



'NAMGIS
FIRST NATION

**COMPREHENSIVE
COMMUNITY PLAN**



COMMUNITY PROFILE

8



CCP OVERVIEW

9

What is CCP?	9	What is the understanding of the 'Namgis community in the CCP?	10
Why do a CCP?	9	Community Engagement	10
How to read the CCP?	9		



VISION

12



GUIDING PRINCIPLES

14



OUR PEOPLE

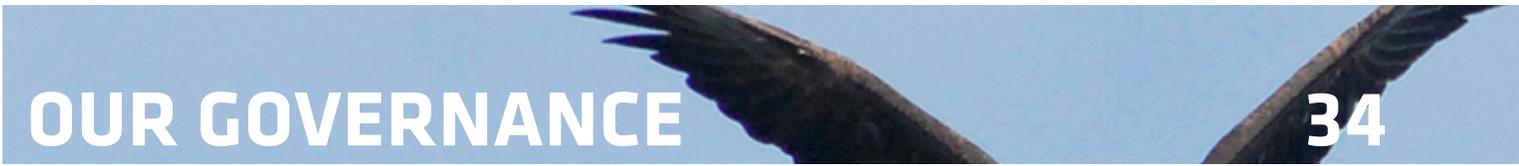
16

Health and Wellness	17	Community Unity	22
Education	19	Language and Culture	24
Children, Youth and Families	20		
Recreation	21		



OUR LANDS AND SEA 26

Lands, Waters and Resources	27	Climate Change	31
Forestry	28	Infrastructure	32
Water and Fish	29		



OUR GOVERNANCE 34

Governance	35	External Relations	36
Administration and Human Resources	36		



OUR ECONOMY 39

Employment	40	Economic Development	42
Skills Training	40		



NEXT STEPS 44



COMMUNITY PROFILE

'Namgis is a Kwakwaka'wakw community located on Cormorant Island, just off the north-eastern tip of Vancouver Island in British Columbia. Our members have long lived throughout the Nimpkish and Kokish watershed to settle and gather resources. 'Namgis culture and way of life has long centred around these watersheds and the local fishery, plants and wildlife that they sustain. This is why our most important and long-recognized village sites were located along the banks of the Nimpkish River.



About one-third of our members live on Cormorant Island on 'Namgis Indian Reserves 1 and 1A, as well as in the village of Alert Bay. The rest of our members live outside of the community both nearby in British Columbia, but also around the world. We are proud to have a widely engaged membership that takes every opportunity to participate however they can.

Our traditional language is Kwakwaka'wakw and we are working hard to protect and revitalize this

language in younger generations. Like many other Indigenous communities in Canada, 'Namgis traditional language and culture has been impacted by the intergenerational trauma of the residential school system, as well as the Potlatch ban which was lifted in 1951. We are working hard to maintain and enhance the vitality of our language and culture in the community through many ongoing initiatives, including finding opportunities to ensure that our members are



provided with language learning tools that are suited to their needs.

We have long built our community around the foundation of the naturally rich fishery and the sustainable harvest of resources from our lands and forests. Our community collectively agrees that our natural resources must be a top priority. We recognize that our community and its future relies on the continued health of our lands and natural resources.

“Our ocean is our freezer and the forest is our drugstore and we don’t know enough about that.”

The health of our lands and natural resources has been significantly impacted by colonial history and the growth of commercial harvesting in our region. Additionally, our community, like many others, is being affected by climate change. Our traditional practices and way of life is facing challenges due to the changes we are observing in how the environment is responding to our changing climate. We are seeing a reduction in the available salmon stock and in the availability other aquatic species that we have traditionally harvested for food. ‘Namgis continues to actively participate in the management of the local fishery and to fight for the protection of all fish, wildlife and aquatic species to work against the impacts of climate change.





Our community also recognizes our integral role as stewards of the forests within our traditional territory. These forests have long provided 'Namgis with essential resources and the evidence of this relationship can be seen in the many culturally modified trees (CMTs) and archaeological sites throughout the forests in our territory. We are actively engaging with the forest industry at all levels, including provincially and locally, and we are seeking to ensure that the cultural and environmental vitality of our forests are protected and preserved.

We are committed to ensuring that the good work that our Nation is doing to protect and promote the advancement of 'Namgis First Nation continues into the future. This includes building upon existing programs and activities that have been successful and finding opportunities to grow the Nation in new directions. We recognize that an essential piece of that is finding every opportunity to involve our youth in moving our Nation forward. By creating opportunities for learning and sharing to take place between generations, our Nation will be set on a strong path into the future.



