3: STRENGTHENING OF ICCE GOVERNANCE TO ENSURE LONG-TERM SUSTAINABILITY

PUT IN PLACE A GOVERNANCE STRUCTURE FOR ICCE THAT IS INCLUSIVE, PROMOTES COLLABORATION AND ENABLES A DISTINCTION-BASED APPROACH TO ICCE OPERATIONS.

DEVELOP FINANCIAL PARTNERSHIPS WITH GOVERNMENTAL AND NON-GOVERNMENTAL ORGANIZATIONS SHARING ICCE'S VALUES AND PRINCIPLES TO ADVANCE ICCE'S OBJECTIVES.

DEVELOP AND IMPLEMENT OPERATIONAL AND HUMAN RESOURCES POLICIES AND STRATEGIES FOR THE NATIONAL OFFICE.

PRIORITIES

2021-2022

CREATION AND CONSOLIDATION OF COMMITTEES (TAC, ELDERS/YOUTH); GOVERNANCE POLICIES; RECRUITMENT STRATEGY FOR BOARD AND COMMITTEES.

2022-2023

CREATION OF A COMMUNICATIONS COMMITTEE; STRATEGY TO SECURE LONGER-TERM FUNDING OF ICCE; RECRUITMENT STRATEGY FOR YOUNG INDIGENOUS PROFESSIONALS;

2023-2024

STRATEGIC PLANNING FOR THE NEXT 3-YEAR PERIOD; REBRANDING; PARTNERSHIPS WITH ACADEMIC INSTITUTIONS FOR POTENTIAL SCHOLARSHIP PROGRAM.

CORPORATE MANAGEMENT AND LEADERSHIP

ADMINISTRATIVE AND FINANCIAL MANAGEMENT
HUMAN RESOURCES MANAGEMENT AND RECRUITMENT.

PRIORITIES

2021-2022

CONSOLIDATE AND EXPAND CORE TEAM (HIRING EMPLOYEES); ADMINISTRATIVE MANAGEMENT TOOLS (SOFTWARE); SOUND FINANCIAL AND CORPORATE MANAGEMENT PRACTICES TO ENSURE COMPLIANCE WITH LEGAL REQUIREMENTS.

2022-2023

OPERATIONAL PROCEDURES MANUAL TO SUPPORT STAFF, CONTRACTORS, COMMITTEES, VOLUNTEERS; SUCCESSION PLAN FOR LEADERSHIP POSITION; SOUND FINANCIAL AND CORPORATE MANAGEMENT PRACTICES TO ENSURE COMPLIANCE WITH LEGAL REQUIREMENTS.

2023-2024

LOGISTICAL CONSIDERATIONS FOR LONGER TERM (PHYSICAL OFFICE, REGIONAL HUBS, ETC.); SOUND FINANCIAL AND CORPORATE MANAGEMENT PRACTICES TO ENSURE COMPLIANCE WITH LEGAL REQUIREMENTS.

Community Funding Program

The Community Funding Program (CFP) (Annex 5) was created to help build and strengthen the technical and scientific capacity of Indigenous communities across Canada to address cumulative effects issues. Since the program began in 2020, ICCE has successfully completed three rounds of calls for proposals, providing Indigenous communities with capacity funding to support their cumulative effects work. All proposals were reflective of the efforts and excellence in addressing cumulative effects issues across the country.

In an effort to improve the program, and ensure its effectiveness and sustainability, ICCE is currently reviewing the Community Funding Program with its Board of Directors and its Technical Advisory Committee.

We are currently developing two different application process' the first is for enhancing capacity and the other is for building capacity. We encourage you to [join our mailing list](#) to ensure you receive the call for proposals once released.



Figure 2) Map of funded recipients

Community Funding Program Testimonial



"The Community Funding Program has significantly benefited Atlantic First Nation communities as it has allowed APC to introduce the concept and spread awareness of cumulative effects throughout the region, as well as to start providing communities with the support they need to address cumulative effects issues.

With support from ICCE, APC was able to conduct a regional study on the most prevalent cumulative effects issues communities are facing, identify the best tools and resources for communities and hold their first Cumulative Effects Conference (June 2022), which was very well received by the delegates who attended. With the continued support of ICCE, APC is now planning to offer a cumulative effects training workshop to Atlantic First Nations communities that will lay the foundation for communities to really start building capacity, specifically in relation to incorporating Indigenous knowledge and cumulative effects in environmental assessments.

Building capacity in communities is the main goal of the Community Funding Program, and through APC's cumulative effects work, we are starting to see strong movement in that direction."

Julia Purcell
Atlantic Policy Congress

Communications & Marketing

Connect with Us!

Marketing and Communication support ICCE'S mission to serve the organization's community to enhance ICCE's brand and foster positive relationships. Connect with us by clicking the icons below. You can also find us on Facebook, Twitter and Instagram @ICCE_CAEC and on LinkedIn by @IndigenousCentreforCumulativeEffects



Facebook



Twitter



Instagram



LinkedIn



Mailing List



Website

Branding



ICCE commissioned Mi'kmaq Artist Loretta Gould to create a unique piece of artwork for the Centre. This artwork will be used in addition to the ICCE logo for branding on stationary, the website, conferences, reports, and promotional materials. This painting was created with the vision and mission of the Centre in mind. The painting includes elements from First Nation, Inuit and Métis culture and provides a visual representation of the concept of interconnection.

Our Brand guide was completed by Betty Biesenthal and her team at Design House. To ensure consistency we follow this guide to achieve brand awareness and growth.

Communications & Marketing

Communications

Since its conception ICCE has been diligently working on expanding our communications and marketing. This year we welcomed Chrissy Metzger to the ICCE team as our Communications and Marketing Coordinator. ICCE now has a communication and marketing plan that includes best practices, brand guide specifications and more. ICCE looks forward to developing new tools and resources that meet the needs of First Nations, Inuit and Metis.

