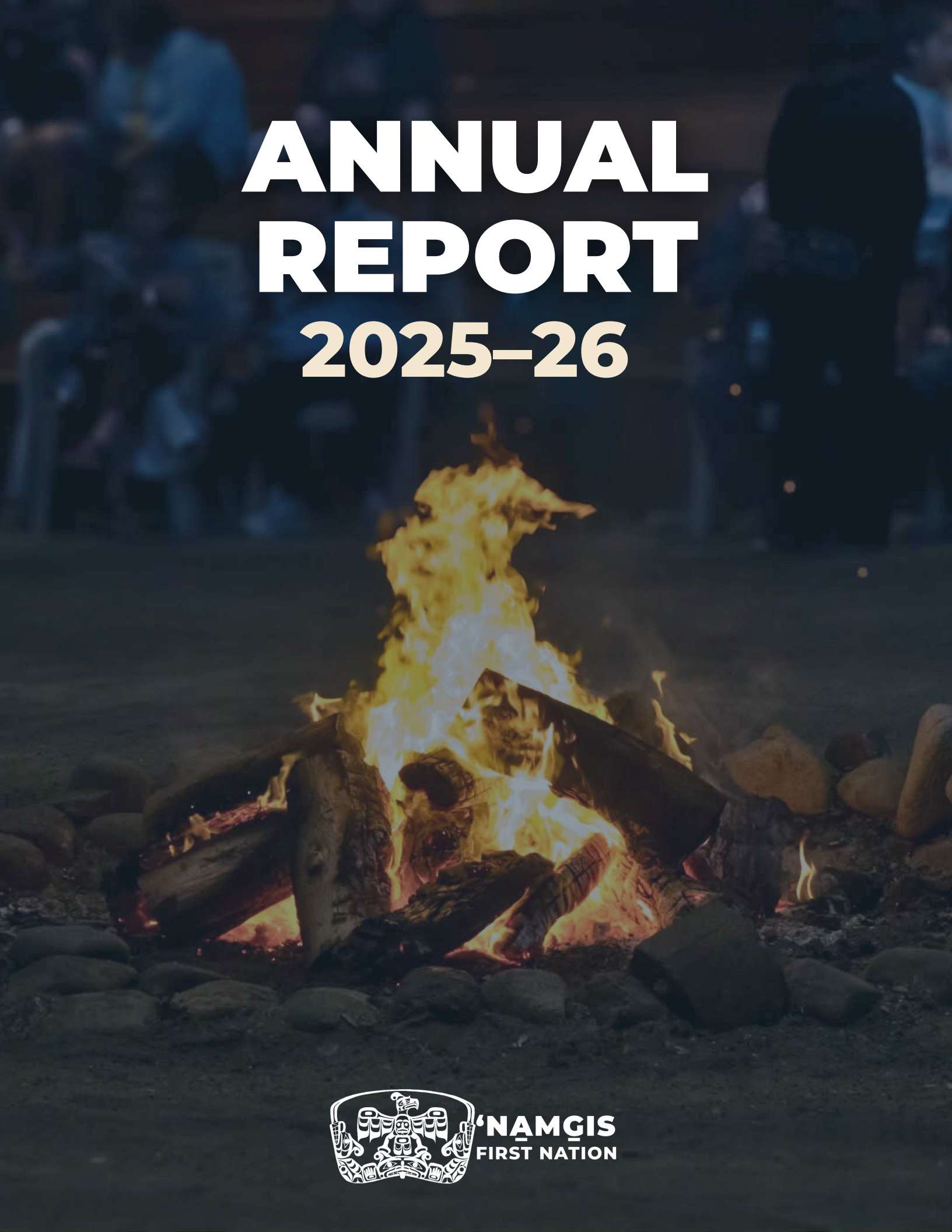
ANNUAL REPORT 2025–26



'NAMGIS FIRST NATION

‘NAMGIS FIRST NATION · 2025–2026

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- Looking Forward as a Nation
- Gilakas'la — Thank You

MESSAGE FROM CHIEF & COUNCIL

As we reflect on the 2025–2026 year, Chief and Council would like to acknowledge the continued strength, care and commitment shown by ‘Nax̱amg̱is members, staff, families and community.

Throughout the year, work continued across the Nation to strengthen programs and services, improve community infrastructure, support families, and build stronger systems for the future. Some of this progress can be seen directly in our community, while other important work has taken place through planning, policy development, community engagement and the strengthening of our internal capacity.

We recognize that this year also brought challenges. Staffing and capacity pressures continued in several areas, and important conversations with members reinforced the need for clear communication, meaningful engagement and accountability as decisions are made on behalf of the Nation. These lessons are important and will continue to guide our work.

We are grateful to the ‘Nax̱amg̱is employees, community members, Elders, youth, traditional leaders, volunteers, committees and partners who contributed their time, knowledge and care throughout the year. The work reflected in this Annual Report is made possible by many people working together in service of our community.

As we look ahead, Chief and Council remain committed to strengthening the wellbeing of our people, caring for our lands and waters, supporting culture and language, and planning responsibly for future generations. We will continue working to strengthen relationships with members and ensure that community voices remain an important part of the Nation’s direction.

G̱ilakas’la!

Chief and Council

Chief and Council

MESSAGE FROM SENIOR ADMINISTRATION

The 2025–2026 year was one of continued growth, transition and capacity building across ‘Nam̱gis First Nation. Senior Administration would like to acknowledge the dedication of employees across all departments who continued providing programs, services and operational support to the community throughout the year.

A significant focus this year was strengthening the systems and capacity that support the Nation’s day-to-day operations and long-term goals. Across departments, work continued to improve policies and procedures, strengthen planning, develop staff capacity, and create clearer and more consistent internal processes.

