



‘Namgis First Nation Strategic Plan 2025 - 2030



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Introduction

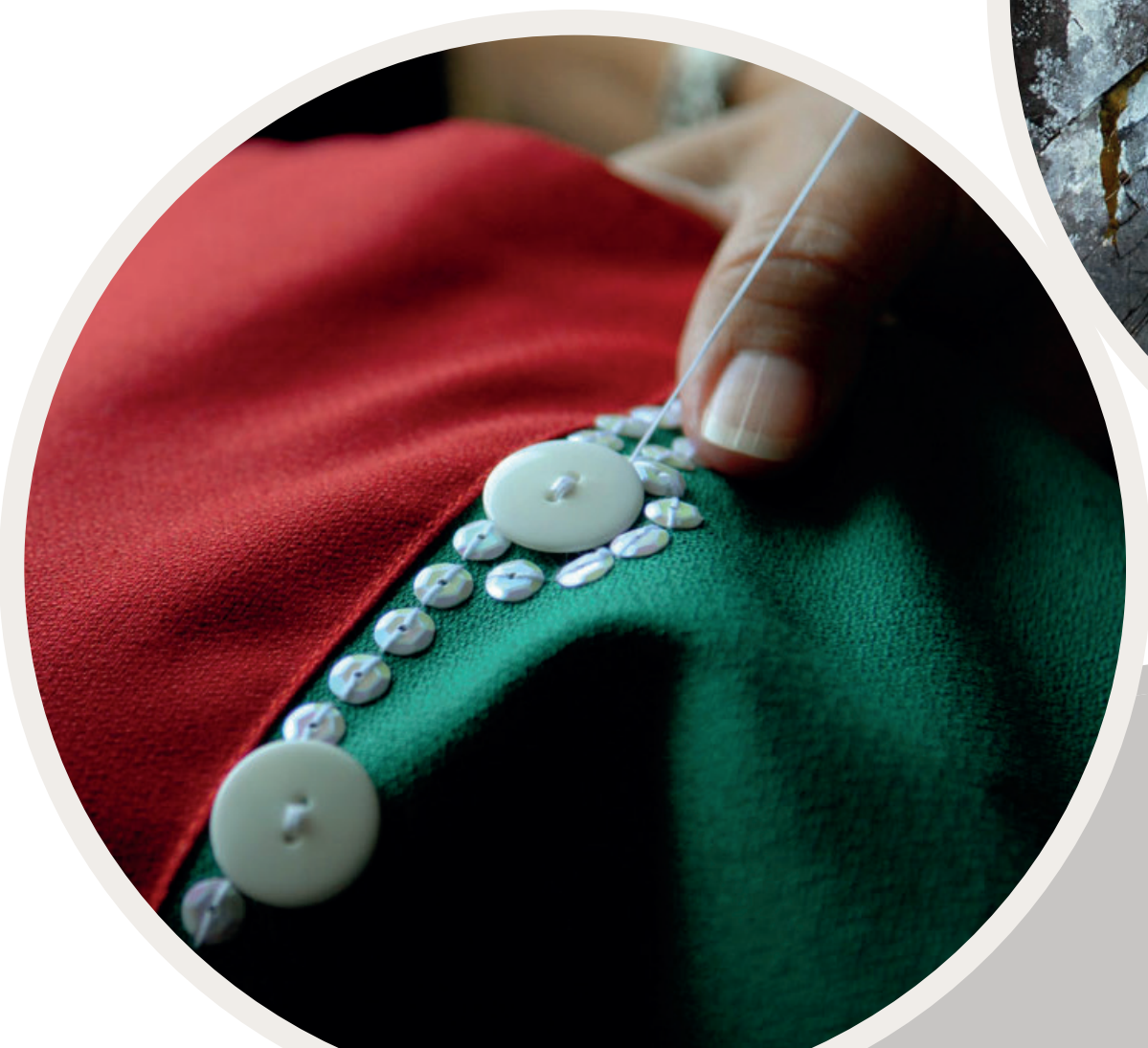
The 'N̓amgis First Nation is a welcoming Kwakwaka'wakw community situated on Cormorant Island, near the northeastern tip of Vancouver Island in British Columbia. With deep connections to the Nimpkish and Kokish watersheds, the community has relied on these rich resources for generations, as the health of these waters and the local fishery are vital to our culture and way of life. Of the over 1,900 members, nearly 30% reside within 'N̓amgis territory. The community takes pride in its members who engage in various initiatives and contribute our efforts whenever possible.

