



'NAMGIS  
Business Development Corp.



Strategic Plan | 2019–25

# Message from Leadership



## Victor Isaac

Elected Chief Councillor  
'Namgis First Nation

NBDC is responsible for overseeing the 'Namgis First Nation's business portfolio as well as seeking out new business opportunities on behalf of the Nation. In the last two years we have witnessed exciting new community-focused acquisitions by NBDC, such as the Western Brave and the Cabins at Alert Bay. These businesses bring career and employment opportunities for 'Namgis members. The formation of the North Island Driving School is also of great community benefit, as it helps remove barriers and opens doors to future employment for 'Namgis members.

There is still a lot of work to do, and this strategic plan lays out the path forward. NBDC's commitment to 'Namgis values is important to ensure that we do so in a sustainable and inclusive way that provides 'Namgis members with an opportunity to participate in, and contribute to a brighter and more prosperous future. As our economic development corporation succeeds and grows, so too do the possibilities for the 'Namgis First Nation.



## Jean La Rose

Board Chair, 'Namgis Business  
Development Corporation

The NBDC board are planning initiatives that will ensure the next seven generations of 'Namgis community members have a strong economic and business base to build prosperity, growth opportunities and sustainability for the community while preserving 'Namgis language, culture, history and most importantly, way of life on their traditional territories.

Future growth will flow from the 'Namgis Community Plan and follow-up work done by the Chief and Council. Long and short-term goals will focus on community stated needs that will include business and economic prosperity, food security, land and resource management, and job opportunities for 'Namgis members. The four pillars outlined in this Strategic Plan will ensure that we remain focused on the long-term growth and prosperity of the Nation as set out by the community members and their leadership.

We would like to thank former Chief, Don Svanvik for his leadership and vision during the development of this Strategic Plan. We congratulate newly elected Chief Victor Isaac, and look forward to the continuation of the positive relationship that was built and nurtured over the last few years.



## Kevin Ainsworth

CEO, 'Namgis Business  
Development Corporation

I feel honoured to be involved in setting a bold direction for NBDC with this Strategic Plan. This document is our roadmap as it identifies the goals and priorities that will guide NBDC's business activities on a day-to-day basis.

Our shareholder, 'Namgis First Nation, has provided NBDC with a strong mandate and directive to develop new businesses and grow the organization for the betterment of 'Namgis members. Building on this shareholder directive, NBDC has identified key strategic priorities, known as the four pillars, which will remain constant as NBDC grows and evolves over time.

I am particularly excited about the continued implementation of NBDC's Strategic Plan over the next few years as our goals and objectives become realities.

# NBDC Board Members & CEO



## Jean La Rose, ICD.D

Board Chair, Director

Jean La Rose is a First Nations citizen from the Abenaki First Nation of Odanak in Québec. He grew up in Ottawa where he studied Journalism at Algonquin College and obtained his Bachelor of Arts in Social Communication at the University of Ottawa/Université St. Paul. Jean was the Chief Executive Officer of APTN, the first national Indigenous broadcaster in the world, from 2002 to 2019.



## Chris Little, CPA, CA

Treasurer, Director

Chris Little is a CPA, CA with over 20 years of finance, operations and strategic management experience. Chris has worked in public practice, industry, and as a consultant. She is currently the Vice President of Corporate Services at the Vancouver Foundation. Chris has a passion for governance and strategic management and is currently the Board Chair for RainCity Housing.



## Jonathan Lok, RFT

Director

As a registered forest professional, Jon brings a wealth of knowledge of the Forestry sector. He has served as President of the Consulting Foresters of BC, the Association of BC Forest Professionals, the Canadian Institute of Forestry and the North Island Community Forest.



## Chris Robertson

Director

Chris Robertson has over 25 years of experience specializing in community economic and organizational development, professional management, public communications, strategic planning, governance, lands and resources support with First Nation communities, governments, and businesses. Chris is of Gitksan ancestry.



## Kevin Ainsworth

CEO

Kevin is an experienced business executive with a background in forestry, oil and gas, tourism, and alternative energy. He has spent the past 10 years of his career leading Indigenous-owned economic development corporations on Haida Gwaii, and in the BC Interior. In his role as CEO, Kevin has overall strategic and operational responsibility for 'Namgis Business Development Corp.

# Mission, Mandate and Guiding Values



## ‘N̓amgis First Nation Mission Statement

Based on a foundation of culture, the ‘N̓amgis First Nation Council will strive to create a self-governing, prosperous, healthy community with a strong, self-sustaining economy so that every member has the opportunity to achieve their highest potential.

## NBDC Mandate

To maximize the potential of commercial holdings, identify opportunities and develop new businesses for further economic growth and benefits for the Nation that is aligned with ‘N̓amgis First Nation’s (NFN) mission statement.