CCP OVERVIEW



WHAT IS CCP?

Comprehensive Community Planning or CCP is when the community comes together to plan for the future of the Nation. The purpose of the CCP is to capture the vision of our community members and guide the efforts of our leadership and administration.

WHY DO A CCP?

A CCP is a way to build accountability between the 'Namgis membership and our leadership. It is an agreement between the community and our leaders about the priorities that should be set for our Nation. A CCP is a tool for ensuring that members of our community have an opportunity to communicate our needs, hopes, and ideas to the leadership. It also offers our leaders a tool to use as they offer guidance and provide a mandate to the administration and program staff.

HOW TO READ THE CCP?

This CCP includes a range of subject areas that are intended to cover the diverse range of programming and service areas delivered by 'Namgis First Nation. Within each of these subject areas there are key sections:

1. **GOAL:** Each section includes a goal that captures the ideal end vision that 'Namgis will be working towards. This goal captures the broad hopes and aspirations that community members have put forward through the engagement process.
2. **OBJECTIVES:** The objectives underneath each subject area are specific areas of focus that 'Namgis can work on in order to achieve each goal. These objectives have been developed based on some of the ideas that have come forward from the community throughout the engagement process.
3. **STRENGTHS:** 'Namgis recognizes that a strong future is built upon the foundation we currently have in place. The CCP identifies areas of strength and success within the 'Namgis community that provide opportunities for us to build upon.
4. **OPPORTUNITIES AND CHALLENGES:** These are items that the community has identified as gaps or major priority areas. These are areas where 'Namgis should focus on building and improving in the future in order to address community needs.

Each of these sections should be reviewed and used by the leadership, Department Heads, and their staff as programming for the 'Namgis community develops and expands.

WHAT IS THE UNDERSTANDING OF THE 'NAMGIS COMMUNITY IN THE CCP?

It is important to note that any reference to “community” or to the “‘Namgis community” throughout the CCP should be understood to include Alert Bay, as well as all ‘Namgis members, regardless as to where they live.

COMMUNITY ENGAGEMENT

The ‘Namgis First Nation Comprehensive Community Plan has been developed based completely on the input gathered from ‘Namgis members throughout the community engagement process. This process began in 2013 and since then the ‘Namgis community has had the opportunity to share their thoughts in a number of ways. We have conducted several surveys, facilitated sessions at



our annual general meetings, and held meetings that have been held on specific topics, such as fisheries meetings. Each of these opportunities to connect with the 'Namgis community provided the information that built this CCP.

It is the hope that all 'Namgis members who participated in this process will see their ideas reflected through the plan. Direct quotes from 'Namgis members have been included through the CCP, and each of the goals, objectives, strengths, and opportunities and challenges has been

developed based on the input gathered from the community throughout the process.

This CCP has been developed with the understanding that community engagement does not end with its creation. The ongoing engagement of 'Namgis community members will be essential to ensure that the leadership and administrative staff implements the plan in a way that aligns with the vision that has been captured within the CCP.





VISION



VISION

'NAMGIS IS A PROSPEROUS AND HEALTHY COMMUNITY WHERE FUTURE GENERATIONS ARE SUPPORTED TO ACHIEVE THEIR HIGHEST POTENTIAL.

"I find it exciting to think about and believe in the possibilities. In my experience, we are only limited by the limitations we put on ourselves so it's the people leading who will make the difference!"

"We must prepare the next generation to be self-reliant!"

"Let's build strong business relationships so that our present companies will prosper and benefit our Nation and improve our community's quality of life!"

"We should be building our economy now!"

"Make a healthy and stable community for all!"





GUIDING PRINCIPLES



GUIDING PRINCIPLES

1. **SELF-GOVERNANCE AND AUTONOMY IS WHAT OUR NATION STRIVES TOWARDS.**
2. **TRADITIONAL PROTOCOLS ARE RESPECTED AND MAINTAINED IN ALL WE DO.**
3. **STEWARDSHIP OF OUR FISH, FORESTS AND NATURAL RESOURCES IS OUR DUTY.**
4. **UNITY AND RESPECT ARE AT THE FOUNDATION OF OUR COMMUNITY.**
5. **CULTURE AND LANGUAGE ARE ALWAYS AT OUR CENTER.**





OUR PEOPLE



HEALTH AND WELLNESS

Health and wellness is important to the strength of the 'Namgis community. When our members are healthy, our community is stronger. Every 'Namgis member has different health and wellness needs that we must work together to address. We provide a range of resources that are available to our members through the 'Namgis Health Centre. This includes access to mental health services, treatment programs, and home and community care programs. There are many opportunities to continue to expand our services and address the needs of our members.