The year also included staffing transitions and capacity challenges in several areas. Employees and managers continued to adapt while maintaining services and advancing important projects. The re-establishment of dedicated Human Resources support late in the fiscal year also began important work to strengthen workplace practices, employee support, recruitment and organizational planning.

Collaboration across departments remains essential. Many of the priorities reflected in this Annual Report — including housing, infrastructure, community services, land management and organizational development — require departments to work together and share information, expertise and resources.

Looking ahead, Senior Administration will continue supporting departments, strengthening internal systems and building organizational capacity. Priorities will include clearer processes, staff development, improved coordination and communication, and responsible planning to ensure ‘Nam̱gis employees have the support needed to continue serving members effectively.
We thank all ‘Nam̱gis employees for their continued commitment, flexibility and care for the community.

G̱ilakas’la!

Senior Administration

Senior Administration

DEPARTMENTS

Reporting Period

This Annual Report reflects activities and initiatives undertaken during the 2025–2026 fiscal year (April 1, 2025 to March 31, 2026). Where updates from after March 31, 2026, are included, they are identified separately to distinguish them from activities during the reporting period.

'NAMGIS

COMMUNITY SERVICES

COMMUNITY SERVICES

DEPARTMENT OVERVIEW

‘Nam̱gis Community Services provides support and resources to community members, with a focus on strengthening families, supporting vulnerable members, promoting personal growth, and building community connection through direct assistance, advocacy, prevention, and skill-building.

STAFF & PROGRAMS

- Director: Diane Alfred
- K’wak’walat’si Child and Family Services (KCFS) — C3 Delegated Agency
- Youth Program
- Social Assistance and Assisted Living
- Youth Probation, Legal Aid and Victim Services
- Youth & Family Support
- Low Income Family Immediate Needs
- Family Violence Prevention Program

CHALLENGES OR LESSONS LEARNED

The department identified challenges related to public feedback, staff morale and workload management, highlighting the importance of supporting employee wellbeing and sustainable service delivery.

LOOKING AHEAD

- Continue delivering community events, programs and activities.
- Expand services and programming for families.
- Strengthen prevention services that help keep children safely within their families.
- Increase Elder engagement across programs, events and activities.





HIGHLIGHTS

Community Connection & Prevention
Community Services reported 14 community events for children, youth, families and the broader community, alongside ongoing language and culture programming, family nights, weekly youth activities, a Youth Council, parenting programs, family dinners, lake days and support for Laxwagila Camp.



Mental Wellness
The department continued access to a clinical counsellor and art and play therapy, supported women's and men's circles, offered grief and loss workshops and alternative healing, and provided weekly yoga.



Food Security & Basic Needs
Food security supports included school food bags, the Community Pantry, produce and cherry distributions, Elder Christmas supports, food coupons for families on the KCFS caseload, a milk and egg program, community lunches, and food supports for local schools and community programs.



Community Impact
Community Services reported that its work supports health and nutrition, language and culture, community awareness, food security, inclusive gatherings, and efforts to keep 'Nam̱gis children safely connected to their families and community.

'NAMGIS FIRST NATION
HEALTH & WELLNESS

HEALTH & WELLNESS

IN THIS SECTION

- Department Overview
- Community Health
- Home & Community Care
- Mental Health & Harm Reduction
- Doctor's Clinic
- Wellness Centre
- Health, Safety & Emergency Preparedness
- Ne'nagwa'nakwala (Going Home)
- Accreditation & Quality Improvement
- Climate & Environmental Health

DEPARTMENT OVERVIEW

Health Administrator: Georgia Cook

The ‘Nam̲gis Health Centre provides health and wellness programs that support individuals, families, Elders and the broader community. Services are guided by the Nation's cultural values, traditional knowledge and commitment to providing quality care.

During 2025–2026, the Health Centre continued delivering clinical services, community health programs, mental health and addictions support, home care, emergency preparedness and health promotion activities.

The department reported 41 full-time employees, approximately 68% of whom were Indigenous, while continuing to address staffing vacancies across several programs.

DEPARTMENT HIGHLIGHTS

- Throughout the year, the Health Centre worked with community partners, local knowledge keepers and other ‘Nam̲gis departments to provide health education, cultural activities and community wellness opportunities.
- This included land-based approaches to care, cultural teachings and ceremonies, and opportunities for Elders and youth to share knowledge.
- The Health Centre also continued collaborating with Island Health on service planning and preparing for a future joint accreditation survey with the ‘Nam̲gis Wellness Centre.

CHALLENGES & LOOKING AHEAD

- Recruitment and retention remained ongoing challenges, particularly because of wage competitiveness and limited housing availability.
- Looking ahead, priorities include strengthening community engagement, evaluating existing programs and services, developing a strategic plan with supporting workplans, and preparing for the accreditation survey scheduled for Fall 2027.

COMMUNITY HEALTH

Community Health Nurse: Xuemei (Su) **| Diabetes Nurse Educator / Health Promotion Nurse:** Nicole James

The Community Health Department provides preventative care, public health services, education and support for residents of Cormorant Island.

Services include prenatal and newborn care, childhood immunizations, youth health, communicable disease prevention, diabetes management and health promotion.

KEY ACCOMPLISHMENTS

During 2025–2026, the Community Health team continued providing:

- Prenatal, postnatal and newborn services, including home visits, developmental monitoring and referrals.
- Weekly childhood immunization clinics and school-based immunizations.
- Weekly youth clinics supporting sexual and reproductive health, mental health and wellness.
- Blood pressure monitoring and diabetes education.
- Communicable disease education and follow-up in collaboration with the First Nations Health Authority and Island Health.
- Community health promotion activities, including the Healthy Kids Fair.
- HIV prevention and education initiatives supported through FNHA funding.