## ‘N̓amgis Business Development Corporation Guiding Values

- › Increasing economic opportunity to allow the ‘N̓amgis First Nation to strive toward self-governance and autonomy.
- › Prioritizing strong stewardship practices to preserve, protect and enhance ‘N̓amgis territorial integrity.
- › Guided by ‘N̓amgis values and revitalizing ‘N̓amgis culture through our activities.
- › NBDC is the purpose-driven economic development corporation of the ‘N̓amgis First Nation.
- › NBDC prioritizes driving economic opportunities for ‘N̓amgis First Nation members and member-owned businesses.
- › NBDC is guided by strong stewardship practices to protect and enhance ‘N̓amgis territorial integrity.
- › NBDC is driven by ‘N̓amgis values and focused on revitalising ‘N̓amgis culture through its activities.



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# Goals



NBDC's four goals are closely inter-related and equally important for NBDC:

## Goal 1

NBDC will honour and integrate 'Namgis values, principles, and practices into all aspects of each business.

## Goal 2

NBDC will adopt responsible management practices that respect and sustain the environment in 'Namgis traditional territory.

## Goal 3

NBDC will prioritise businesses that provide employment, training and career opportunities for 'Namgis members.

## Goal 4

NBDC will develop and manage businesses that generate long-term economic benefits for 'Namgis First Nation and enhance the lives of 'Namgis members.

# Purpose and Background



This updated Strategic Plan charts the course for NBDC and its operating businesses through 2025, building on NBDC's existing plans, activities, and operations to date. The Strategic Plan is a high level roadmap that will be reviewed annually by the Board.

The Strategic Plan identifies key goals and pillars (sometimes referred to as strategic priorities), consistent with the 'Namgis First Nation (NFN) Mission, and NBDC Mandate provided by NFN Council. Following approval of the Strategic Plan by NFN Council, NBDC's Board of Directors (the Board) and management team will continue to develop detailed business and investment plans for new opportunities, as well as budgets and operating plans for existing businesses that support achievement of the deliverables and objectives set out for NBDC on pages 19-21.



## Strategic Plan

### Achieve vision/mission

- › Set goals
- › Establish pillars

## Business Plan

### Implement goals through development and execution of:

- › Objectives and actions
- › Investments, milestones and deliverables
- › Management, execution, performance and accountability
- › Tracking, reporting and evaluation accountability

# Pillars



The Strategic Plan is focused on four pillars for NBDC and its operating businesses over the next few years, consistent with the NFN's Mission. These pillars are all inter-related, and reflect NBDC's Mandate and Goals. They will guide NBDC's Board and management team, and will provide all NBDC's employees, customers and partners with a clear sense of purpose for the next three years.

The next few years represent a period of transition for NBDC and its operating businesses, with a focus on integrating the four pillars into all aspects of NBDC's governance, leadership, administration, human resources, operations, financial management, and business development. Detailed plans will be developed to continuously achieve the goals and pillars defined in the Strategic Plan, with an emphasis on tangible results, consistent with NBDC's Mandate.

## Pillar 1: Governance

NBDC will focus on good governance, transparency, profitability and responsible management that provides positive economic benefit to 'Namgis First Nation and 'Namgis members.

## Pillar 2: Place

NBDC will focus on ensuring its businesses and partnerships operate with high levels of environmental stewardship and sustainability in 'Namgis traditional territory.

## Pillar 3: Engagement

NBDC will focus on building stronger relationships with all 'Namgis members and 'Namgis governing organizations.

## Pillar 4: People

NBDC will focus on employment, training, and career development for 'Namgis members in NBDC's operating businesses.



# Alignment with ‘N̓amgis First Nation CCP



The NFN Comprehensive Community Plan (CCP) outlines the guiding principles and goals across key areas. The CCP reflects the vision developed by ‘N̓amgis members for the NFN, and serves as a guide for NFN’s leadership and administration.

## The vision of the CCP is as follows:

“‘N̓amgis is a prosperous and healthy community where future generations are supported to achieve their highest potential.”

## The guiding principles of the CCP are:

- › Self-governance and autonomy is what our Nation strives towards.
- › Traditional Protocols are respected and maintained in all we do.
- › Stewardship of our fish, forests and natural resources is our duty.
- › Unity and respect are at the foundation of our community.
- › Culture and language are always at our centre.