GOAL:

All 'Namgis members are healthy and living in a stable community.

OBJECTIVES:

1. Develop more programs to ensure that all community members have access to a balanced and nutritious diet that includes traditional foods.
2. Increase access to traditional foods.
3. Enhance food security within the community through innovative programs such as community gardens and raised gardens for seniors.
4. Increase the availability of nutrition information, including support for meal planning.
5. Ensure transportation is available to all patients needing to travel for medical services and care.
6. Coordinate more drug prevention programs to educate members on early intervention opportunities and available support services.
7. Make holistic treatment programs available to all members, including programs tailored to the needs of women and youth.
8. Offer all basic health, wellness, and other services to ensure that 'Namgis Elders experience a high quality of life.
9. Prioritize Elder Care programs for the 'Namgis community.
10. Provide more workshops and information sessions on varying health-related topics on a regular basis.
11. Create more opportunities for all members to have healthy avenues of self-expression, including activities such as art therapy.

12. Enhance the availability of traditional health and wellness treatment options.
13. Increase the number of home treatment programs that are available.

STRENGTHS:

1. Health care providers are delivering services in Alert Bay for members.
2. 'Namgis is running a number of tailored programs in the community.

OPPORTUNITIES AND CHALLENGES:

1. Members have expressed a sense of inequality in health care services available to different

members of the 'Namgis community.

2. There are gaps and inequities identified in the services delivered to Elders.
3. More communication is needed to inform members both on and off-reserve about the health and wellness services that are available.
4. 'Namgis members have identified a need for more diversity in available counselling programs.

“With our current health system, there seems to be some members falling through the cracks.”



EDUCATION

The education of our community members is a top priority to ensure the long-term success of our Nation. Education begins with our very youngest and is a lifelong individual journey that continues through each person's life. 'Namgis strives to ensure that our members are supported to pursue their goals and aspirations while also balancing the long-term needs of our Nation.

“Education for future generations is a high priority because knowledge equals power.”

GOAL:

'Namgis members are reaching their educational goals.

OBJECTIVES:

1. Create an educational system in the community that is equal to provincial educational standards.
2. Expand educational programming within Alert Bay, including high school courses.
3. Develop a plan to achieve a 100% graduation rate among 'Namgis high school students.

4. Make more essential skills training programs accessible in Alert Bay and to 'Namgis members located elsewhere to support individuals looking to upgrade their education.
5. Connect all community members looking to upgrade their basic education with the appropriate programs and courses.
6. Increase the opportunities for students at all levels to learn Kwakwala.
7. Ensure that there are supports in place for tutoring for 'Namgis students at all levels of education.
8. Enhance the supports that are available to assist in the development of modified learning plans as needed, including learning needs assessments, support staff, etc.
9. Increase school readiness supports for pre-school children.

STRENGTHS:

1. T'lisalagi'lakw School is delivering educational programming for K-7 with Kwakwala being taught to all students.

OPPORTUNITIES AND CHALLENGES:

1. High school students do not have an option to complete their education in Alert Bay.
2. Young people who are receiving a higher education do not return to the 'Namgis community in Alert Bay to live and work.
3. More information is needed for all 'Namgis members about post-secondary education programs and supports that are available.
4. 'Namgis members have identified a need for more transition support as students transition to the next level of education.

CHILDREN, YOUTH AND FAMILIES

'Namgis recognizes the importance of ensuring that there is a community of support built around every child. When our children and youth have the supports that they need to be healthy, happy and successful, our Nation will continue to grow stronger. 'Namgis continues to work to strengthen families in order to ensure that every child and youth has every opportunity to find success.

GOAL:

Our children and youth are growing up healthy and confident.

OBJECTIVES:

1. Provide parents with more workshops and other opportunities to learn and share skills and strategies for parenting.
2. Ensure parents are participating in their children's activities.
3. Create safe spaces in Alert Bay that are dedicated to the needs of our youth and available to support them 24 hours per day.
4. Increase the availability of staff to support the needs of youth (i.e. a trained youth worker).
5. Find more ways to ensure high quality and comparable services are accessible to all 'Namgis members whether they are on or off-reserve.
6. Develop more opportunities for youth to participate in and contribute to all aspects of 'Namgis administration and governance.
7. Identify how 'Namgis can encourage young people to stay in Alert Bay.