The team also supported accreditation preparation, policy reviews and improvements to the quality of care.

CHALLENGES & LOOKING AHEAD

- Staff shortages continued to affect the department's ability to meet community health needs. Despite these challenges, staff maintained services through teamwork, flexibility and a commitment to culturally safe care.
- Priorities include recruiting additional Community Health staff and working with Island Health to strengthen local forensic nursing capacity.
- Subsequent Update — 2026: The Health Centre gained access to the Panorama electronic medical record system. A significant community data discrepancy was identified during training and corrected in August 2026, supporting more accurate community-specific health information.

HOME & COMMUNITY CARE

Home Care Coordinator: Teliah Vollick, RN

Home & Community Care supports Elders and members living with disabilities, chronic conditions or other health care needs to remain safely and independently in their homes. Services include personal care, medication monitoring, chronic disease management, post-hospital support, medical foot care, palliative care and assistance accessing health benefits. The program values cultural and traditional approaches to healing and works with clients, families and community partners to coordinate appropriate care.

KEY ACCOMPLISHMENTS

Improving Access to Care

The department continued providing nursing support, health education and care coordination throughout the year.

A medical foot care provider was secured in October 2025 to provide quarterly services within the community.

The Home Care Coordinator also completed additional training related to opioid agonist treatment (OAT), supporting collaboration with addiction specialists and other health care providers.

Supporting Elders and Families

Home & Community Care shared information on fall prevention, chronic disease management, cancer screening, advance care planning and Elder safety.

Through visits from Seniors First BC in August and September 2025, Elders were offered assistance with important planning documents, including wills, powers of attorney and representation agreements.

Strengthening Health Care Coordination

The program completed its Care Connect worksite setup in July 2025, supporting improved coordination and access to health information.

STAFF RECOGNITION

The department acknowledged the retirement of Home Support Worker **Lorena Whonnock**.

CHALLENGES & LOOKING AHEAD

- Staff vacancies, recruitment difficulties and communication gaps between health care organizations continued to affect service delivery.
- Looking ahead, priorities include recruiting Home Support Workers and a Home Care Nurse, strengthening partnerships with Island Health and FNHA, improving access to shared health information, and continuing community health education.

MENTAL HEALTH & HARM REDUCTION

The Mental Health Department provides counselling, crisis intervention, follow-up care and connections to specialized treatment and community resources.

The program supports individuals and families while working with local and regional partners to improve access to mental health and substance use services.

KEY ACCOMPLISHMENTS

- **115 clients per quarter, on average** received mental health services, including Elders, adults, youth and children.
- The department also reported approximately **1,200 annual participations** in harm reduction drop-in services, activities, training and events, along with **1,095 harm reduction supply pickups**.
- Throughout the year, the team supported community education and wellness activities focused on suicide awareness, grief and loss, healthy relationships, addictions awareness, cultural ceremonies and healing.
- Harm reduction programming included access to safer-use supplies, educational activities and assistance connecting members with counselling, detoxification and treatment services.
- Community activities included regalia making, bowling, coffee gatherings and shared meals, creating opportunities for connection and support.

CHALLENGES & LOOKING AHEAD

- Recruitment continued to be a challenge, although visiting mental health counsellors helped maintain access to services.
- The department will continue strengthening mental health and harm reduction supports, building partnerships and responding to community needs.

‘NA̱MGIS DOCTOR'S CLINIC

Clinic Lead: Heather Wadhams

The ‘Na̱mgis Doctor's Clinic provides primary health care to residents of Cormorant Island and surrounding communities.

The clinic supports family medical care, visiting specialists, health screenings and coordination with Island Health services.

KEY ACCOMPLISHMENTS

- During 2025–2026, the clinic continued arranging physician coverage, including locum physicians when required, while maintaining relationships with doctors familiar with the community.
- Services included family medicine, visiting specialist appointments, women's and men's health clinics, and mammogram clinics.
- The clinic also supported medical students and residents gaining experience in community health care.
- Staff continued improving electronic medical records, imaging and laboratory coordination.

CHALLENGES & LOOKING AHEAD

- The clinic experienced office relocations, laboratory cancellations and longer appointment wait times during the year.
- Future priorities include improving physician availability and strengthening access to mental health services.

‘NA̱MGI̱S WELLNESS CENTRE

The ‘Na̱mgi̱s Wellness Centre provides culturally grounded residential treatment and community support for people experiencing substance use challenges.

Its treatment philosophy recognizes the importance of physical, mental, emotional and spiritual wellness, with ‘Na̱mgi̱s cultural teachings and values forming an important foundation of care.

The residential program emphasizes personal choice, self-determination, healing and the development of practical skills to support recovery.

KEY ACCOMPLISHMENTS

- The ‘Na̱mgi̱s Wellness Centre reported 49 clients admitted to residential treatment during 2025–2026.
- The Centre also received 268 residential treatment applications between January 2025 and March 2026, reflecting continued demand for culturally grounded treatment services.
- Throughout the year, the program continued providing counselling, cultural learning, personal development, life skills and recovery planning.

CHALLENGES & LOOKING AHEAD

- Construction and preparations for the new Wellness Centre continued, with completion delayed into the following fiscal year.
- The department's priorities include transitioning into the new facility, supporting staff training, strengthening program delivery and preparing for the joint accreditation survey scheduled for 2027.