## The CCP covers four main areas:

- › Our people
- › Our lands and sea
- › Our governance
- › Our economy

The CCP and NBDC’s goals and pillars share the following common themes, which are further outlined in the appendix:

- › **Good governance:** A focus on good governance for NFN through well-established bylaws, procedures, and protocols, with a similar focus for NBDC as it refines strategic priorities, and renews focus on internal governance and structure with its various subsidiaries.
- › **Stewardship:** A focus on strong stewardship practices to protect ‘N̓amgis lands and waters. Stewardship expands beyond reactive or restorative measures by adopting proactive measures that expand NFN’s ability to self-govern its territory and steward its lands and waters for future generations.
- › **‘N̓amgis centered economic development:** Driving economic development initiatives with a focus on building capacity, employment, training and economic independence for NFN and ‘N̓amgis members.
- › **Developing internal and external strategic partnerships:** The CCP is focused on NFN’s capacity and interest in building external partnerships. The NBDC strategic plan is focused firstly on building internal capacity and collaboration with NBDC subsidiaries, and secondly to use this foundation to identify economic development opportunities, and build external partnerships.
- › **Transparent and regular communications with ‘N̓amgis members:** NFN prioritizes clear and transparent communications with ‘N̓amgis members across all areas of the CCP. Similarly, the NBDC strategic plan prioritizes regular communications and engagement with ‘N̓amgis members.

# Strategic Planning Process



The NBDC strategic planning process began with a community meeting in May and June 2019, where the NBDC Board had the opportunity to receive community input and feedback on the strategic direction and vision of their economic development corporation. This input was integrated into subsequent strategic planning processes, including the current iteration.

The first five-year Strategic Plan (of which this plan is an update) was developed and approved by NFN Council in March 2019. In addition, the NBDC Board underwent a strategic planning reboot in May 2020. This in turn led to a strategic planning vision outlined by the Board for further refinement and development. Other accompanying strategic documents, such as Tides of Change (the strategic and community plan for the Village of Alert Bay), provided a key role in NBDC clarifying the organization's goals in relation to interrelated stakeholders.

During the period 2020 through 2022, NBDC engaged in significant activity, acquiring the Cedar St. properties, Alert Bay Cabins, the Western Brave, the partnership with the Atli Chip Plant, and the establishment of a driving school, while also considering other acquisitions in the tourism, marine and forestry sectors. This in turn paved the way for a comprehensive strategic planning exercise over winter 2021, where the NBDC Board and management team convened over three strategic planning sessions to discuss and draft key goals, pillars, and objectives for NBDC and its operating businesses.