Kwak'wala is an essential part of our identity. The Nation is committed to revitalizing it among all generations, especially given the impacts of colonial history and the residential school system. We are launching programs aimed at supporting language learning and cultural preservation.

Environmental stewardship holds great importance for us as 'N̓amgis. Traditional practices face challenges from climate change and commercial harvesting, which affect marine and land resources. The Nation is actively working to manage local fisheries and protect natural resources, recognizing our critical role for the future.

Our initiatives focus on promoting cultural well-being, fostering economic growth, caring for the environment, and improving infrastructure. We prioritize language programs, support for youth and Elders, and sustainable resource management. Goals include empowering all members, creating job opportunities, and addressing housing needs while preserving cultural heritage.

Through our combined efforts, the 'N̓amgis aim to strengthen our community and ensure a bright future for all members, fostering connections across generations and honouring our rich traditions.



Our 'N̓amgis First Nation Strategic Plan

The Strategic Plan is an important roadmap for 'N̓amgis First Nation, guiding our future and providing a clear structure for our decisions, resource use, and actions aimed at reaching our long-term goals. This approach helps everyone in our organization stay on the same page, prioritize tasks, adapt to changes, and track our progress.

This plan builds on our Comprehensive Community Plan (CCP) and aims to support our Nation in achieving a strong and successful future. We envision a safe and healthy Nation where every member feels valued and supported, allowing families to thrive.

This plan acts as a guiding document for all activities within 'N̓amgis. From it, we will create an annual operational plan that details the specific actions needed by monitoring and evaluating to achieve our goals in the short to medium term. By aligning these plans, we can turn our objectives into real, positive results through careful planning and execution.

Ultimately, this Strategic Plan will help us move toward our Nation goals. It will shape our efforts as we progress, creating a bright and prosperous future for all members of 'N̓amgis First Nation. Through teamwork and dedication, we will build a strong Nation that honours our heritage and welcomes new opportunities.

Vision and Mission

Vision

To create a prosperous, united Nation that protects our land, honours our heritage (Xan's Gwayi'lelas), and secures a bright future for generations.

Mission

To guide the 'Namgis First Nation toward a prosperous future by prioritizing community needs, self-determination, and effective governance with housing, wellness, and cultural preservation at its core.





Guiding Principles

We will hold ourselves and each other accountable to the guiding principles listed below by ensuring our actions and behaviours align with what we believe is most important.

Empowerment

Strengthening our Nation by fostering self-determination and capacity-building for current and future generations.

Governance

Leading with integrity and transparency prioritizing effective and accountable decision-making.

Progress

Advancing our Nation's goals through proactive planning and continuous improvement.

Sustainability

Protecting our (Xan's Gwayi'lelas) land and resources to sustain a prosperous future for our people and environment.

Transparency

Maintaining clear and open communication to continue to develop trust and involve our members in the planning process.

Unity

Fostering collaboration and solidarity to achieve common goals and strengthen our Nation.

Priority Focus Areas

We have identified 7 priorities that we believe will lead to transformational change for our community and our members, those who live in our ancestral territory and those who live away. These priority areas will be the focus of our efforts for the next 5 years and be actioned in addition to all of the many programs and services we currently offer.

Cultural and Social Well-Being

Supporting our members to improve their Kwak'wala skills and revitalize the language by promoting cultural preservation through language programs and enhancing services.