8. Increase availability of family and support services for all 'Namgis members.

STRENGTHS:

1. Amlilas Daycare is offering pre-school programming to 'Namgis children.

OPPORTUNITIES AND CHALLENGES:

1. There is a need for more activities within Alert Bay that can involve the whole family.
2. 'Namgis members feel that there are not enough mental health support programs that are tailored to the needs of youth.

RECREATION

'Namgis members have made it clear that recreation does not just mean sports. It includes arts and crafts, music, games, and social events. Access to recreational activities is an important part of building the strength of our community. It encourages our members to lead active lives outside of their home, develop creativity and build strong relationships. Recreation activities teach members of all ages valuable practical, teamwork and social skills that support success in all other

aspects of life. Also, when a person finds an activity that they are passionate about, that can help them to build their confidence and overall wellbeing.

GOAL:

'Namgis members of all ages are leading active lives in the community.

OBJECTIVES:

1. Develop more spaces in the Alert Bay community for members of all ages to participate in activities on a regular basis.
2. Create a regular schedule of activities for children within Alert Bay.
3. Ensure that youth have a diverse range of activities available to them.
4. Develop more activity programming that allows for full family participation.
5. Ensure that there are regular activities available for our elders, including physical activity programs tailored to their needs.
6. Enhance the number of exercise programs that are available to 'Namgis members.

7. Increase the diversity of recreation programs that are available to 'Namgis community members, including arts and crafts, music and dance.

“People who aren't ‘sporty’ have no place to go and there are no programs for them.”

STRENGTHS:

1. 'Namgis currently offers a basic range of sports and physical activities in the recreation centre.
2. There are members of the 'Namgis community that are coordinating activities for all members.

OPPORTUNITIES AND CHALLENGES:

1. There are not enough community spaces available to offer a diverse range of activities.
2. The recreation centre is not always open and available for community use.
3. 'Namgis members have identified that there are no weight machines or gym equipment available within the Alert Bay community.
4. More information and advertising is needed for activities and events in the community.

COMMUNITY UNITY

A unified community is one that has the strength to reach its goals and stand up for its rights. It is also within a unified community that our members feel safe and supported to find success. As 'Namgis moves forward, we must work as a community to come together and work as one in order to reach our goals. We must support each other to ensure the long-term success and continued growth of our community.

“Our Nation has to find a way to come together and be ‘ONE’ rather than divided!”

GOAL:

'Namgis First Nation is a united community with all members coming together as one.

OBJECTIVES:

1. Enhance engagement of members outside of Alert Bay in the day-to-day activities and events that are happening.
2. Create more opportunities for collaboration between elders and youth.

3. Ensure that 'Namgis Elders are all playing an active role in the community.
4. Increase and enhance opportunities for youth to participate in community activities and decision-making.
5. Develop ways that will ensure all members of the 'Namgis community feel equally included in all aspects of community life.
6. Increase the number of social events and activities that are available for the 'Namgis community to come together.

STRENGTHS:

1. Electronic engagement methods are being piloted and encouraging participation from all members.

"I feel better knowing you care about my thoughts when I live 300 miles away. I love my people and hope for the best and one day I will move home, so thanks for allowing for me to feel a part of it all."

2. Members living outside of Alert Bay have expressed a strong interest in participating in community decision-making and planning.

OPPORTUNITIES AND CHALLENGES:

1. Community members have identified internal conflict as an issue within the community.
2. Concerns around lateral violence have



been brought forward and need to be explored and addressed.

3. There is a sense of inequality among community members and some members have expressed that they do not feel that their opinions are included.
4. Many 'Namgis youth are not actively participating in the community.
5. Many 'Namgis members living outside of Alert Bay would like to receive more information about community events and activities.
6. 'Namgis members have identified a need to build the sense of trust within the community.

LANGUAGE AND CULTURE

Culture is at the centre of who we are as 'Namgis and we are committed to keeping our culture alive and well. 'Namgis people are continuously working to revitalize our language and culture in order to ensure that it remains a vital part of the daily life for all of our members. Kwakwala is being actively taught to our younger generations, and many of our families are making sure that there are opportunities for our people to learn and practice Kwakwaka'wakw culture.

GOAL:

Our traditional language and culture play an active role in our daily lives.



OBJECTIVES:

1. Ensure elders are actively transferring knowledge to younger generations.
2. Create more opportunities to engage in cultural immersion activities for members of all ages.
3. Provide all Kwakwaka'wakw teachers with teacher training.
4. Develop a diversity of language learning tools.
5. Incorporate Kwakwaka'wakw into the operation of the band office.
6. Organize a regular schedule of cultural activities for members to attend.
7. Provide 'Namgis members with more opportunities to participate in medicine gathering.