Figure 1: NBDC Strategic Planning Timeline

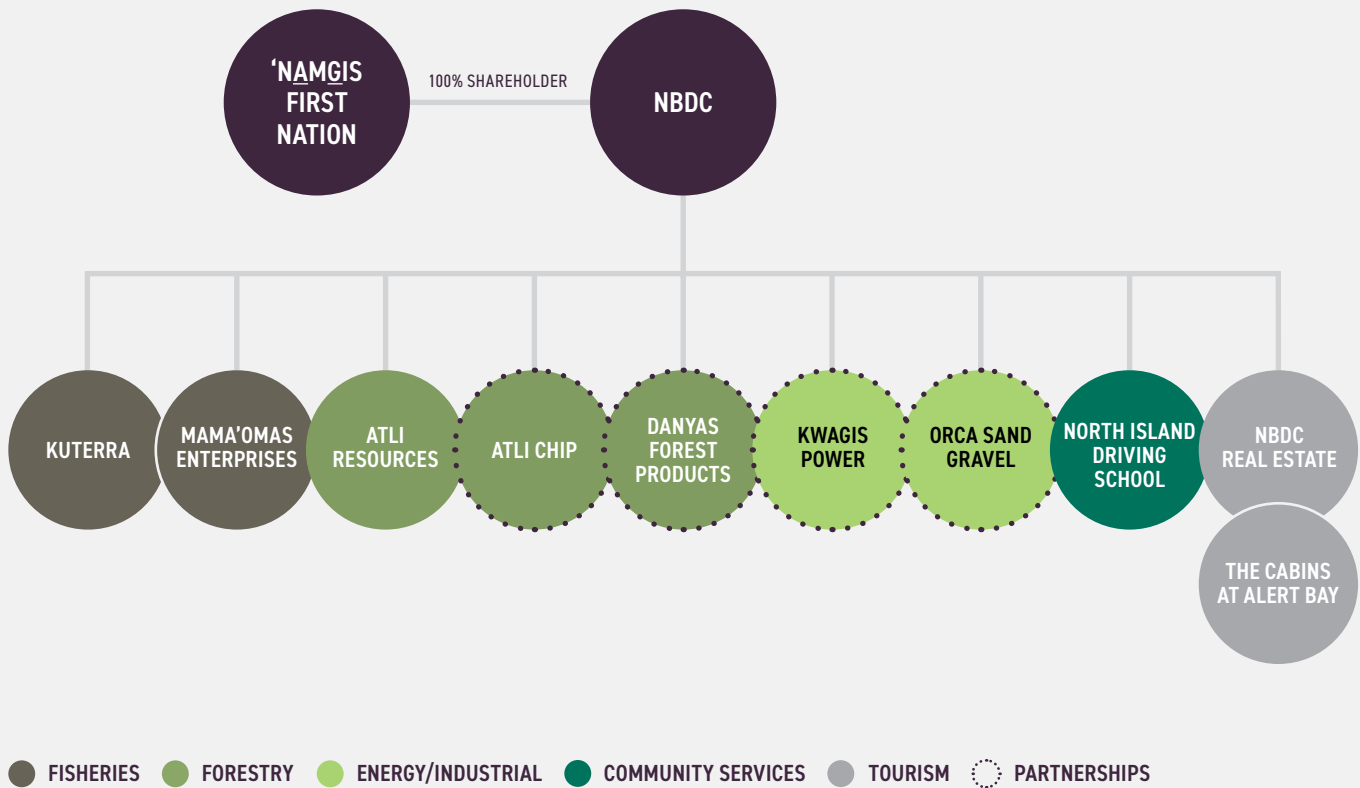


# Ownership and Structure



NBDC was established in April 2017. NBDC is 100% owned by the ‘Namgis First Nation.

Figure 2: NBDC ownership structure



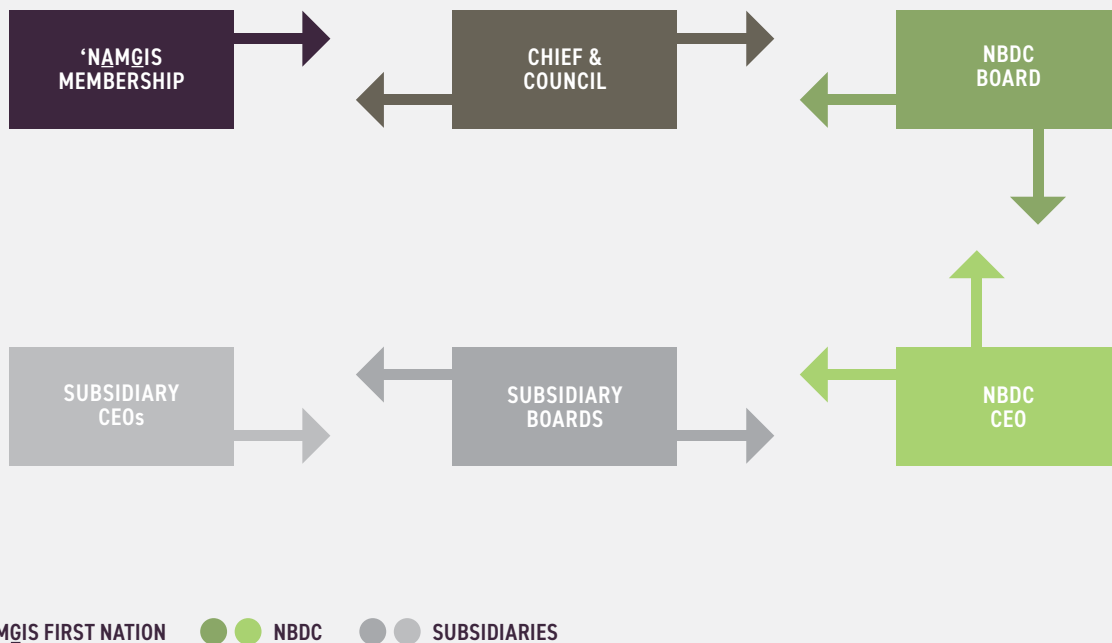
# ‘Namgis First Nation Oversight



As a 100% NFN owned entity, NBDC is guided by the directions received from the NFN Council in the Mandate and NBDC Guiding Values. The Mandate and NBDC Guiding Values recognize the interdependence of the political and economic realms, and provides a high-level oversight role for NFN Council. To maintain transparency and accountability, NBDC’s Chair and CEO provide regular updates to NFN’s Elected Chief and Sr. Administrator.

NFN Council continues to provide an oversight role to NBDC, and the NBDC Board remains accountable to NFN Council as the ultimate shareholder. Through regular updates, meetings and presentations, as well as informal lines of communication, NFN Council remains informed about NBDC’s strategic direction, investment and operational plans, and potential new partnerships under NBDC consideration.

Figure 3: NBDC Governance and Oversight Framework (continued on next page)





# Challenges and Accomplishments



The Strategic Plan identifies an ambitious set of goals, grounded in the expectations of NFN Council, and the aspirations of ʻNāmgis members to meaningfully participate in economic development and business opportunities in ʻNāmgis traditional territory.