Our Mailing List

Stay up to date on all things ICCE by subscribing to our mailing list. We use this to send out news, information and resources to communities.

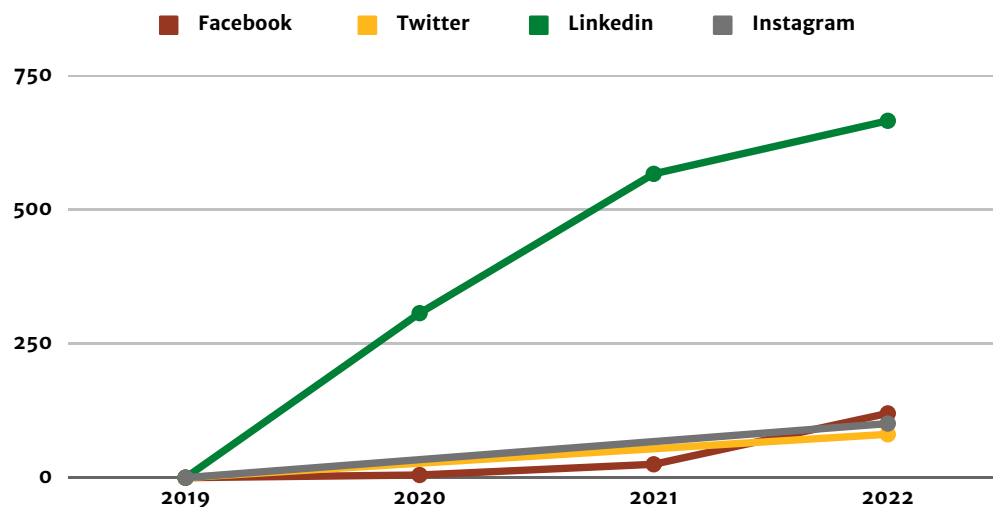


[Click Here to Join our Mailing List](#)

Our Social Media Goal

Performance goals are a good way to monitor and measure progress. ICCE's goal is to increase our follower count and engagement rate to ensure we are reaching our target audience. We will continue to flourish and grow our channels in the coming years as network and make meaningful connections on Indigenous lands.

Social Media Growth



LinkedIn is by far our best performing channel.



Facebook is our lowest performing channel.



Growth rate in our LinkedIn audience in the last year alone

How will these metrics help us?

Social media metrics are important because ICCE can measure how successful a campaign is, how well our social strategy is performing, and ultimately if our posts are reaching our targeted audiences.

Moving onwards ICCE has implemented a best practices guide for marketing and social media which includes a monitoring and scheduling program called Hootsuite. This will allow us to capture all analytics and schedule campaigns accordingly. These metrics will then be used to assist ICCE with strategic planning and more.

Looking ahead to 2023

ICCE will continue to assess, monitor and manage the cumulative effects occurring in their lands, waters and communities. By creating networks and sharing knowledge to empower Indigenous communities across Canada, ICCE will continue to host regional dialogues and be present on the land in which requires assistance from ICCE whether that be in building or enhancing capacity. Looking ahead to 2023 we have already accomplished a lot of what we had initially planned, as an organization we are very excited to continue to spread our knowledge and grow.

01

National Conference

Our first in person conference will be held May 29-31, 2023 at the Westin in Ottawa. Where we will host a variety of Indigenous organizations working on Cumulative Effects and more. Stay tuned for more information regarding the conference on our website.

02

Reporting Back to Communities

ICCE will be reporting back our findings from our National Needs Assessment to Communities to better support them.

03

Expanding Partnerships

ICCE plans to expand our Indigenous partners to increase our reach and assist those who need it.

04

New Strategic Plan

Looking ahead we will begin to plan for our next steps and goals all while abiding by our mission and vision. ICCE is excited for what the future holds.



WITH GRATITUDE

The last year has been filled with many unforeseen challenges that affected all Canadians. However, the COVID-19 pandemic has shone an especially bright light on the needs and issues facing Indigenous Peoples in Canada. As a organization we were forced to learn how to best communicate remotely the past couple years, with the measures in place we are happy to have the ability to now acknowledge and learn from the land of those who require our assistance and shared knowledge.

The Indigenous Centre for Cumulative Effects (ICCE) will continue to work with Indigenous people on refining and increasing Indigenous access to tools to enhance their capacity when it comes to dealing with cumulative effects. ICCE will do this by using developed tools that build community capacity and speak directly to the unique needs of each community as we actively work towards the shared objective of sharing knowledge to empower community-based approaches to culturally relevant cumulative effects assessment, monitoring and management to support Indigenous well-being and decision-making for all First Nations, Inuit and Métis in Canada.



Contact

Indigenous Centre for Cumulative Effects
300 March Rd Unit 202, Kanata, ON K2K 2E2

www.icce-caec.ca 

info@icce-caec.ca 

[Follow us on Social Media](#) 



2022

ANNEX 1



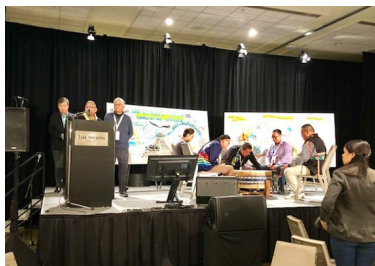


/ September 16, 2020

Activities

From 2018 to 2020, an advisory group composed of Indigenous and non-Indigenous practitioners was formed. They held round table discussions leading to the inaugural **Indigenous Forum on Cumulative Effects** in February 2020. Building on the recommendations of the 2020 Forum, specific activities were defined. ICCE is undertaking these activities through ongoing dialogue among its Indigenous partners. These activities include:

- providing technical and scientific support and training to help build the capacity of Indigenous communities seeking to manage **cumulative effects**
- developing reference tools to share and maintain best practices
- establishing and maintaining a cumulative effects database to facilitate access to data and data sharing
- establishing and fostering a network of practitioners by facilitating information sharing and knowledge
- informing, raising awareness and educating varied audiences about **cumulative effects** from an Indigenous perspective
- establishing and maintaining collaboration between Indigenous communities and organizations
- providing funding to Indigenous community-based studies and development initiatives regarding **cumulative effects** assessment, monitoring and management



Indigenous Forum on Cumulative Effects

In February 2020, ICCE hosted its inaugural event, the **Indigenous Forum on Cumulative Effects**. The three-day gathering brought together Indigenous communities, thought leaders and Indigenous organizations to explore and discuss strategies to effectively manage cumulative effects resulting from development and other activities on our lands, resources and communities.