STRENGTHS:

1. 'Namgis children are learning culture and Kwakwaka'wakw through the various educational institutions that they attend, including T'lisalagi'lakw School, Alert Bay Elementary School, and North Island Secondary School.
2. The U'mista Cultural Centre is located in Alert Bay as a home for Kwakwaka'wakw culture.

OPPORTUNITIES AND CHALLENGES:

1. Adult language learners have identified a lack of confidence as a barrier to language learning.
2. 'Namgis members living outside of Alert Bay need more opportunities to learn Kwakwaka'wakw and to engage with Kwakwaka'wakw culture.
3. 'Namgis members have identified that they need more opportunities to spend time in the big house.



OUR LANDS AND SEA



LANDS, WATERS AND RESOURCES

The 'Namgis community has long held the responsibility of being the stewards of our lands, waters and resources. We work to protect the lands, waters and resources within our territory, and in return, they sustain life for our members. 'Namgis continues to assert our rights and title interests over all lands within our territory, and we continue to act as stewards of our lands and guardians against development projects that may be damaging to the resources that sustain our way of life. 'Namgis strives to regain full jurisdiction over all lands, waters and resources within our traditional territory. This will ensure that 'Namgis has final say in all lands, waters and resources based decision-making in the territory.

“My dream is that the 'Namgis will take control and be truly independent and live off our land and by the season.”

GOAL:

'Namgis is making all decisions regarding lands and resources within the Territory.

OBJECTIVES:

1. Create more opportunities for young people to be involved in all resource management within the territory.
2. Ensure that 'Namgis is making all decisions about the use of land within the territory.
3. Develop a territorial land use plan for 'Namgis that can be used to assert our rights and title.
4. Enhance systems of land self-governance within 'Namgis territory.

STRENGTHS:

1. 'Namgis Natural Resource Department continues to grow and develop capacity to respond to land related issues.
2. 'Namgis has an internal Geographic Information Systems database that is managed in-house in the band office.

OPPORTUNITIES AND CHALLENGES:

1. 'Namgis members want more information about how lands are currently being managed and governed.

FORESTRY

'Namgis has long utilized traditional knowledge for managing forestry within our territory and we continue to apply that knowledge today. Culturally modified trees (otherwise known as CMTs) can be found throughout our territory as a record of our community's longstanding relationship with our forests. With the number of forestry companies operating in the territory, 'Namgis continues to act as the stewards of our forests, working hard to push for and promote harvesting that is carried out in a way that is sustainable and respectful of our traditional practices.

GOAL:

'Namgis is an active decision-maker in the management of all forestry operations in the Territory.

OBJECTIVES:

1. Develop systems so that 'Namgis is enforcing the use of sustainable harvesting in the Territory for all forestry operators.
2. Ensure that 'Namgis is playing a lead role in the development of rules and regulations relating to forestry operations in the territory.
3. Support the education and training of 'Namgis members who are looking to enter into a career in forestry.
4. Create programs that will ensure that forestry operations are providing reliable employment to qualified 'Namgis members.
5. Engage 'Namgis members in ongoing education and discussion of forestry operations.



6. Participate in the ongoing advancement of relationships with all forestry operators in the territory.

2. 'Namgis members need more opportunities to learn about forestry operations in the territory and the role that 'Namgis is playing.

STRENGTHS:

1. 'Namgis has developed positive and collaborative working relationships with industry and government.
2. 'Namgis holds traditional knowledge to support sustainable forestry operations.
3. The Natural Resources Department is actively engaging with forestry operators in the territory.

OPPORTUNITIES AND CHALLENGES:

1. There are 'Namgis members that are not in support of the industrial style logging underway in the territory.

WATER AND FISH

Seasonal food and economic fisheries have long been a central feature of 'Namgis culture. We have long served as the stewards of the aquatic resources surrounding our community and we continue to use both traditional and modern methods of resource management. It is critical that we work as a community to continue the revitalization of our natural fishery and ensure the ongoing stewardship of all of our aquatic resources. This is essential so future generations may have access to these important resources that have long been so vital to our cultural identity.



GOAL:

'Namgis has access to a healthy fishery that supports food and commercial fishing for the community.