HEALTH, SAFETY & EMERGENCY PREPAREDNESS

HEALTH & SAFETY

- During 2025–2026, work continued to improve workplace safety, emergency procedures and staff awareness across ‘Nam̱gis facilities.
- Activities included fire drill training at the Health Centre, workplace incident reporting, safety coordination for community events and participation in professional development.
- Improvements to the Health Centre included new automatic entrance doors and updated boardroom exit doors.
- A continuing priority is re-establishing the Joint Health and Safety Committee and strengthening staff safety training and procedures.

EMERGENCY PREPAREDNESS

‘Nam̱gis First Nation continued working with the Village of Alert Bay to strengthen emergency preparedness on Cormorant Island.

Key activities included:

- Emergency Operations Centre (EOC) training.
- Hiring a Deputy Emergency Program Coordinator.
- Supporting the Hike to High Ground tsunami preparedness activity with local schools.
- Coordinating a community emergency preparedness information forum.
- Purchasing emergency response equipment and a storage container for Emergency Support Services.

Challenges included the lack of a permanent Emergency Operations Centre location and the need to identify suitable emergency reception facilities.

Continued priorities include strengthening emergency response capacity, training and coordination with local authorities.

NE’NAGWA̲’NAKWA̲LA
(GOING HOME)



Ne’nagwa̲’nakwa̲la is a multi-year investigation focused on identifying and locating missing, murdered and disappeared former students of St. Michael's Residential School.

The project brings together archival research, statement gathering, ground search activities and community engagement.

Its work is grounded in respect for Survivors, families and community members, recognizing the importance of cultural support, healing and the careful preservation of information.

KEY ACCOMPLISHMENTS

Archival Research
As of March 31, 2026, the research team had identified more than **25,000 potentially relevant archival documents**.

Research continues to support the identification of former students, historical events and records relevant to the investigation.

Survivor Engagement & Statement Gathering
The project continued building relationships with Survivors and intergenerational Survivors through formal and informal conversations, community gatherings and ongoing support. Weekly Survivor Luncheons provided opportunities for connection, cultural activities and access to project information.

Cultural Support & Healing
Regalia making and other cultural activities became meaningful parts of Survivor gatherings.

The project continued working with mental health and cultural support staff to provide familiar, respectful spaces for Survivors and families.

LOOKING AHEAD

- The project will continue archival research, statement gathering, cemetery mapping, ground search planning and community engagement.
- The work remains focused on supporting Survivors and families while carefully advancing the investigation.

ACCREDITATION & QUALITY IMPROVEMENT

- The ‘Nam̱gis Health Centre continued participating in Accreditation Canada's quality improvement process.
- During the reporting year, a new Accreditation Coordinator joined the team in June 2025.
- Work included reviewing and developing policies, conducting a hand hygiene audit, and preparing the Health Centre and Wellness Centre for a future joint accreditation survey.
- The next joint on-site survey is scheduled for November 2027.

CLIMATE & ENVIRONMENTAL HEALTH INITIATIVES

- The Health Centre continued participating in environmental health and climate-related research and community initiatives.
- Activities included partnerships with universities to study environmental changes and their impacts on community health, food and water.
- Projects also explored seasonal gathering and preservation of traditional foods, along with water awareness and conservation.
- These initiatives support the continued sharing of traditional knowledge and a greater understanding of environmental changes affecting community wellbeing.

'NAMGIS FIRST NATION
EDUCATION

EDUCATION


Our Bike Rodeo was a success thanks to Mrs. Essery and our local RCMP who helped teach bike safety!
Greater Victoria Youth Orchestra Performance
Visiting the MLC
We will miss you, Byron! Happy Retirement!
Jen performing a song with students
Family Read-In
4 generations at the school BBQ!
Dancing the whale (TJ attending) and the Xwixwi
Mt. Cain visit
PJ Day
Our Grade 7 graduates!
Visits to the Alert Bay Farm. Thanks, Emma!
We love our annual NISS Grad visit!
GILAKA DA XWLA GRADS

ŤŁISA̲LAGI'LAKW SCHOOL

Principal: Jenna Peterson

Ťłisa̲lagi'lakw School provides education for students from Junior Kindergarten to Grade 7, combining academic learning with Kwakwaka'wakw culture, language, traditional knowledge, values and beliefs.

The school emphasizes social-emotional learning, belonging, respect and relationship-building as important foundations for student wellbeing and education. Through classroom learning, cultural activities and community involvement, students are encouraged to strengthen their connections to one another, their culture and their community.

STAFF RECOGNITION

The school recognized the retirement of longtime School Bus Driver and Maintenance Worker **Byron Alfred**, who retired on February 24, 2026.

The school also welcomed **Shelby Wilson**, who joined the teaching team for a one-year position.

'Wixa̲n's 'wi'la ḵaḵuťłgáa — Let's learn together!

ŤŁISA̲LAGI'LAKW SCHOOL

KEY ACCOMPLISHMENTS

Supporting Student Health, Safety & Attendance
During the 2025–2026 school year, Inclusive Education Coordinator and Teacher Angelena Essery led a bicycle initiative to ensure students who needed bicycles received them, along with helmets for those who required them.

With support from the local RCMP, students participated in bicycle safety activities to strengthen their understanding of road safety.

Following the retirement of the school's longtime bus driver in February 2026, Angelena organized a supervised bicycle route to help students travel safely to school.

The growing group of student cyclists, affectionately known as the “bike gang,” encouraged physical activity, healthy habits, road safety and improved attendance.

Student Creativity & Performing Arts
Grade 6 and 7 students presented a production of *The Wizard of Oz*, supported by Teacher Joshua Essery and Education Assistants Terrance Alfred and Nicole Alfred.

Students worked together to learn their lines, create props, practise singing and dancing, and develop their acting skills. The production was a memorable learning experience that inspired younger students to look forward to creating their own performance in the following school year.