Grounded in Indigenous perspectives and worldviews, the Forum featured community-based experiences and best practices to address the cumulative impacts of human activity on the environmental, cultural, social and health of our communities.

The Forum also provided an innovative and engaging opportunity for Indigenous communities to network with each other, as well as with experts and practitioners, in a unique and interactive format, guiding the development of ICCE.

Graphic recording drawings were used to capture the thoughts, ideas, and vision of the Forum participants for the Centre. Click the images below to view the drawings.



300 March Rd, Suite
202, Kanata ON K2K
2E2

Local Call: 819-410-
0580

Toll-Free Call: 1-
800-823-2456

Contact Us



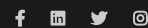
Indigenous Centre for
Cumulative Effects

QUICK LINKS

About Us
Timeline
Community
Initiatives

MISSION

The ICCE mission is to create networks and develop and share knowledge to empower community-based approaches to culturally relevant cumulative effects assessment, monitoring and management to support Indigenous well-being and decision-making.



Website by Design House

INDIGENOUS CENTRE FOR CUMULATIVE EFFECTS

OBJECTIVES

- Provide technical & scientific support to communities
- Establish a network of practitioners and facilitate the sharing of information & knowledge
- Develop reference tools to share and maintain best practices

THIS IS THE START
& there will be future opportunities to guide the development of the centre

ROLE
The centre won't go into community & do the work ...
It will provide tools for Nations to do their work



- 5-YEAR FUNDING from Government of Canada
- NOT-FOR-PROFIT legally incorporated 2019

ENGAGING WITH REPORTING TO Community

- Regional gatherings
- Annual General Assembly
- Online portal
- Outreach to environmental / land officers

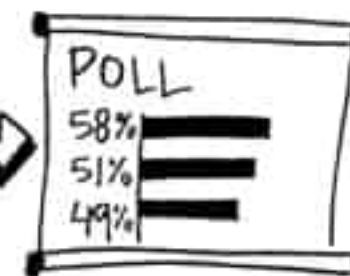
IMPORTANT GOVERNANCE ELEMENTS

- Elder/youth committees
- First Nations, Inuit, & Métis Advisory
- Partnership with universities & academic institutions
- Technical committees

SELECTING THE BOARD

- Election at Annual General Assembly
- Nomination by representative Indigenous organizations

Tell us your Priorities on a polling app (Slido)



ACTIVITIES

- Delivering trainings & Workshops
- Funding community-based cumulative effects proposals
- Developing tools, standards and best practices

Defining Natural Law as the starting point

supported by the Crown, administered by Indigenous people

youth & Elder participation

Principles

There is no default "pan-Indigenous" approach...

Respect unique:

- approaches
- Rights
- Frameworks of distinct groups

INFORMED BY ROUND TABLE DISCUSSIONS with broad groups of Indigenous organizations, individuals & partners

INTERIM BOARD Sept 2019 guide initial activities

ADAMS LAKE (ALIB) INDIAN BAND

WE ARE SECWEPENC

ALIB GOVERNANCE FRAMEWORK

1. Natural landscape (RNV) pre-contact conditions
2. Business as usual
3. Climate change
4. ALIB scenario what we want to happen

ALCES MODEL

identifying GROUND ZERO!

The natural undisturbed state

Based on INDICATORS species important to the community

- Where grizzly bears are threatened by roads
- How our hunting & medicine grounds are impacted...

ALCES Shows if we were to CO-MANAGE

INDUSTRY WOULD NOT SHUT DOWN! IT WOULD

Glowish

a tool to BRING US TOGETHER

ALCES backs up ORAL HISTORY

ELDERs can use it

INDUSTRY slowly coming on board

PROVINCE why work in isolation?

JOIN US!!!

SMITH'S LANDING FIRST NATION

Alberta: You're too far North NWT: you have Treaty with Alberta

NORTHERN WATER CRISIS!

We are DOWNSTREAM OF INDUSTRY...

- Water is USED UP!
- POLLUTED!

WE ARE NOT BEING CONSULTED!

- fish can't go upstream
- dokka dried up
- birds can't come home
- oil sands chemical changes how ice melts

THREATENED:

Athabasca River

Wood Buffalo National Park

Slave River

Peace River

including Women Youth Elders

First Nations Create our own Environmental Review on public record!!!

Developing our own Environment Assessment Methodology

Not a template from another Nation

governance economics environment spirituality

Guardian Program

It is POWERFUL to have OUR OWN EYES & EARS ON THE GROUND!!!

TO HOLD THE CROWN ACCOUNTABLE!

METLAKATLA

Shared Decision Making FIRST NATION

Shared Decision Making

Let's move BEYOND...

Shared DATA

assessment

Setting triggers When to act...

Supported by research partners First Nations Led

my dad hasn't gotten a moose in 3 years

We are losing Salmon Berries

I wish we didn't have to worry about LNG in our territory

We put our dumps where we can see them...