OBJECTIVES:

1. Create more opportunities for intergenerational teachings of fishing practices and fishery management.
2. Ensure that our Fisheries Technician team effectively monitor and enforce activities within the Nimpkish Watershed and Kokish Watershed.
3. Enhance water and aquatic resource stewardship initiatives, including riparian zone and invasive species management.
4. Identify more opportunities for 'Namgis to engage in and support efforts to revitalize the natural fishery in the region.
5. Encourage 'Namgis members to develop new and innovative fisheries and aquatic resource management practices that incorporate both traditional and modern approaches.

6. Develop a plan to ensure a healthy balance between sustainable harvest of fish, our commercial fishing interests, and providing food fish to our members.

STRENGTHS:

1. 'Namgis holds a wealth of knowledge relating to fisheries and sustainable fishing practices.
2. 'Namgis is currently involved in a range of fisheries and aquatic resource stewardship initiatives, including enhancement projects for the Nimpkish salmon stocks.
3. 'Namgis is operating the Gwa'ni hatchery.

OPPORTUNITIES AND CHALLENGES:

1. The fishery has been depleted by unsustainable commercial fishing practices in the region.
2. Some members are expressing concerns that young people are not taking initiative to learn about 'Namgis fisheries practices.

CLIMATE CHANGE

'Namgis has always practiced sustainable harvest and stewardship of the lands and resources within our territory. We have specific traditional practices that dictate how food and resources should be harvested from the land and sea, and we recognize the importance that these rules are followed. Our community, like many others, has been impacted by climate change. Our way of life relies on our traditional knowledge of our lands and natural resources, and climate change is affecting our ability to fully engage in traditional practices.

'Namgis recognizes the important role that we play in acting as leaders in respecting our environment.

GOAL:

'Namgis is the regional leader in environmental stewardship and sustainability practices.

OBJECTIVES:

1. Enhance recycling program in the 'Namgis community.
2. Conduct an assessment for opportunities to reduce the community's carbon footprint.
3. Develop programs to educate our members on how to reduce waste in the Alert Bay community.
4. Identify modes of incorporating alternative energy into the Alert Bay community.





5. Pursue all opportunities to reach out and educate external parties on issues of respectful environmental stewardship.
6. Ensure all new construction demonstrates environmentally sensitive design features and begin retrofitting existing buildings for sustainability features.

STRENGTHS:

1. 'Namgis holds a wealth of traditional knowledge on how to respect our lands and resources.

OPPORTUNITIES AND CHALLENGES:

1. Colonial history and the accompanying development have affected how our natural environment acts and functions.

INFRASTRUCTURE

'Namgis continues to build and maintain a system of infrastructure to address community needs.

Members have access to a number of community services buildings as well as a protection services infrastructure and public works intended to serve the needs of the community members.

'Namgis also continues to maintain the existing housing stock for members living on-reserve.

The community is also continuously seeking opportunities to develop new housing to support members who are looking to move home. It is important that we are continuously able to develop a system of infrastructure that is well-integrated with our natural environment, and offers the necessary space for building our economy and providing services to our members.

GOAL:

'Namgis is equipped with a system of infrastructure that addresses all community needs.

OBJECTIVES:

1. Ensure that all 'Namgis members have access to a diverse range of housing types, including options for singles, couples and family housing.
2. Create training programs so all homeowners are supported to practice safe and proper home maintenance.
3. Develop a long-term plan to add an addition to the school to accommodate more students in the future.
4. Continue to grow the number of protective service providers for 'Namgis (i.e. ambulance attendants, etc.).
5. Identify more opportunities to enhance transportation for members, both within the community and across the water.
6. Develop community infrastructure that will help members to live and work in the territory.
7. Develop a dock and marina infrastructure to support the needs of the 'Namgis Nation, as well as local and regional user groups.

STRENGTHS:

1. 'Namgis currently has a diversity of community infrastructure to serve the needs of community members, including health care, education, protection services, recreation and cultural buildings.

OPPORTUNITIES AND CHALLENGES:

1. There are not enough homes available to meet with the interest expressed by our members looking to return home.
2. Accessibility is an issue that has been identified for 'Namgis buildings, including homes and community buildings.
3. The existing housing policy is out of date and in need of revisions.
4. Proper cleaning and maintenance of housing and community infrastructure is an issue.



OUR GOVERNANCE



GOVERNANCE

'Namgis governance addresses how decisions are made by our leadership, how members participate in process of decision-making, and how these decisions turn into action in our community. Our system of governance also sets out how our leaders demonstrate accountability to our members. It is important that 'Namgis develops governance structures and processes that reflect our unique culture and traditions, and make sense for the community in modern times.