As a young organization, NBDC has faced a fair share of challenges since inception. Prior to finding a suitable CEO, the Board was directly involved in the setup, management, operations, vetting of new businesses, partnerships, and acquisitions, as well as other day-to-day activities for NBDC, which limited their ability to focus on governance and oversight. Fortunately, NFN Council was understanding and supportive, recognizing the inherent challenges of starting a new economic development entity with limited people and resources, as well as the difficulties experienced by all due to COVID-19. NBDC also inherited a portfolio of existing operating businesses and partnerships across a range of sectors, each managed independently. Consolidation of these entities is ongoing under NBDC's leadership. NBDC is committed to greater communication and engagement with NFN Council and ʻNāmgis members, while continuing to build trust, confidence and stability as the economic development arm of the NFN.

NBDC has achieved a number of important objectives in the past three years across a range of areas, including:

- ▶ **Governance, Responsible Management and Operations:** NBDC has refined and developed key governance and internal management policies and protocols. Operational planning exercises for The Cabins at Alert Bay and the Western Brave, along with internal governance and policy reviews within NBDC subsidiaries were a success, despite the challenges posed by COVID-19.
- ▶ **Stewardship and Sustainable Management:** NBDC has centered its acquisition decisions around responsible stewardship practices and protecting the integrity of ʻNāmgis territory, while balancing economic development and employment objectives.
- ▶ **Economic Development and Acquisitions:** Over the past two years, NBDC has embarked on multiple acquisitions and partnerships in the tourism, marine and forestry sectors, amongst others (as outlined below).
- ▶ **Training and Employment:** NBDC businesses and subsidiaries continue to prioritize ʻNāmgis member employment and training. The acquisition of the Western Brave presents a significant opportunity to train ʻNāmgis skipper and crew, while enhancing ʻNāmgis members' connection to their marine territory. The acquisition of The Cabins at Alert Bay also presents opportunities for ʻNāmgis members to train and gain employment in the tourism sector.

NBDC has engaged in a number of strategic economic development activities, including acquisitions and partnerships in the tourism, marine, forestry and lands sectors, including:

- › **The Cabins at Alert Bay:** The acquisition of Alert Bay Cabins represents NBDC's first foray into the tourism industry. The Cabins include 2.35 acres of land on the south-east end of Yalis (Cormorant Island) with 12 detached cottages and a 2,800 sq. ft primary building. The Cabins are an exciting opportunity for NBDC and NFN to draw tourists and increase the range of services available for visitors coming to Yalis. The Cabins will allow NBDC to create a 'Namgis-centered tourism experience while prioritizing employment and training opportunities for 'Namgis members and increase avenues of own-source revenue.
- › **Western Brave:** The acquisition of the Western Brave was a significant highlight of NBDC's activities in 2021. This acquisition was the culmination of months of effort, review, and due diligence by NBDC, Chief and Council and Mama'omas LP (the 'Namgis Commercial Fishing Enterprise) to acquire a 63-ft. west coast drum seiner. The Western Brave had a successful first season under 'Namgis ownership in 2021 with 20 days of test fishery activity, generating over \$102,000 in revenue and an 80% 'Namgis crew. NBDC and Mama'omas are currently developing an operating plan to expand upon this success and create more opportunities for 'Namgis members to re-establish their links to the 'Namgis seafaring culture.
- › **Real Estate:** NBDC acquired two properties on Cedar Street, one of which is a new build specifically developed for lease to Island Health. This strategic investment will help provide much needed accommodations for healthcare workers, and will assist in recruiting doctors, nurses, and other health professionals to Alert Bay so that hospital closures are reduced and eventually eliminated.



- › **Driving School:** NBDC worked closely with All Nations Driving Academy to establish the North Island Driving School (NIDS) in 2022, the only ICBC certified driving school north of Campbell River. NIDS will provide 'Namgis members with access to driver training and licensing, which can lead to employment opportunities. It also increases health and well-being by allowing remote 'Namgis members the ability to connect with family, access health care, and explore 'Namgis traditional territory.
- › **Atli Wood Chip Plant:** Atli Resources partnered with Paper Excellence and Wakhash Consulting to acquire a state-of-the-art chip plant (North Island Chipping) in April 2021. The collaboration between the three parties has already been lauded as a premier Indigenous partnership. The partnership allows Atli and NBDC to leverage the expertise of Paper Excellence and Wakhash while retaining a majority stake and prioritizing employment and contracting opportunities for 'Namgis members and 'Namgis member owned businesses.
- › **Kuterra Lease Agreement:** NBDC worked closely with NFN Council to shepherd the Kuterra Lease Extension Agreement. Although Kuterra's operational history has been challenging, with many ups and downs, the lease agreement was a successful instance of positive and constructive collaboration and communication between NBDC and NFN Council, as well as the effectiveness of NBDC's thorough due diligence, governance and review process.