We make less garbage

We are raising the bar in Marine impact: Resource management

We have our own Financial Law

Healing happens on the LAND



maps are a contemporary tool...

many Indigenous people were nomadic before the reserve system

WE MOVED THROUGH & CARED FOR THE LAND together

LIVE GRAPHIC RECORDING | Drawing
Tiaré Jung | Change

our first INDIGENOUS FORUM on FEB 2020 CUMULATIVE EFFECTS LOVE

WATER
everything is animate
PLANTS
ROCKS

For years Indigenous people have asked the Canadian / Provincial gov'ts for support in SELF-DETERMINATION

BUILDING CAPACITY

WESTERN SCIENCE

INDIGENOUS KNOWLEDGE

INDIGENOUS CENTRE for Cumulative Effects

HELP US SHAPE IT

INDIGENOUS INSTITUTION

BLACKFOOT METAPHYSICS... flux motion energy... SPIRIT

Do you talk to your plants?
Would you let your neighbors hear you?

INDIGENOUS KNOWLEDGE is ABOUT

TOXIC STRESS
Stress without coping tools
To remove the toxic layer we must...

COLONIALISM laid a TOXIC MAP over the ORGANIC LANDSCAPE...

Einstein was celebrated for relativity... but didn't want to talk about SPIRIT...

REINSTATE THE BOUNDARIES OF COLLECTIVE agreements

BLACKFOOT'S MASLOW'S HIERARCHY OF NEEDS

Not acknowledged that he learned this from Blackfoot... also not hierarchical all needs exist in BALANCE for...

WESTERN TOOLS are valuable GUIDED BY INDIGENOUS VALUES

WESTERN SCIENCE



WHAT YOU CAN MEASURE

- MATTER → materiality
- NUMBERS → 1 right answer
- RATIONALITY → not emotion

Sometimes... making things explicit is like explaining a joke...

VALUES
ISOLATION
EXPERIENTIAL GROWTH MORE → BIGGER → FASTER
Sustainability
LOSS OF Balance

LANGUAGE

- Colonial: focus on NOUNS
- Indigenous: focus on VERBS

THE WAY IT IS

IS JUST AN INTERPRETATION
Truth & Reconciliation Commission is a midlife crisis... opportunity to question... WHO AM I?
There is no "objectivity"



DR. LEROY LITTLE BEAR
KAINAI FIRST NATION

LEONA IRONS (interim chair)
Indigenous Centre for Cumulative Effects

DR. KELLY BLANCHETTE (Assistant Deputy Minister)
Indigenous Services Canada

We are on the traditional territory of the Niitsitapi (Blackfoot) & the people of Treaty 7 Region in Southern Alberta including:
Siska, Piikuni, Kainai, Tsuut'ina & Stoney Nakoda First Nations including: Chiniki, Bearpaw, & Wesley First Nations, also Métis Nation of Alberta, Region 3

Prayers from our Elders
Alvine & Spike Eagle Speaker

WOMAN & MAN, all genders respected in Blackfoot protocol

ELDERS' TEACHINGS



Florence Catholique
Lutselk'e Dene 1st Nation

Albert Marshall sr
Eskasoni

Alvine Eagle Speaker
Niitsitapi

Norton (Spike) Eagle Speaker
Niitsitapi



Indigenous Forum on
Cumulative Effects

Our First Indigenous Forum on Cumulative Effects, Calgary, Alberta, Feb 4-6, 2020

LIVE GRAPHIC RECORDING
Tiaré Jung

Drawing
Change



2022

ANNEX 2





Angie Gillis

ICCE CHAIR

Position: CMM Associate Executive Director

Affiliation: The Confederacy of Mainland Mi'kmaq (NS)