GOAL:

'Namgis has a system of governance that ensures all of our citizens have a voice and a role in governing our Nation.

“Lead with integrity. Be transparent. Be collaborative & inclusive. Be wise, respectful and fierce in kindness and generosity.”

OBJECTIVES:

1. Create opportunities for our youth to participate in the governing of our Nation (e.g. a youth council).

2. Enhance dialogue and communication between the leadership and the community members to build trust.
3. Ensure that systems are in place to demonstrate transparency, both for decision-making and for all financial matters.
4. Develop a system of blended governance that draws on the strengths of both traditional 'Namgis cultural protocols for governance and aspects of the current elected system.
5. Identify opportunities for 'Namgis citizens to have a role in decision-making.
6. Develop a plan for addressing community concerns in order to move the Nation successfully towards self-governance.

STRENGTHS:

1. 'Namgis has explored various models of governance and received community input regarding their vision of self-governance.

OPPORTUNITIES AND CHALLENGES:

1. There are many 'Namgis members who have said they would benefit from more information about self-governance and what that means for our Nation.

2. There are some 'Namgis members that do not yet feel that our Nation is ready for self-governance.

“What steps are being taken to educate membership who may not understand?”

ADMINISTRATION AND HUMAN RESOURCES

The staff in the 'Namgis administrative office are an important part of our community. They are responsible for helping members access the services that they need, and they play an important role in advancing our Nation. It is critical that 'Namgis staff feel supported and have opportunities to grow within their roles. It is also of the utmost importance that they feel valued for the work that they do. We must ensure that we are working to build unity and trust between staff, leadership and the members of the 'Namgis community.



GOAL:

The 'Namgis administration is operating effectively and efficiently to deliver programs and services to members.

OBJECTIVES:

1. Ensure that 'Namgis staff are receiving continuous professional development through training and mentorship.
2. Create more opportunities for ongoing recognition and feedback for staff and management.
3. Ensure that there are appropriate policies and procedures in place so that 'Namgis staff are supported when issues arise.
4. Encourage more creativity and innovation among staff.
5. Enhance communication between Chief and Council and the staff.
6. Identify more opportunities for team building within the staff.
7. Initiate a strategic planning process for 'Namgis First Nation that fully addresses the community priorities identified within the CCP.

8. Encourage discussion and collaboration between departments to best serve the needs of our members.

STRENGTHS:

1. 'Namgis staff express a desire to learn and grow within their roles.

OPPORTUNITIES AND CHALLENGES:

1. Lateral violence has been reported within the administration and needs to be addressed.
2. Staff has expressed concerns about job security and wage inequality.
3. Not very many young 'Namgis members are receiving training and education to return to the community to take on roles within the administration.
4. Very few 'Namgis members are holding management roles in the band office.

“How do we recruit and provide opportunities to our members who live off reserve but have the education that can benefit our Nation?”



EXTERNAL RELATIONS

'Namgis has a strong working relationship with the Village of Alert Bay and continues to implement the Alert Bay Accord. This ensures that 'Namgis continues to find opportunities to collaborate with the Village of Alert Bay to provide the best possible services to our community members. Our community also continues to work on building mutually beneficial relationships with external agencies, organizations, and governing bodies to access programs and services for our members. We must also find more opportunities to strengthen our relationships with our neighbouring Kwakwaka'wakw Nations and communities within our territory.

GOAL:

'Namgis has strong, collaborative and diverse external relations.

OBJECTIVES:

1. Develop working relationships with all levels of government.

2. Create more strategic partnerships with external agencies and organizations to enhance access to services for our members living both on and off reserve (e.g. working relationships with employment agencies and health care organizations in major cities).
3. Identify more opportunities for youth to take on leadership roles in planning events and activities for the 'Namgis community and other Kwakwaka'wakw communities.

STRENGTHS:

1. The Alert Bay Accord and ongoing collaboration with the Village of Alert Bay for delivery of municipal type services.
2. 'Namgis is a signatory to the North Island Regional Protocol Agreement.

OPPORTUNITIES AND CHALLENGES:

1. 'Namgis should be developing more relationships with organizations and institutions outside of Alert Bay to serve members who do not live in the community.



OUR ECONOMY



EMPLOYMENT

The economy of the 'Namgis community relies on having members working. Not only does stable employment make it possible for our members to support their basic needs and the needs of their families, it also helps to build confidence among our adults and allows them to act as role models for our young people. It is critical that our members are given the support that they need to find stable employment.

GOAL:

All 'Namgis members are able to find jobs and careers that are meaningful to them.