Culture, Community & Shared Learning
The school's Friday afternoon activities continued to provide opportunities for students, families and community members to learn together.

Community members shared their knowledge, skills and experiences through activities selected by participants, bringing different generations together in a welcoming learning environment.

These opportunities help strengthen connections between the school and community while supporting the sharing of knowledge, culture and traditions.

'Wixg̲n's 'wi'la ḵa̲ḵutɬg̲áa — Let's learn together!

Ƭ̓ŁISA̱LAGI'ŁAKW SCHOOL

CHALLENGES & LESSONS LEARNED

The school continued working toward improvements to its playground facilities.
Another ongoing priority was encouraging greater participation in the Ƭ̓ŁisA̱lagi'lakw School Advisory Committee. The school continued seeking nominations from parents, guardians and caregivers interested in supporting school planning and providing recommendations to school leadership, ‘Na̱mg̱is Administration, and Chief & Council.

LOOKING AHEAD

- In the 2026–2027 school year, the school looks forward to welcoming back **Eva Boucek and Jamal Hamou** in Fall 2026 to continue supporting self-directed learning, democratic education, restorative justice and agile learning.
- The school will also prepare for a monitoring inspection by the BC Ministry of Education and Child Care in Fall 2026, supporting continued improvement and compliance with provincial education requirements.
- Early discussions and planning for seismic upgrades to the school are also underway, with further information to be shared as the work progresses.

'Wixg̱n's 'wi'la ḵaḵuƭ̓ɫg̱ṕa — Let's learn together!

POST-SECONDARY EDUCATION

Post-Secondary Coordinator: Lydia Pelkey

57

Students supported

Through post-secondary support

$810K

Tuition & living allowances

Funding provided to students

15

Students completed their studies

Recognizing an important educational milestone

SUPPORTING FUTURE OPPORTUNITIES

Post-secondary support helps ‘Nam̱gis members pursue education and build skills for their future. During 2025–2026, the Nation continued investing in members through tuition and living allowances.

'Wixn̲'s 'wi'la ǩaǩutłn̲á — Let's learn together!

'NAMGIS FIRST NATION
NATURAL RESOURCES

NATURAL RESOURCES

DEPARTMENT OVERVIEW

Lead: Brian Svanvik

The Natural Resources Department works to protect and sustainably manage ‘Na̱mgis lands, waters and resources for future generations. This responsibility is grounded in protecting the cultural, environmental and spiritual vitality of the territory while supporting the sustainable use of resources for people, plants and animals.

The department had approximately 20 staff during the reporting year. New team members included Felipe Hirata, Forester, and Terian Whonnock, Office Manager.

During 2025–2026, the department continued work across fisheries and aquatic resources, the Gwa’ni Hatchery, forestry, land and resource planning, and stewardship.



KEY ACCOMPLISHMENTS

Nimpkish River Sockeye Monitoring
The department installed key infrastructure in the Nimpkish River to support more accurate sockeye counts and strengthen ongoing monitoring of this important resource.

Forest Landscape Planning
Work on the Gwa'ni and Tree Farm Licence (TFL) Forest Landscape Plan projects was finalized in preparation for implementation in 2026, supporting longer-term planning and stewardship within ‘Nam̲gis territory.

Gwa'ni Hatchery Improvements
Work continued to upgrade Gwa'ni Hatchery facilities and strengthen staff training, supporting the hatchery's ongoing salmon enhancement work.

Salmon Enhancement
Gwa'ni Hatchery completed another successful season of chum and chinook enhancement. Sea pen rearing of juvenile salmon also produced positive results, allowing juveniles additional time to grow and strengthen before being released to the sea.

CHALLENGES & LESSONS LEARNED

Staffing continued to be the Natural Resources Department's largest challenge during the year. Several positions remained unfilled, requiring existing staff to take on additional responsibilities to maintain departmental operations and priorities.

LOOKING AHEAD

- The Natural Resources Department will focus on recruiting staff to fill key vacancies and strengthen departmental capacity.
- Work will also continue to finalize policies and plans for Natural Resources areas, including cabins, referrals and departmental priorities. This will support both immediate operational needs and longer-term planning for the stewardship and management of ‘Nam̲gis lands, waters and resources.

'NAMGIS FIRST NATION
LANDS & INFRASTRUCTURE

LANDS & INFRASTRUCTURE

IN THIS SECTION

- Lands
- Housing
- Public Works
- Capital Projects

LANDS

Lead: Samantha Webster **| Lands and Infrastructure Coordinator:** Gina Wadhams

The Lands Department oversees Lands Governance operations for ‘Nam̱gis reserve lands, including Land Code implementation, land use planning, land management, development applications and law development.

KEY ACCOMPLISHMENTS

- Continued work on proposed ‘Nam̱gis Land Code amendments with the Lands Management Advisory Committee.
- Advanced the Legacy Issues Project, including drone surveying and GIS mapping of community infrastructure.
- Held community engagement for cemetery planning and completed a draft Cemetery Plan for Chief and Council review.
- Finalized and implemented a Development Application Form and process.
- Began acquisition of a new Lands and Infrastructure office building.
- Began a subdivision feasibility study for future development opportunities on Cormorant Island.

CHALLENGES & LESSONS LEARNED

Land development and governance work involves complex historical information, technical requirements and significant community interests. The halted housing development proposal also highlighted the importance of continued community engagement and clear communication for major projects with financial and community implications.

LOOKING AHEAD

- Complete final stages of the Legacy Issues surveying project.
- Bring proposed Land Code amendments forward for membership consideration.
- Following approval, begin development of an Allotment Law.
- Finalize the Cemetery Plan and continue development application and GIS work.
- Continue assessing future development opportunities arising from the subdivision feasibility study.