# Pillars



NBDC's four pillars focus on meeting the expectations and aspirations of NFN and 'Nāmgis members through adherence to NFN values and principles; responsible and accountable governance and management of operating businesses; employment, training and career development opportunities for 'Nāmgis members; investment in

capacity to generate long-term economic benefits; and, building deeper community connections with 'Nāmgis members. Three sets of high priority actions are highlighted below for each pillar (although NBDC is not limited to these actions alone).

## 1. Governance

(Transparent, Effective and Efficient Management and Operations)

To increase the flow of positive economic benefits and profits to NFN and 'Nāmgis members, NBDC will seek efficiencies and improvements to the governance and management of NBDC's operating businesses, assets, and operations. Specific actions include:

- › Good governance, structure, and management – review and update existing operating business structures, policies and procedures with respect to the roles, responsibilities and accountability of their boards, management teams, and employees at each operating business.
- › Appropriate investments – update investment criteria and decision process for upgrades/new investments in infrastructure, assets, new business ventures/partnerships consistent with NBDC's goals.
- › Establish objectives, targets and measurements for new and existing operating businesses for review and approval at management/board levels.

## 2. Place

(Environmental Stewardship and Sustainable Development)

To improve NBDC's environmental stewardship, NBDC will further integrate sustainability criteria and standards that reflect NFN values and principles across all operating businesses. Specific actions include:

- › Review and comply with NFN conservation and environmental laws, policies and management objectives for all NBDC operating businesses, including monitoring and compliance for each operating business and associated employees, contractors and partners.
- › Support and collaborate with NFN in land and marine use planning and resource management processes, and develop sustainable development standards for each operating business that integrate NFN values and principles.
- › Assess and strengthen existing third-party certifications for each operating business to ensure compliance with, and respect for NFN values and principles.



### 3. Engagement

#### (Community Engagement and Connection)

Establishing a closer connection with NFN, ‘Nāmgis members and other ‘Nāmgis governing and operating entities is an important component of NBDC’s overall engagement and communications strategy. Achieving this closer connection will require an increase in engagement, collaboration and communications at multiple levels.

- › Develop and implement a NBDC engagement and communications plan to ensure ‘Nāmgis members are informed about NBDC and its operating businesses, and are able to provide feedback directly to NBDC.
- › Engage and collaborate directly with NFN Council, staff, and other ‘Nāmgis governing and operating entities to support employment, local enterprises, training and career development opportunities, and economic benefits for ‘Nāmgis members.
- › Connect with external groups (e.g. customers, vendors, partners, local entrepreneurs and other entities) that contribute to the achievement of NBDC’s goals, support the development of NBDC’s operating businesses, and ultimately benefits NFN and ‘Nāmgis members.

### 4. People

#### (Employment, Training, and Career Development)

To support employment, training, career development and new enterprise opportunities for ‘Nāmgis members, NBDC will develop and implement an employment and human resources plan. Specific actions include:

- › Develop consistent human resource policies, practices and opportunities with respect to new and existing operating businesses.
- › Support recruitment and job readiness, as well as training, succession planning, career development, and mentoring for ‘Nāmgis members in NBDC’s operating businesses.
- › Develop employment, training, and career development initiatives to encourage greater participation of ‘Nāmgis members in NBDC joint ventures and partnerships, and provide opportunities for other ‘Nāmgis members and local businesses to develop and grow.



# NBDC Businesses



NBDC oversees operating businesses in the forestry, industrial, clean energy, tourism, community services, and fishing sectors. The operating businesses will share the goals identified in this Strategic Plan. NBDC will work with and support each operating business to integrate and implement the strategic priorities into their operating plans.

NBDC and its operating businesses are well positioned to advance NFN's mission and exercise NBDC's mandate. In addition to improving governance and oversight of NBDC and its operating businesses, there are also opportunities to provide services and support to operating business that will improve efficiencies, support operations, reduce risks, streamline the process for investments in existing and new businesses, and promote a culture of accountability and transparency to NFN and 'Nāngis members. Many of NBDC's deliverables and objectives over the next three years are focused on the work required to achieve these benefits, as detailed in the following table.