OBJECTIVES:

1. Provide our members with more job readiness training programs (i.e. résumé writing, work ethic, workplace communication, essential skills, etc.).
2. Develop a program that successfully matches qualified 'Namgis members with available employment opportunities.
3. Ensure that all 'Namgis members who are able to work have found a job.

STRENGTHS:

1. 'Namgis unemployment rate has been steadily declining since 2004.
2. 'Namgis members have a diversity of skills and past work experiences.

OPPORTUNITIES AND CHALLENGES:

1. It has been identified that confidence is an issue facing members who are looking for work.
2. Some community members feel that there needs to be a focus on building essential job skills such as punctuality and time management.

SKILLS TRAINING

Finding employment requires that our members are equipped with the necessary skills to qualify for jobs that are available to them. 'Namgis continues to seek skills training opportunities for our members. These opportunities often come through strategic partnerships with education institutions and Indigenous community service providers, as well as through negotiated benefits with industry.



GOAL:

'Namgis members have all of the necessary qualifications for available jobs.

OBJECTIVES:

1. Ensure members are connected with training programs that are necessary to their jobs.
2. Develop a succession plan to train 'Namgis members to work in positions within the community in the future, including within the organization.
3. Increase the availability of skills training for careers that are available in 'Namgis territory.

STRENGTHS:

1. 'Namgis is developing strategic partnerships with companies operating in the territory to train 'Namgis members.
2. 'Namgis continues to seek opportunities for skills training for our members.

OPPORTUNITIES AND CHALLENGES:

1. A number of members have identified a need for career counselling and planning prior to exploring skills training options.
2. Available skills training programs do not always match the goals and interests of members.

ECONOMIC DEVELOPMENT

Strong economic development is a critical part of building the 'Namgis community in the future. With a diverse and thriving local economy in place, our community will be in a position to offer programs and services that are better tailored to the needs of our members. It also makes it possible for our young people to grow up knowing that there will be opportunities for them within our community. 'Namgis is committed to growing a local economy that is diverse while also appropriate to 'Namgis

cultural values and does not negatively impact the natural environment.

GOAL:

'Namgis First Nation and members own and operate local businesses in a diverse range of industries.

OBJECTIVES:

1. Create an economy within the 'Namgis community that provides members with the



opportunity to access everything they need or want.

2. Develop more opportunities for 'Namgis-owned businesses.
3. Enhance the supports available to 'Namgis entrepreneurs.
4. Ensure that businesses are developed with a focus on creating employment and training opportunities for 'Namgis members.
5. Increase the amount of information available to 'Namgis members about economic development activities.

STRENGTHS:

1. 'Namgis has strong economic development initiatives in the resource sector.
2. Tourism within our community is continuing to grow and contribute to our economic development.
3. 'Namgis members have expressed that they would like to see more support towards 'Namgis-owned businesses and supports for entrepreneurs.

OPPORTUNITIES AND CHALLENGES:

1. Members have expressed concerns about having an economy with such a strong focus in the resource sector with little other diversity.
2. Many members have expressed that they would like to learn more about economic development.



NEXT STEPS



IMPLEMENTATION, MONITORING AND EVALUATION

The 'Namgis Comprehensive Community Plan is a way for the members of the community, both on and off reserve, to capture their hopes and dreams for the future. Leadership and staff should be using the CCP to inform any process of administrative strategic planning and program development.

As this plan is being implemented, it is the responsibility of the leadership to set out a strategic plan that captures the priorities set in the CCP. It then becomes the responsibility for each individual department to work with what has been identified within the CCP and within the leadership's strategic plan as they are shaping their planning efforts. Department heads and their teams will be required to:

1. Gather baseline data on an issue in order to demonstrate growth or change in a certain area.
2. Establish indicators that will signify the completion of a goal.
3. Engage with members of the community to gain a better understanding of issues that have been identified in the CCP.

4. Put forward specific strategies and milestones to reach an objective or address an issue of concern.
5. Develop creative ideas and objectives to help the 'Namgis community to reach the goals identified in the plan.
6. Compete ongoing reporting on the progress of the administration in reaching the goals within the CCP.

The implementation of a CCP requires the ongoing monitoring and evaluation of progress. The duty falls to the leadership to hold the administrative team accountable to reporting on the progress of the CCP. 'Namgis leadership must identify how often they expect to receive a report from department heads on CCP progress. It is also the duty of the leadership to regularly report to members on the progress of CCP implementation. This system of reporting is critical to building accountability into the CCP process.