1

Economic Development and Educational Enhancement

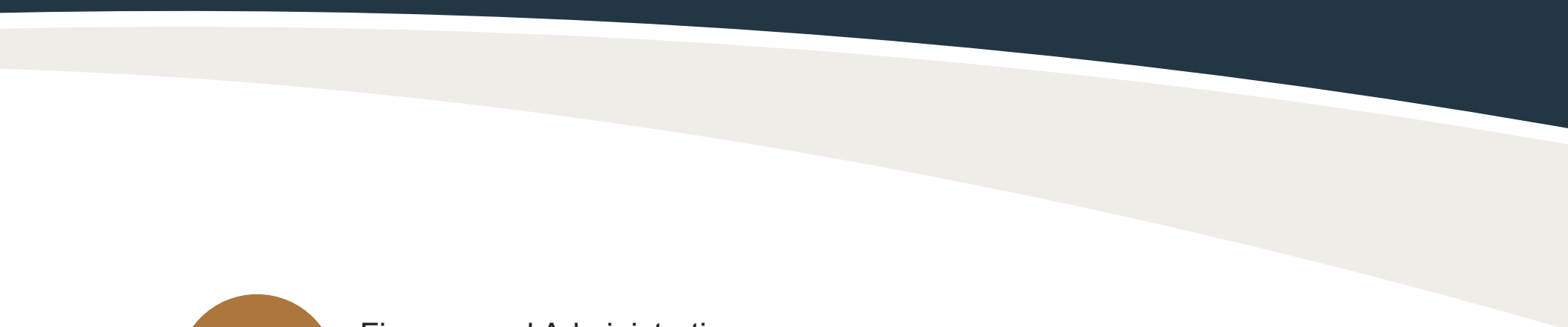
Increase economic and educational opportunities by empowering entrepreneurs in business ownership and management, while creating jobs and developing effective educational programs.

2

Environmental Stewardship and Food Security

Honour our ancestral responsibilities by teaching about land, water, food, and sustainable harvesting while promoting environmental sustainability and food security through responsible resource management and support for traditional food systems.

3



4

Finance and Administration

Build trust and empower members by promoting transparency and education on fiduciary duties, operations, and financial literacy, while updating effective policies.

5

Good Governance & Communication

Maintain proactive communication with all members and review our strategic plan to ensure effective governance and transparency resource use.

6

Housing and Infrastructure Improvement

Proactively address the housing crisis and upgrade Nation infrastructure by initiating targeted projects and securing necessary funding.

7

Ne'nagwā'nakwāla "Going Home"

Provide ongoing support for former Indian Residential School students and Nation members by investigating unmarked burials and creating a living archive that honours their history, addresses intergenerational trauma, and empowers them to achieve wellness.

Priority 1: Cultural and Social Well-Being

Goal: Supporting our members to improve their Kwak'wala skills and revitalize the language by promoting cultural preservation through language programs and enhancing services.

Some of the ways we will action this priority include, but will not be limited to:

1. Advocate for increased funding for language education, youth services, and a youth center, while promoting language immersion in schools and to support 'N̓amgis families.
2. Assess current Elder programs, identify gaps, and plan for better services, including childcare and Eldercare.
3. Implementing a daycare program.
4. Develop land-based education programs to connect members and raise awareness of lands and traditional land use of our territory.
5. Form a strategy to enhance language and cultural education and implement programs for language revitalization and heritage preservation.
6. Improve healthcare services (physical, mental, emotional and spiritual) while expanding Nation support for wellness.
7. Organize cultural events, teach food harvesting and preservation for healthy eating, and create recreational activities for all members.

Priority 2: Economic Development and Educational Enhancement

Goal: Increase economic and educational opportunities by empowering entrepreneurs in business ownership and management, while creating jobs and developing effective educational programs.

Some of the ways we will action this priority include, but will not be limited to:

1. Create a database of service providers, consultants, facilitators, and post-secondary students to improve collaboration.
2. Develop training programs to identify skills gaps and expand education, including more trades training.
3. Establish funding strategies for students in skills-based training and vocational programs.
4. Implement and revise policies for a community benefit fund for, Orca Sand and Gravel, and Kwagis. Provide communication with members.
5. Promote economic security by offering job opportunities with competitive wages.
6. Strengthen the local economy by supporting entrepreneurship and local business ownership.

Priority 3: Environmental Stewardship and Food Security

Goal: Honour our ancestral responsibilities by teaching about land, water, food, and sustainable harvesting while promoting environmental sustainability and food security through responsible resource management and support for traditional food systems.