## 1. NBDC Deliverables and Objectives

| Deliverable                          | Objective   | Rationale/Benefit  |
|--------------------------------------|---|--|
| Governance and Operational Oversight | 1. Generate guiding principles and business/board charter.                                      | Provide clear understanding of values, expectations and accountability between NFN and NBDC.   |
|                                      | 2. Complete structure and governance assessment for NBDC operating businesses and new ventures. | Clarify roles, responsibilities and provide accountability framework for the operating businesses.   |
|                                      | 3. Complete NBDC policies and procedures (governance manual).                                   | Clarify roles, responsibilities and provide accountability framework for the board, management, contractors and employees, etc.  |
|                                      | 4. Complete annual evaluation of NBDC and operating businesses' performance.                    | Meet objectives in the business/board charter.<br><br>Monitor, track and report on the implementation of the Strategic Plan and operating business objectives.<br><br>Monitor, track and report on NBDC's performance (including operating businesses).      |
|                                      | 5. Hold NBDC Annual General Meeting.  | Improve governance and accountability regarding Board selection, auditor engagement, adoption of resolutions, etc.<br><br>Provide 'Namgis First Nation (shareholder) with an opportunity to provide feedback and oversight directly to Board and management. |
| Economy                              | Employment  | All 'Namgis members are able to find jobs and careers that are meaningful to them.   |
|                                      | Skills training   | 'Namgis members have all of the necessary qualifications for available jobs.   |
|                                      | Economic development  | 'Namgis First Nation and 'Namgis members own and operate local businesses in a diverse range of industries.  |

| Deliverable   | Objective   | Rationale/Benefit  |
|---|---|--|
| Organizational, Management, Administration, Shared Services and Support | 6. Complete NBDC organizational review.   | Identify core processes to support operating businesses across management, administration, HR, finance, IT, operational and planning support.                  |
|   | 7. Complete NBDC shared services assessment across operating businesses.  | Develop effective management practices that support efficient provision of management, administration, HR, finance, IT, operational and planning support, etc. |
|   | 8. Implement NBDC shared services framework across operating businesses.  | Transition to effective and efficient shared model that supports each operating business.  |
| HR, Employment, Training and Career Development                         | 9. Recruit Human Resource Manager.  | Ensure NBDC focuses on retention, recruitment, mentoring and career development for ‘Nāmgis members across operating businesses.                               |
|   | 10. Develop and implement HR, employment, training and career development plan, including collaboration with NFN.   | Support retention, recruitment, mentoring and career development for ‘Nāmgis members.<br><br>Increase employment opportunities for ‘Nāmgis members.            |
|   | 11. Complete NBDC HR review.  | Identify key management and employee roles, responsibilities, gaps and opportunities for improved HR/ organizational performance.                              |
|   | 12. Complete goals, performance plans, job descriptions and evaluations for NBDC management and employees.          | Implement accountability framework for management and employees.   |
|   | 13. Complete performance plans, job descriptions and evaluations for operating businesses management and employees. | Implement accountability framework for management and employees.   |

| Deliverable                             | Objective  | Rationale/Benefit   |
|---|--|---|
| Stewardship and Sustainable Development | 14. Review NFN conservation, land use and environmental laws, policies and management objectives.      | Create awareness and understanding of NFN stewardship and sustainability goals across all NBDC operating businesses.  |
|   | 15. Comply with NFN conservation, land use and environmental laws, policies and management objectives. | All NBDC operating businesses need to meet NFN stewardship and sustainability goals.  |
|   | 16. Adopt appropriate internal/external certification standards.                                       | Each NBDC operating business needs to comply with appropriate internal or third-party certification standards.  |
|   | 17. Develop internal monitoring framework.   | All NBDC operating businesses and associated employees, contractors and partners need to monitor compliance with stewardship and sustainability goals and certification standards.                      |
| Engagement and Communications           | 18. Strengthen engagement and relationships with ‘Nāmgis governing entities and members.               | Improved communications and relations with ‘Nāmgis governing entities and ‘Nāmgis members.<br><br>Regular input from ‘Nāmgis governing entities and ‘Nāmgis members.                                    |
|   | 19. Hold NBDC Annual Community Town Hall.  | Provide ‘Nāmgis governing entities and ‘Nāmgis members with an opportunity to provide input directly to Board and management.   |
| Donations and Sponsorship               | 20. Develop Donations and Sponsorship Policy.  | Build stronger relationships with ‘Nāmgis governing entities and ‘Nāmgis members.<br><br>Support scholarships, community events, etc. and sponsor/ donate to ‘Nāmgis groups consistent with the policy. |