HOUSING

Housing supports operations, maintenance, rental housing, housing policy, homeownership opportunities and long-term housing planning.

KEY ACCOMPLISHMENTS

- Completed a draft new Housing Policy with Holly Vear Law and First Nations Market Housing Fund support.
- Advanced a comprehensive Housing Strategy with Urban Systems, including community engagement on housing needs and priorities.
- Began work on two new modular Section 95 CMHC rental homes on Atli Street; completion occurred in 2026–2027.
- Transitioned William Browatzky into the Housing Coordinator role and hired Kevin Brown as Housing Maintenance Worker.

CHALLENGES & LESSONS LEARNED

Housing experienced significant staffing and capacity challenges following the resignation of the Lands Manager responsible for Housing. The department also continued addressing the need for clearer policies, procedures and long-term planning frameworks.

LOOKING AHEAD

- Finalize and implement the Housing Policy and complete the Housing Strategy.
- Recruit a dedicated Housing Manager.
- Continue planning for new housing development and homeownership opportunities.
- Explore renovation funding and improve housing operations, maintenance and long-term planning.

PUBLIC WORKS

Public Works maintains community infrastructure, facilities, roads, water and wastewater systems, grounds and cemeteries, and responds to day-to-day operational and maintenance needs.

KEY ACCOMPLISHMENTS

- Added a Water and Wastewater Systems Manager position.
- Completed Heavy Equipment Operator safety training for Public Works staff.
- Continued developing work order documentation and preventative maintenance systems.
- Maintained community facilities, roads, grounds and other Nation assets.
- Continued cemetery maintenance and interment services and developed draft cemetery Standard Operating Procedures.

CHALLENGES & LESSONS LEARNED

Public Works faces increasing demand as infrastructure ages and the community grows. The department is working toward clearer service expectations, improved scheduling and tracking, and protecting staff wellbeing by keeping work aligned with departmental responsibilities.

LOOKING AHEAD

- Strengthen water and wastewater operations and staff training.
- Implement cemetery Standard Operating Procedures.
- Improve work order, preventative maintenance and fleet management systems.
- Continue supporting maintenance, contractor projects, cemetery services and coordination with Lands and Capital Projects.

CAPITAL PROJECTS

Capital Projects plans and advances major infrastructure projects, including feasibility studies, engineering, scopes, budgets, approvals and funding processes.

KEY ACCOMPLISHMENTS

- Completed a Slope Stability Feasibility Assessment for Gatu Road and advanced the project into the Design Approval Request process.
- Finalized and submitted the Project Approval Request for community drainage upgrades.
- Completed a Feasibility Assessment Report for Front Street slope stability.
- Received approval for the Smitty's Hill watermain replacement Project Approval Request.

CHALLENGES & LESSONS LEARNED

Major infrastructure projects require extensive technical planning, engineering, approvals and funding, often over multiple fiscal years. The portfolio currently has no dedicated staff and relies on the Director of Lands and Infrastructure, consultants, contractors and other departments.

LOOKING AHEAD

- Advance Gatu Road and Front Street slope stability projects through design and approvals.
- Complete community drainage improvements and the Smitty's Hill watermain replacement.
- Continue coordinating capital planning with Lands, Housing and Public Works.
- Assess staffing and project management capacity for the growing capital portfolio


Housing Strategy Summary
Housing Needs Assessment


EXIT
EXIT
Hawk Solutions
Indigenous Community Systems
Hawk Solutions


Body


renewal

'NAMGIS FIRST NATION

ADMINISTRATION

ADMINISTRATION

Leads: Kelly Speck, Interim Senior Administrator & Hazel Cook, Acting Senior Administrator of Operations

Administration supports the day-to-day operations of ‘Nam̱gis First Nation, providing operational and administrative support to Nation departments, programs, elected Council and governance.

STAFFING OVERVIEW

During 2025–2026, Administration experienced several leadership and staffing transitions, including multiple changes to the Senior Administrator position.

The department established a second Assistant Administrator position, welcomed new administrative staff and hired a Communications Manager in April 2025. Other positions experienced vacancies and internal transitions as Administration worked to maintain services and strengthen organizational capacity.

HIGHLIGHTS FROM THIS YEAR

Re-establishing Human Resources Support
Administration supported the re-establishment of dedicated Human Resources services through an external partnership, strengthening recruitment and workplace support across the Nation.

Strengthening Administrative Capacity
With support from Chief and Council and Human Resources, Administration continued recruiting for key vacancies and maintaining Nation operations throughout staffing transitions.

CHALLENGES & LESSONS LEARNED

Staffing vacancies and capacity pressures affected Administration throughout the year. The department also identified opportunities to improve policy alignment and address communication gaps within the organization and with members.

LOOKING AHEAD

During 2026–2027, Administration will focus on:

- Continuing support for Nation programs, departments, elected Council and hereditary leadership.
- Improving internal coordination and communication across the organization.
- Strengthening communication with ‘Nam̱gis members.

FINANCE, ACCOUNTING & PAYROLL

Lead: Kapil Sitha, Comptroller

The Finance, Accounting & Payroll Department supports the financial management of ‘Nam̱gis First Nation, including budgeting, payroll, financial reporting, audits and the management of Nation funds. The department works with Administration, Chief and Council, and other departments to support responsible financial planning and accountability to members.