Location: Truro NS

Community: Eskasoni First Nation, Mi'kmaq Nation



Dustin Ray Thacker

ICCE DIRECTOR

Position: Lands and Resources Consultant

Affiliation: Beaver First Nation, Consultation Lands and Resources

Location: High Level AB

Community: Child's Lake - Beaver First Nation



Earl Belcourt IPC, CMS

ICCE DIRECTOR

Position: Board of Director

Affiliation: IAMC Policy Advisor

Location: Cobble Hill BC

Community: British Columbia Métis Federation



Jeannie Parnell, CMS

ICCE VICE CHAIR

Position: Executive Director

Affiliation: Northern First Nations Alliance

Location: Prince Rupert BC

Community: Stellaten First Nation - Dakelh



Leona Irons

ICCE TREASURER

Position: Executive Director

Affiliation: National Aboriginal Lands Managers Association

Location: Curve Lake ON

Community: Curve Lake First Nation



Lisa Tsessaze

ICCE DIRECTOR

Position: Director, Dene Lands and Resource Management

Affiliation: Athabasca Chipewyan First Nation

Location: Fort McMurray AB

Community: Athabasca Chipewyan First Nation



Mark Cliffe-Phillips

ICCE DIRECTOR

Position: Executive Director

Affiliation: Mackenzie Valley Review Board

Location: Yellowknife NT



Taylor Zeeg

ICCE DIRECTOR

Position: Principal

Affiliation: Owner, Tributary Project Services Ltd

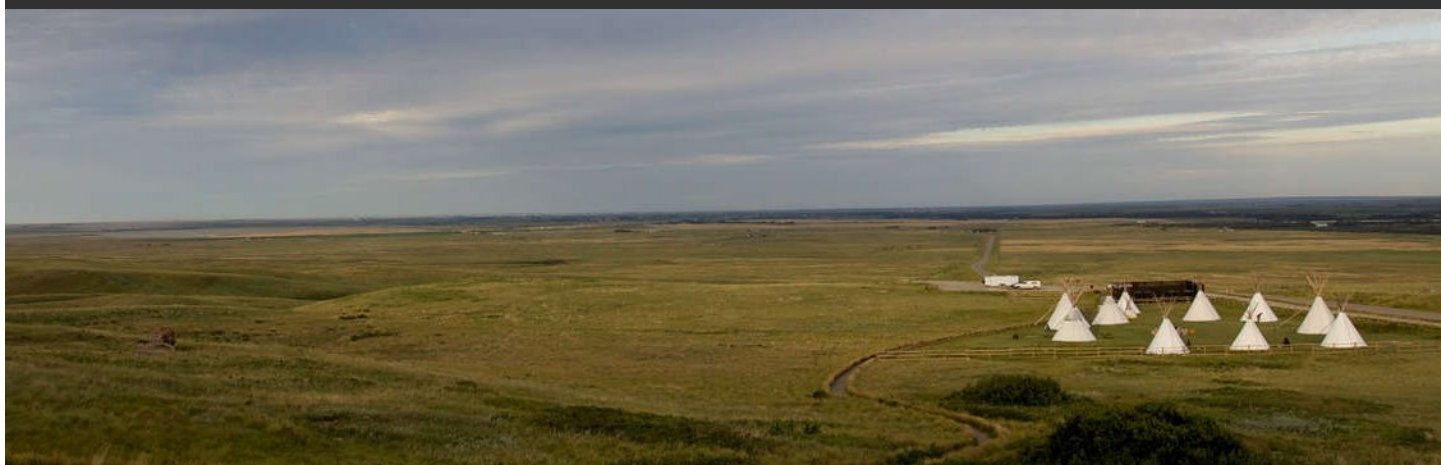
Location: Whitehorse YT



2022

ANNEX 3





/ February 10, 2021

Technical Advisory Committee

Mandate

The Technical Advisory Committee (TAC) provides ongoing advice to the ICCE Executive Director and to the Board of Directors. TAC members must have some technical or scientific expertise relevant to cumulative effects based on whether Indigenous knowledge or/and Western knowledge.

Paivi Abernethy

University of Victoria, BC; Adjunct Professor, School of Environment, Resources and Sustainability, University of Waterloo, ON; Senior Researcher, Natural Resources Institute Finland; Research Fellow, Centre for Global Studies

Ashley Childs

Director, Environment and Natural Resources, Confederacy of Mainland Mi'kmaq, Truro NS

Melanie Daniels

Lands and Consultation Manager, Louis Bull Tribe, Westeros AB

Dawn Hoogeveen

Research Associate, Faculty of Health Sciences, Simon Fraser University,
Vancouver BC

Tara Joly

Assistant Professor, Anthropology, University of Northern British Columbia,
Prince George BC

Clynt King

Independent Indigenous Environmental Consultant, Hagersville ON

Katerina Kwon

Metlakatla Cumulative Effects Management Program Co-Manager, Metlakatla
Stewardship Society, Vancouver BC

Aaron Marchant

Natural Resource Senior Specialist: Rights and Title, Sk̓wx̓wú7mesh
Úxwumixw (Squamish First Nation), Squamish BC

Pepita Elena McKee

CEO and Founder, Impact Resolutions Ltd, Burnaby BC

Margot Parkes

Professor, School of Health Sciences, University of Northern British Columbia,
Prince George BC

William Ross

Professor Emeritus, Faculty of Environmental Design, University of Calgary,
Calgary AB

Barry Wilson

Systems Ecologist, CE Analytic Ltd, Salmon Arm BC

Browse information on the roles and responsibilities of the ICCE Board of Directors and Technical Advisory Committee, including required qualifications



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 300 March Rd, Suite 202, Kanata ON K2K 2E2

 Local Call: 819-410-0580

 Toll-Free Call: 1-800-823-2456

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Indigenous Centre for
Cumulative Effects

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[Initiatives](#)

MISSION

The ICCE mission is to create networks and develop and share knowledge to empower community-based approaches to culturally relevant cumulative effects assessment, monitoring and management to support Indigenous well-being and decision-making.



Website by [Design House](#)



Indigenous Centre for
Cumulative Effects

Centre autochtone sur
les effets cumulatifs

ANNEX

Roles and responsibilities of the Technical Advisory Committee (TAC) and Board of Directors

Technical Advisory Committee (TAC)

Mandate: The Technical Advisory Committee (TAC) provides ongoing advice to the ICCE Executive Director and to the Board of Directors. The TAC may create temporary task forces to address specific issues, as approved by the ICCE Executive Director and the Board of Directors.

Qualifications: TAC members must have some technical or scientific expertise relevant to cumulative effects based on whether Indigenous knowledge or/and Western knowledge. The assessment, monitoring and management of cumulative effects is a broad topic. It is expected that the TAC will include indigenous and non-indigenous people with expertise in various fields, such as environmental assessment, human health and well-being, socio-economics, cultural impacts, wildlife, water, air quality, ecosystems management, contaminants, etc. Knowledge of specific industry sectors may also be relevant (e.g. mining, energy production, forestry operations, linear infrastructure, etc.).

Time Commitment: TAC members will be asked to participate in quarterly meetings (four times a year), most of them being conference calls or virtual meetings. Occasional face-to-face meetings may also be expected. The nature of this work being scientific and technical, TAC members will be expected to allocate time to reading and analyzing documents and data between meetings. Participants in task forces may be asked to dedicate a higher level of effort for a temporary period.

Compensation: TAC members will accept to fulfil their responsibilities on a voluntary basis, but expenditures related to the conduct of their role, including travel expenses, will be covered by the Centre. In addition, recognizing the potential workload associated with certain issues, participants in task forces may be eligible for some financial compensation, to be determined by ICCE and its Board of Directors on a case-by-case basis.



Indigenous Centre for
Cumulative Effects

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Board of Directors

Mandate: The Board of Directors provides overall management and oversees the activities of the Centre. It shall supervise, control, and direct the affairs and business of the Centre. The Board may delegate to any committee or officer any or all power, duties, and authority of the Board. The ICCE Executive Director reports directly to the Board of Directors.

Qualifications: Board members must be Indigenous and at least 18 years of age. No specific expertise is required but the ICCE is looking for a Board of Directors with collective experience in various disciplines such as natural resources, health, socio-economics, cultural/traditional knowledge, management, communications, government relations, outreach/engagement, finance, legal.

When fulfilling their duties and responsibilities as ICCE Directors, Board members do not represent their respective organizations. However, recognizing that a person's background and experience influence one's perspective, the Centre will seek to have Board members from a variety of organizations, such as community groups, tribal councils, regional technical organizations, national organizations, and academic institutions.