Some of the ways we will action this priority include, but will not be limited to:

1. Create and maintain a Guardian program to protect our territory and wild salmon, using legal actions as needed.
2. Develop an annual plan for harvesting and education in traditional food and medicine, with financial support.
3. Foster community unity and empower all members—through inclusive knowledge-sharing initiatives.
4. Focus on long-term environmental sustainability with strategic planning and community involvement in resource management.
5. Implement sustainable practices to protect ecosystems and strengthen guardianship of traditional territories.
6. Promote food sovereignty by supporting traditional food practices and local resources, including strategies for those living away from home.

Priority 4:

Finance and Administration

Goal: Build trust and empower members by promoting transparency and education on fiduciary duties, operations, and financial literacy, while updating effective policies.

Some of the ways we will action this priority include, but will not be limited to:

1. Develop a strategy for archiving community information.
2. Educate and promote members on succession planning.
3. Increase capacity for research and policy development.
4. Invest in consulting for policy updates and training.
5. Modernize accounting systems while ensuring accuracy and security.
6. Offer workshops on financial literacy and accounting procedures for members and organizations.

Priority 5: Effective Governance and Communication

Goal: Maintain proactive communication with all members and review our strategic plan to ensure effective governance and transparency resource use.

Some of the ways we will action this priority include, but will not be limited to:

1. Allocate resources effectively, including budgeting and staffing, to align with strategic priorities.
2. Create an implementation plan for our strategic plan with specific and measurable goals.
3. Establish an annual review process to monitor progress and adapt strategies, ensuring ongoing transparency.
4. Consult and include knowledge keepers to guide leadership on history and cultural responsibilities.
5. Implement a governance project to develop a blended governance structure and seek member feedback on the draft strategic plan.
6. Support membership leadership development with input from Elders and youth for encouragement and guidance.

Priority 6: Housing and Infrastructure Improvement

Goal: Proactively address the housing crisis and upgrade Nation infrastructure by initiating targeted projects and securing necessary funding.

Some of the ways we will action this priority include, but will not be limited to:

1. Develop a housing plan that serves members.
2. Launch initiatives to address the housing crisis through new construction, renovations, and cooperative housing both on and off in Alert Bay.
3. Partner with BC Housing to gather demographic data and strategize for abandoned homes.
4. Review and update housing policies, including a needs assessment for new programs.
5. Secure funding/financing for housing and infrastructure projects.
6. Upgrade community infrastructure, including youth and Elder centers, and restore or replace older facilities.

Priority 7:

Ne'nagwa'nakwala "Going Home"

Goal: Provide ongoing support for former Indian Residential School students and Nation members by investigating unmarked burials and creating a living archive that honours their history, addresses intergenerational trauma, and empowers them to achieve wellness.

Some of the ways we will action this priority include, but will not be limited to:

1. Celebrate the resilience of former Indian residential schools students and community members. Complete investigations for unmarked graves of residential school.
2. Complete the new wellness center with programs focused on healing.
3. Create a communication plan to keep survivors and all members informed about project phases and available services.
4. Develop age-appropriate education for children and youth through research and information sharing.
5. Provide ongoing wellness support, including mental health services and comprehensive care for those affected by trauma. Add (mental, physical, spiritual and emotional)
6. Collaborate with U'mista Elders and former students to memorialize the old St. Michael's location.



Looking Ahead

The Strategic Plan of the 'Namgis First Nation builds on the collective work and input from those who developed the Comprehensive Community Plan. The Vision, Mission, Guiding Principles, Priority Focus Areas, and Strategic Goals we have created will guide our daily activities and future planning.

This Strategic Plan will be a “Living Document,” meaning it will be updated as needed to reflect the changing needs and growth of our Nation while continuing to guide our efforts.

To stay accountable to the goals and actions outlined in this document, we will review our progress and results each year. This will help us see how far we have come and assess the success of our work. By 2029, we aim to evaluate our current status in planning and identify the next steps needed to keep progressing as a Nation.

With this Plan's guidance and the collaboration of our Hereditary and Elected Chief & Council, the 'Namgis Title and Rights Forum, Administration, and Membership, we can achieve these goals for the benefit of our Nation, paving the way for a bright future for our people.





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