2025–2026 FINANCIAL OVERVIEW

For the fiscal year ending March 31, 2026, the Nation's audited consolidated financial statements reported:

Financial Measure	2025–2026
Total Revenue	$40.86 million
Total Expenditures	$24.12 million
Annual Surplus	$16.73 million
Accumulated Surplus	$163.76 million

The independent auditors issued an unmodified audit opinion, meaning the financial statements fairly present the Nation's financial position and results in accordance with Canadian public sector accounting standards.

UNDERSTANDING THE ANNUAL SURPLUS

The Nation reported an annual surplus of $16.73 million, compared with $26.92 million in the previous year.

An accounting surplus does not mean all of that money is available to spend or distribute. Some funding is committed to programs, future services, infrastructure and other obligations. Capital investments, including construction of the Health & Wellness Facility, also affect how expenditures are recorded in the financial statements.

FINANCIAL TRANSPARENCY

Members can review the complete 2025–2026 Audited Financial Statements and the supporting Member Financial Commentary for more detailed information about the Nation's finances.

FINANCE, ACCOUNTING & PAYROLL

FINANCIAL RESOURCES & INVESTMENTS

At March 31, 2026, the Nation held approximately $35.46 million in cash and restricted cash or deposits, along with $59.34 million in term deposits.
These resources support Nation operations, community programs, capital projects and future commitments. Some funds are restricted to specific purposes and cannot be used for general spending or member distributions.
The Nation's long-term investments were valued at approximately $39.53 million, including interests in forestry, hydroelectric power, sand and gravel, and other business activities.

HIGHLIGHTS FROM THIS YEAR

Improving the Annual Budget Process

The 2025–2026 budget was approved in September 2025, after the fiscal year had already begun. Through improved coordination and planning, the Finance team completed the following year's budget in a shorter timeframe, with Chief and Council approving the 2026–2027 budget on March 26, 2026, before the start of the new fiscal year.

Introducing an Interim Audit

In January 2026, Finance introduced a two-phase audit process for the first time. Beginning audit work before the fiscal year ended helped identify outstanding financial matters earlier, improve coordination with external auditors and support year-end reporting.

Strengthening Financial Controls

Following an electronic payment fraud incident in 2025, the Nation strengthened financial safeguards to better protect community funds. Improvements included separating accounts used to receive and distribute funds, requiring two independent approvals for electronic payments, strengthening banking oversight and improving email security.

Building Finance Team Capacity

The department continued improving staff responsibilities, teamwork and financial processes. Clearer roles and better coordination have helped strengthen the team's ability to manage budgeting, payroll, financial reporting and audit requirements.

FINANCE, ACCOUNTING & PAYROLL

CHALLENGES & LESSONS LEARNED

Staffing changes, vacancies and operational pressures affected the timing of financial reporting and budget preparation. Although the 2026–2027 budget was approved before the deadline, the process required significant additional work within a short period.

These experiences highlighted the importance of starting financial planning earlier, maintaining current financial records and allowing departments sufficient time to prepare and review their budgets.

LOOKING AHEAD

During 2026–2027, Finance will focus on:

- Preparing the 2027–2028 budget earlier, with sufficient time for departmental input and Council review.
- Strengthening quarterly financial reporting, with the longer-term goal of moving toward monthly financial closures.
- Continuing the interim audit process to identify financial matters earlier.
- Maintaining strong banking security, financial controls and accountability.
- Improving coordination with departments to support timely financial reporting and sustainable planning.

These improvements will help support responsible financial management and ensure the Nation's resources continue to serve members and future generations.

HUMAN RESOURCES

Lead: Dee Sharma (TriMark People Solutions)

Human Resources services were re-established in late December 2025 through an external HR partnership supporting leadership, managers and employees. The initial focus was on listening, relationship-building, reviewing existing practices and responding to immediate workplace matters.

KEY ACCOMPLISHMENTS

- Built relationships with employees, managers, leadership and Council through community visits and meetings.
- Completed an initial review of HR policies, the employee handbook and related practices.
- Provided employee relations, workplace injury and WCB support.
- Began developing clearer HR structures, tools and processes.
- Supported leadership recruitment and organizational planning, including development of a future senior administrative leadership position profile.

CHALLENGES & LESSONS LEARNED

The initial period reinforced the importance of understanding ‘Nam̱gis First Nation’s operating environment before introducing major changes. HR balanced immediate workplace needs with longer-term assessment, relationship-building and planning.

LOOKING AHEAD

- Modernize HR policies, procedures and the employee handbook.
- Develop practical tools and processes for managers and employees.
- Strengthen recruitment, onboarding, employee relations, workplace safety and disability management.
- Support workforce planning, learning, leadership development and longer-term HR capacity.

COMMUNICATIONS

Lead: Jean Bell

Communications supports clear, timely and accessible information sharing between ‘Nax̱gis First Nation, staff, leadership, members and the broader community. Work includes digital channels, departmental notices and promotional materials, website maintenance, visual communications and plain-language information.

KEY ACCOMPLISHMENTS

- Continued website improvements and maintenance to keep community information, jobs, notices, events and resources current.
- Strengthened digital communications across Facebook and Instagram and launched the ‘Nax̱gis app.
- Developed clearer and more consistent ‘Nax̱gis-branded graphics, notices, posters and communication materials.
- Supported departments with staff and community communications and major organizational communications.
- Improved accessibility by turning longer or administrative information into plain-language web posts, graphics and social content.
- Continued strengthening ‘Nax̱gis identity, language, names and imagery in communications.

CHALLENGES & LOOKING AHEAD

A key lesson has been the importance of involving Communications early. Complete and confirmed information before publication reduces corrections, supports consistent messaging and provides enough time to prepare clear and accessible materials.