Time Commitment: Board members will be asked to participate in 90-minute calls approximately once a month. One or two (2) face-to-face meetings every year may also be expected.

Compensation: Board members will accept to fulfil their responsibilities on a voluntary basis. Expenditures related to the conduct of their role as Board members will be covered by the Centre.



2022

ANNEX 4





Indigenous Centre for Cumulative Effects (ICCE)

Strategic Plan 2021-2024

Revised on July 14, 2021

1.0 Purpose

The purpose of this plan is to set ICCE's strategic direction over the next three years and to identify the objectives, priorities and activities that will be pursued in order to operationalize ICCE vision and mission statement. This is the first strategic planning exercise of the organization. This strategic plan will help the Centre set its operating priorities and will support the development and implementation of annual work plans. Strategic planning remains an ongoing process that enables ICCE to define the initiatives and resources required to achieve its goals. Periodic review and assessment of the strategic plan will be undertaken in order to make adjustments, as needed, during the 2021-2024 period.

2.0 Introduction and Context

The federal Budget 2018 confirmed the allocation of \$15.3 million over five years to Indigenous Services Canada (ISC) to undertake the co-development of an Indigenous-led centre of expertise on cumulative effect management. The vision and the mission statement for the Centre were developed through a comprehensive engagement effort that started before ICCE was legally incorporated as a not-for-profit organization in November 2019. The process included six roundtable discussions across Canada with experts and interested parties in 2018-2019, followed by an Indigenous Forum on cumulative effects involving approximately 300 participants from 140 Indigenous communities in February 2020, where strategic directions were identified for the Centre. A more formal strategic planning session was held with the Board of Directors in January 2021 to confirm the strategic framework (vision, mission, strategic pillars) and discuss potential priorities.

In fiscal year 2020-2021, a small team comprised of an Executive Director, two part-time staff, contractors, and an association management company was formed and led a large array of activities to consolidate ICCE governance and start providing services to Indigenous communities. The ICCE website was developed and launched in November 2020, internal policies and processes were established, funding was provided to support community projects, and an inventory of cumulative effects expertise across Canada was initiated. An expanded Board of Directors was created, as well as a Technical Advisory Committee (TAC). Orientation sessions were held for both the Board and the TAC to outline their roles and responsibilities.

ICCE 2021-2022 work plan includes commitments to build capacity and provide training to Indigenous communities and to facilitate networking, communications and information-sharing. The work plan also



includes the provision of expert advice, and the strengthening of ICCE governance to ensure long-term sustainability, as well as ongoing corporate management and leadership responsibilities.

3.0 Environmental Scan and Operating Context

ICCE will periodically review its strategic priorities to respond to changes in the social, environmental, regulatory, and economic environment that affects Indigenous communities. There are a number of factors that must be considered when setting the strategic direction and priorities of an organization like ICCE to ensure that it can adjust to evolving circumstances and take advantage of opportunities.

At the global level, for example, there is renewed interest in the recognition and respect of Indigenous ways of knowing and being. In Canada, this is also becoming increasingly relevant as some governments (federal, provincial and territorial) are committing to uphold the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP).

Opportunities

Canada's current political and policy framework may provide a number of **opportunities** for Indigenous initiatives such as ICCE. The release of the final report of the Truth and Reconciliation Commission (TRC) in December 2015 and the launch of the *National Inquiry into Missing and Murdered Indigenous Women and Girls* in 2016 generated much publicity and raised awareness within the Canadian population about the Indian residential school system and Indigenous peoples' history. The Prime Minister made several announcements and committed to a renewed nation-to-nation relationship with Indigenous peoples based on the recognition of rights, respect, co-operation and partnership. The Government of Canada also recognizes that true reconciliation goes beyond the scope of the commission's recommendations. The Prime Minister announced that Canada will work with leaders of First Nations, the Métis Nation, Inuit, provinces and territories, and other key partners, to design a national engagement strategy for developing and implementing a national reconciliation framework, informed by the Truth and Reconciliation Commission's recommendations. Since then, several federal departments and agencies have initiated programs or initiatives aiming to support Indigenous peoples, communities, and governing bodies.

One area of particular interest to ICCE relates to how Indigenous peoples are engaged in the design and evaluation of development projects. The federal *Impact Assessment Act* came into force in August 2019, repealing and replacing the former *Canadian Environmental Assessment Act, 2012*. The new legislation introduces an improved process for assessing the environmental, health, social and economic effects of designated projects and notably, requires that cumulative effects be taken into consideration when conducting a project assessment. Among the principles supporting the Act is the recognition of Indigenous rights. The Act also requires that Indigenous Knowledge be considered in impact assessments as well as enhanced Indigenous and public participation in project review processes.



Challenges, risks and threats

The opportunities offered by the multiple federal programs and initiatives are also counterbalanced with associated **challenges, risks or threats**. For example, ICCE is operating with sunset funding. Current funding extends to the end of fiscal year 2022-2023 and there is no guarantee for longer funding, especially with a federal election on the horizon for late 2021 or early 2022. While continuing to establish the Centre, ICCE National Office and the Board of Directors need to be mindful of the temporary nature of the current funding. Another potential risk is the growing expectations from Indigenous communities arising from ICCE early successes. Should funding be reduced, ICCE may have to adjust its priorities and activities and manage expectations from its members and partners.

Strengths

ICCE has started on the right foot and has already demonstrated that it possesses many **strengths**. ICCE was designed and created through a comprehensive and carefully crafted process. Through the six national roundtables and the February 2020 National Forum, views and perspectives from a very large and diverse pool of Indigenous communities and organizations were heard. This inclusive process helped to develop a clear vision and a mission statement for ICCE that respond to the practical needs of Indigenous communities. ICCE also benefits from a small and dynamic team that successfully supported the founding Board of Directors by establishing an effective governance structure. With an 8-member Board of Directors and a 12-member Technical Advisory Committee (TAC), the governance of the organization is in good standing. An ambitious and detailed work plan is currently being implemented for fiscal year 2021-2022, including several initiatives that were either initiated in the previous year or identified as a priority for early implementation.