# Appendix



Table 1: ‘N̓amgis CCP Focus Areas, Goals and NBDC Alignment

| Area       | Section                      | Goal   | NBDC Strategic Alignment   |
|------------|------------------------------|--|--|
| Our People | Health and Wellness          | All ‘N̓amgis members are healthy and living in a stable community.                   | Pillar #2 (Place) emphasizes stewardship best practices so NBDC activities increase opportunities for ‘N̓amgis members to access their territory for social, recreational and spiritual purposes, and retain a traditional diet. |
|            | Education                    | ‘N̓amgis members are reaching their educational goals.                               | Pillar #4 (People) underscores providing training and mentorship opportunities for ‘N̓amgis members through NBDC activities.   |
|            | Children, Youth and Families | Our children and youth are growing up healthy and confident.                         | Pillar #4 (People) underscores providing training and mentorship opportunities for ‘N̓amgis youth, particularly in traditional activities such as seafaring.   |
|            | Recreation                   | ‘N̓amgis members of all ages are leading active lives in the community.              | Pillar #2 (Place) emphasizes stewardship best practices so NBDC activities increase opportunities for members to access their territory for social, recreational and spiritual purposes.   |
|            | Community Unity              | ‘N̓amgis First Nation is a united community with all members coming together as one. | Pillar #4 (People) underscores providing training and mentorship opportunities for ‘N̓amgis members through NBDC activities.   |
|            | Language and Culture         | Our traditional language and culture play an active role in our daily lives.         | Pillars #3 and #4 (Engagement and People) emphasizes NBDC focus on serving ‘N̓amgis membership and advancing ‘N̓amgis culture through its activities.  |

| Area              | Section                     | Goal  | NBDC Strategic Alignment  |
|-------------------|-----------------------------|---|---|
| Our Lands and Sea | Lands, Waters and Resources | ‘N̓amgis is making all decisions regarding lands and resources within the Territory.  | Pillar #2 (Place) emphasizes stewardship best practices so NBDC activities increase opportunities for members to access their territory for social, recreational and spiritual purposes, and retain a traditional diet. |
|                   | Forestry                    | ‘N̓amgis First Nation is an active decision-maker in the management of all forestry operations in the Territory.                    | Pillars #1 and #2 (Governance and Place) emphasize ‘N̓amgis centered governance practices, investment decision criteria, and stewardship best practices that are centered around territorial integrity.                 |
|                   | Water and Fish              | ‘N̓amgis members have access to a healthy fishery that supports food and commercial fishing for the community.                      | Pillars #1 and #2 (Governance and Place) emphasize ‘N̓amgis centered governance practices, investment decision criteria, and stewardship best practices that are centered around territorial integrity.                 |
|                   | Climate Change              | ‘N̓amgis First Nation is the regional leader in environmental stewardship and sustainability practices.                             | Pillars #1 and #2 (Governance and Place) emphasize ‘N̓amgis centered governance practices, investment decision criteria, and stewardship best practices that are centered around territorial integrity.                 |
|                   | Infrastructure              | ‘N̓amgis First Nation is equipped with a system of infrastructure that addresses all community needs.                               | Pillars #1 and #2 (Governance and Place) emphasize ‘N̓amgis centered governance practices, investment decision criteria, and stewardship best practices that are centered around territorial integrity.                 |
|                   | Governance                  | ‘N̓amgis First Nation has a system of governance that ensures all ‘N̓amgis members have a voice and a role in governing the Nation. | Pillar #1 (Governance) centers NBDC’s activities around good governance practices and a responsible investment decision making process.   |

| Area           | Section                            | Goal  | NBDC Strategic Alignment  |
|----------------|------------------------------------|---|---|
| Our Governance | Administration and Human Resources | The ‘Nāmgis First Nation administration is operating effectively and efficiently to deliver programs and services to members. | Pillar #1 (Governance) centers NBDC’s activities around good governance practices and a responsible investment decision making process.   |
|                | External Relations                 | ‘Nāmgis has strong, collaborative and diverse external relations.   | Pillars #1 and #3 (Governance and Engagement) emphasize the importance of good governance practices and consistent, clear and transparent communications.   |
| Economy        | Employment                         | All ‘Nāmgis members are able to find jobs and careers that are meaningful to them.  | Pillar #3 (People) centers NBDC activities around providing greater opportunities for ‘Nāmgis members to participate in NBDC activities, including employment opportunities with NBDC businesses.   |
|                | Skills Training                    | ‘Nāmgis members have all of the necessary qualifications for available jobs.  | Pillar #3 (People) centers NBDC activities around providing greater opportunities for ‘Nāmgis members to participate in NBDC activities, including providing training and mentorship opportunities. |
|                | Economic Development               | ‘Nāmgis First Nation and ‘Nāmgis members own and operate local businesses in a diverse range of industries.                   | Pillar #3 (People) emphasizes NBDC’s role in diversifying the ‘Nāmgis economy and providing opportunities for ‘Nāmgis owned businesses to grow.   |