LOOKING AHEAD

- Develop a more formal communications request process and clearer timelines and approvals.
- Continue improving the website, app and digital channels.
- Develop consistent templates and brand standards.
- Strengthen internal staff, urgent and emergency communications.
- Explore communications metrics for website, social media and app engagement.

COMMUNICATIONS

June 2025 — June Sports
Documented the annual gathering through photography, capturing community, competition and connection throughout the weekend.





August 2025 — ‘Nam̱gis App Launch
Launched the ‘Nam̱gis app as a new direct communication channel, giving members another way to access Nation notices, events, documents and important updates.





October 2025 — Traditional Games Weekend
Supported event promotion and information sharing and documented the weekend through photography, helping share and preserve an important cultural and community gathering.



LOOKING FORWARD AS A NATION

As ‘Na̱mgi̱s First Nation looks ahead to 2026–2027, our priorities will be guided by seven focus areas identified in the Draft Strategic Plan. Together, these areas reflect our commitment to community wellbeing, culture, economic opportunity, responsible stewardship, accountability, housing, infrastructure, healing and remembrance.

The Strategic Plan remains in draft form, and these priorities may be refined following final review and approval.

Our Culture, Our Social Well-being

Strengthen healthy, safe and connected families and communities through housing, culture, Kwakwala language revitalization and culturally grounded services.

Supporting the health and wellbeing of ‘Nam̱gis members remains a priority. The Nation will continue improving access to health care, mental health and harm reduction services, family supports, food security initiatives and culturally grounded wellness programs.

Priorities also include supporting children and families through prevention services, youth programming and cultural learning, strengthening Kwakwala language skills across generations, and creating stronger connections between Elders, youth and families. Ongoing support for Survivors and families through the Ne’nagwa̱’nakwa̱la investigation will remain an important part of this work.

An Environment of Economic Sustainability

Expand access to education, training, employment and sustainable economic opportunities that support long-term prosperity and self-reliance.

Education and economic development are essential to the Nation's future. Priorities include supporting student learning and wellbeing, post-secondary success, career and employment pathways, youth leadership and culturally grounded learning.

The Nation will continue building partnerships that connect members with education, training and employment opportunities while supporting responsible economic development. This includes helping ‘Nam̱gis entrepreneurs access the skills, guidance and opportunities needed to start, own and manage successful businesses.

Honouring Ancestral Responsibilities

Protect lands, waters and resources, strengthen food security, prepare for climate impacts and pass knowledge and responsibilities to future generations.

Protecting ‘Nam̱gis lands, waters and natural resources remains an essential responsibility. Priorities include fisheries management, salmon enhancement, forestry, environmental monitoring and stewardship, supported by stronger departmental capacity and long-term planning.

The Nation will also support the sharing of traditional knowledge about lands, waters, traditional foods and sustainable harvesting. Food security, climate resilience and responsible land use will continue guiding this work for future generations.

Finance and Administration

Strengthen financial and administrative systems that support responsible spending, effective services, skilled employees and accountable operations.

The Nation will continue improving the systems that support departments, employees and community services. Priorities include responsible budgeting, clear policies and procedures, coordinated planning, risk management, improved reporting, employee recruitment and retention, and professional development.

Greater transparency will also remain important, including helping members better understand fiduciary duties, financial responsibilities and how the Nation's operations are managed.

Improving Governance and Communication

Strengthen transparent and culturally grounded governance through clear responsibilities, accountable decisions, meaningful engagement and timely communication.

The Nation will continue developing a blended governance structure that brings together ‘Nam̱gis laws, values and traditional governance with contemporary governance practices. Priorities include improving Council and administrative processes, tracking decisions and actions, implementing policies, maintaining reliable records and strengthening coordination between departments. The Nation will also focus on clearer communication with members, Chief & Council, employees and partners, alongside more opportunities for community engagement and reporting on priorities, progress and results.

Community Planning and Development

Address housing needs and strengthen community infrastructure through long-term planning, partnerships and sustainable funding.

Housing and infrastructure remain major priorities for ‘Nam̱gis First Nation. The Nation will continue planning for new construction, renovations, cooperative housing and other housing opportunities for members living in Alert Bay and elsewhere.

Working with partners and other stakeholders, priorities include improving housing and demographic information, exploring options for abandoned homes, reviewing housing policies and completing needs assessments for future programs. The Nation will also continue pursuing funding and financing opportunities and advancing infrastructure improvements that support safe, sustainable community development.

Honouring the Resilience of Residential School Survivors

Honour Survivors and former Indian Residential School students through healing, remembrance, historical preservation and ongoing support for families and future generations.

Through Ne'nagwa̱'nakwa̱la, work will continue on investigations into missing and disappeared former students of St. Michael's Residential School. Recorded interviews will help preserve the experiences and knowledge of Survivors for future generations and support respectful educational opportunities..

As the new 'Na̱mgi̱s Wellness Centre prepares to welcome clients in February 2027, work will continue to finalize the facility, strengthen policies and safety procedures, enhance the six-week treatment program, and support staff training and development. These preparations will help ensure culturally grounded care in a safe and supportive environment for clients and employees.

A dedicated communication plan will help keep Survivors, families and members informed about project phases, findings and available services. The Nation will also work toward age-appropriate education for children and youth through respectful research, information sharing and collaboration with Survivors, families, Elders, knowledge holders and service providers.

Across all seven areas, 'Na̱mgi̱s culture, language, traditional knowledge and connection to land will remain central to the Nation's direction. The voices of Survivors, Elders, youth, families and community members will continue guiding how these priorities are developed and carried forward.

G̲ILAKAS’LA (THANK YOU)

Thank you to our ‘Na̲mg̲is employees for their dedication and continued support throughout the 2025–2026 year. We look forward to the year ahead. G̲ilakas’la.