In addition, several federal departments and agencies (Environment and Climate Change Canada, the Department of Fisheries and Oceans, Transport Canada, Natural Resources Canada, and the Impact Assessment Agency of Canada) have already expressed interest in working with ICCE.

Vulnerabilities

Like all organizations, ICCE needs to be aware of and address its own **vulnerabilities**. For example, the current commitments in the work plan are very ambitious given the size of the National Office. There is a lack of capacity that could result in spreading the scarce resources too thin and trying to achieve too much with the limited capacity. All of the activities in the 2021-2022 work plan are deemed important but there may not be sufficient capacity within the organization at the moment to complete all of them. Considering the breadth and depth of issues related to cumulative effects and the wide-ranging scope of the 2021-2022 work plan, ICCE may lose focus should the team attempt to achieve too much with the resources available. Priorities will have to be clearly identified to ensure the most efficient use of human and financial resources towards achieving the expected outcomes. Another vulnerability of the





organization lies in its reliance on one single funder. The diversification of funding sources would help address this vulnerability.

4.0 Strategic Framework

Vision: Indigenous peoples have the capacity and the ability to assess, monitor and manage the cumulative effects occurring in their lands, waters and communities.

Mission: Create networks and develop and share knowledge to empower community-based approaches to culturally relevant cumulative effects assessment, monitoring and management to support Indigenous well-being and decision-making.

The following section presents the general objectives and key priorities for each pillar of the 2021-2024 Strategic Plan, which constitute the backbone of ICCE strategic framework and support the development of a more detailed work plan on an annual basis. Specific activities are not included in the Strategic Plan but are listed in ICCE annual work plans.

Strategic Pillar #1: Capacity Building and Training

- Support the development of tools, protocols, and frameworks for cumulative effects assessment, monitoring and management.
- Identify gaps and community needs and how the Centre can better equip communities to meaningfully participate in programs, initiatives and specific cumulative effects assessment, management and monitoring processes undertaken by governments and project proponents.

Priorities 2021-22: Community Funding Program; development of guidance materials; analysis of existing capacity and gaps; assessment of needs; TAC-generated list of priority guidance materials.

Priorities 2022-23: Community Funding Program; development of guidance materials; additional targeted research; development of training tools including webinars.

Priorities 2023-24: Community Funding Program; on-line training program; possible certification program.

Strategic Pillar #2: Networking, provision of expert advice and information-sharing

- Fill existing gaps and build bridges between existing initiatives surrounding cumulative effects.
- Act as a resource for Indigenous communities to access information, resources, and best practices around cumulative effects assessment, monitoring and management.





- Raise awareness of ICCE activities and achievements among Indigenous communities, government agencies and project proponents.

Priorities 2021-22: website; National Conference; national and regional engagement plan; communication/marketing/social media strategy; regional events in targeted areas.

Priorities 2022-23: National Conference; regional workshops; mapping tool; peer-to-peer learning.

Priorities 2023-24: National Conference; regional workshops; website re-design and update.

Strategic Pillar #3: Strengthening of ICCE governance to ensure long-term sustainability

- Put in place a governance structure for ICCE that is inclusive, promotes collaboration and enables a distinction-based approach to ICCE operations.
- Develop financial partnerships with governmental and non-governmental organizations sharing ICCE's values and principles to advance ICCE's objectives.
- Develop and implement operational and human resources policies and strategies for the National Office.

Priorities 2021-22: creation and consolidation of committees (TAC, Elders/youth); governance policies; recruitment strategy for Board and committees.

Priorities 2022-23: creation of a Communications committee; strategy to secure longer-term funding of ICCE; recruitment strategy for young Indigenous professionals.

Priorities 2023-24: strategic planning for the next 3-year period; rebranding; partnerships with academic institutions for potential scholarship program.

Corporate management and leadership

- Administrative and financial management
- Human resources management and recruitment

Priorities 2021-22: consolidate and expand core team (hiring employees); administrative management tools (software); sound financial and corporate management practices to ensure compliance with legal requirements.

Priorities 2022-23: operational procedures manual to support staff, contractors, committees, volunteers; succession plan for leadership position; sound financial and corporate management practices to ensure compliance with legal requirements.

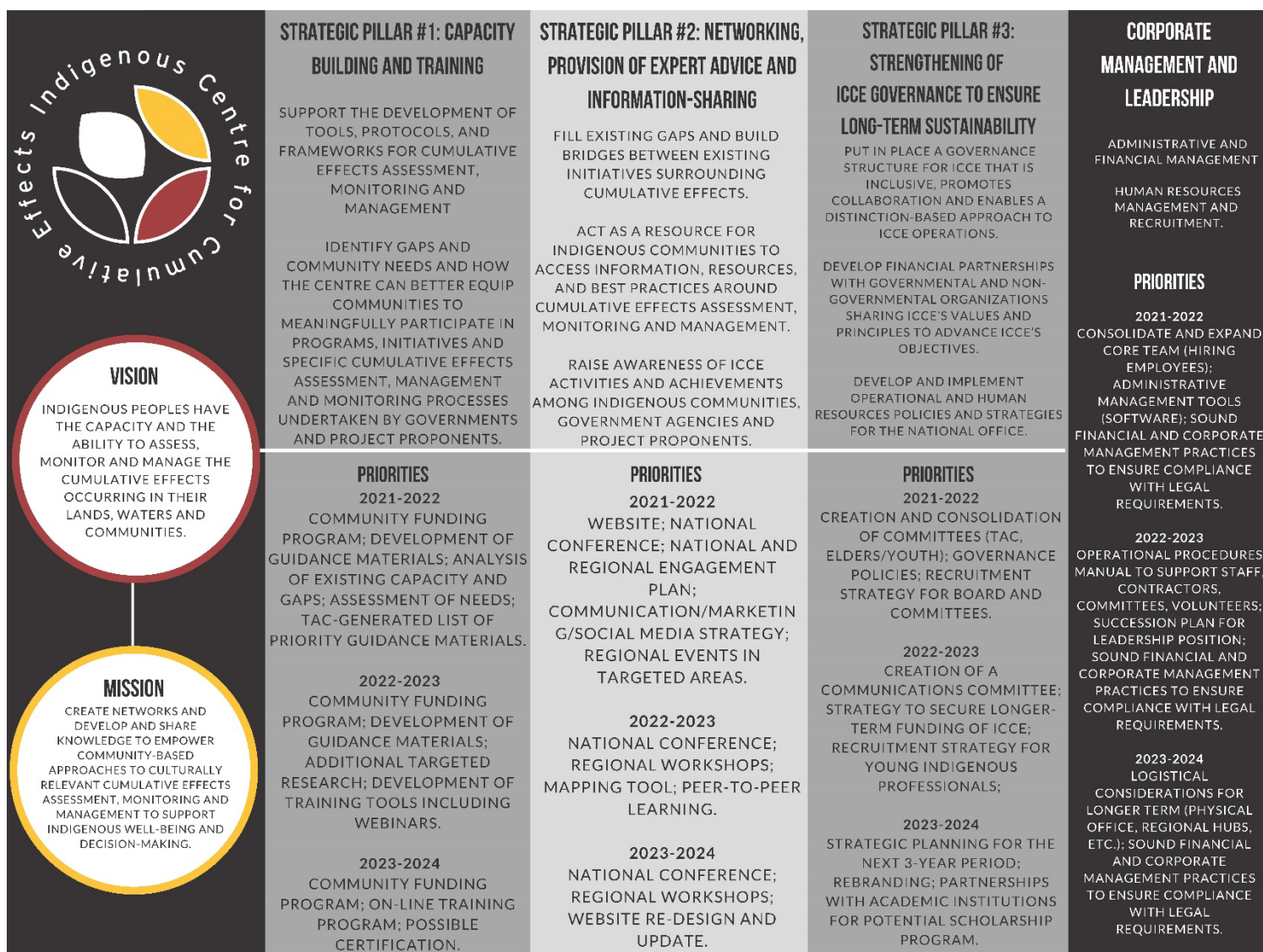




Priorities 2023-24: logistical considerations for longer term (physical office, regional hubs, etc.); sound financial and corporate management practices to ensure compliance with legal requirements.

5.0 Strategic Plan at a Glance

The Figure on the next page outlines ICCE strategic framework, including its vision, mission and strategic pillars. A breakdown of the key priorities for the next three years is also presented for each pillar.

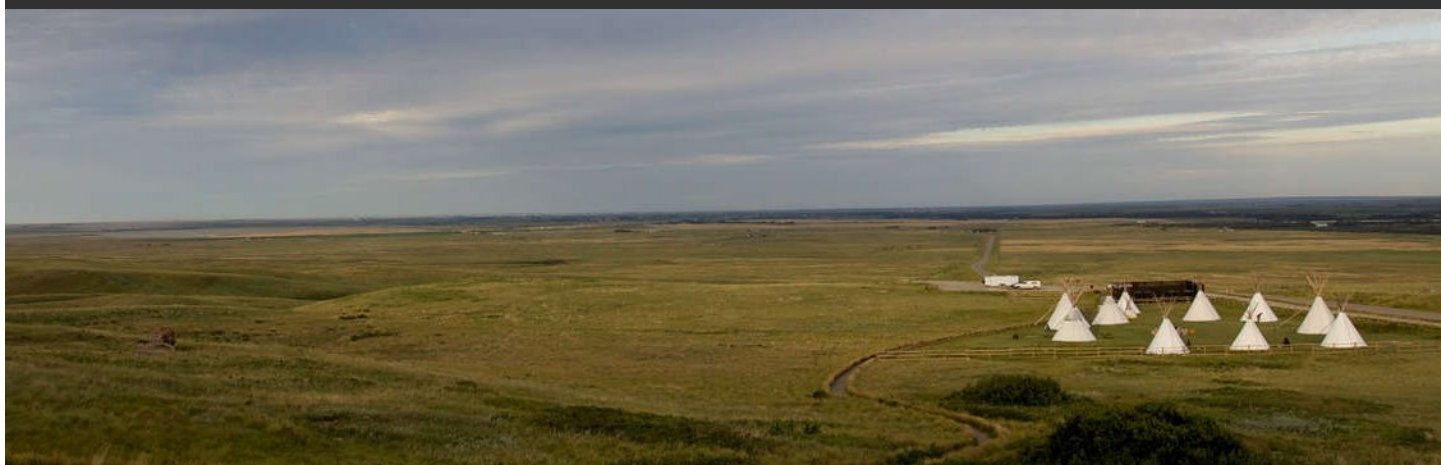




2022

ANNEX 5





/ June 14, 2022

ICCE Community Funding Program

Miigwetch / Marsi / Nakurmiik Thank You for your continued interest in the Indigenous Centre for Cumulative Effects' Community Funding Program (CFP). The CFP was created to help build and strengthen the technical and scientific capacity of Indigenous communities across Canada to address cumulative effects issues.

Since the program began in 2020, ICCE has successfully completed three rounds of calls for proposals, providing Indigenous communities with capacity funding to support their cumulative effects work. All proposals were reflective of the efforts and excellence in addressing cumulative effects issues across the country.

In an effort to improve the program, and ensure its effectiveness and sustainability, ICCE is currently reviewing the Community Funding Program with its Board of Directors and its Technical Advisory Committee. **At this time,**

no new calls for proposals will be issued until this planned review is complete.

ICCE will advise all potential program partners when the CFP program resumes.

Should you require additional information, please contact us at **by email**.

[Click Here to Log In](#)



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