



WILP SI'AYUUKHL NISGA'A ECONOMIC PROSPERITY STRATEGIC PLANNING REPORT: UNREALIZED POTENTIAL

Report: September 11-13, 2019

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Introductory Note

Aam wil bakwsim'!

We are pleased to share this strategic planning report with you. The purpose of the report is two-fold:

First, to share information regarding Wilp Siayuukhl Nisga'a's (WSN's) progress and ideas, and; second, to enable you to provide feedback and suggestions about Nisga'a Economic Prosperity.

In terms of process, WSN, administration and select staff came together to review our past, examine our present, and visualize the future in order to develop insights and actions that will be used to manage economic prosperity. The visual on the following page provides a simple overview of our planning process and serves as a table of contents for the eight, more detailed sections that follow this introduction.

To begin the strategic planning session, we carefully considered our objectives along with the best approach to undertake. You will find a summary of our planning objectives in Section 1 titled: Planning Objectives.

Section 2: Timeline of Economic Development, describes the history of Economic Prosperity for the Nisga'a Nation. In this section, we ground our planning and approach by looking back at the many economic accomplishments of our Nation.

Section 3: Current Realities and Pressures (Getting a Pulse) presents a summary of the pressure the Nation faces with respect to economic development and prosperity.

Section 4: Economic Opportunities, we created a map of opportunities available for economic development across diverse areas and identified how these opportunities are tied to prosperity.



In Section 5: In Resources Available to the Nisga'a Nation, we discussed the many resources available to further economic development and prosperity, including partnerships.

Section 6: Envisioning Future Success is the result of taking time in our process to envision what "Good News" stories we would like to see in the future. This exercise was another way of shaping our strategy for Economic Prosperity.

The Nisga'a Nation has always had a strong vision, and, in Section 7: Leveraging our Branding we discuss the highlights of how we see our economic strengths, and how we would like others to see us.

Section 8: Taking Bold Steps highlights the bold goals and steps that underpin our vision for economic prosperity and accessing our Unrealized Potential. As part of Section 8, Clarifying Roles in Economic Development, explores the roles and relationships between entities in the Nisga'a Nation, and how each impacts economic prosperity strategic planning.

WSN representatives and staff have dedicated much effort and many hours to this work. Thanks for your commitment and passion! We would also like to recognize the National Consortium for Indigenous Economic Development (NCIED) and Dr. Brent Mainprize, Arthur Mercer, Renée Letellier and Bodie Elliott and graphic recorder Tanya Gadsby for helping facilitate this process.

We hope you will take the time to read this report and engage with us by providing suggestions and ideas.

ONE HEART, ONE PATH, ONE NATION

Sayt k'ilim genxhl luu-yoxgum ahl ts'im-sayt k'ilim goot.



Attendees

Held at Gitlaxt'aamiks Auditorium September 11th, 12th & 13th, 2019

Kevin McKay, Speaker of the House

Nisga'a Lisims Government Executive Officers

Eva CLAYTON, President

Brian TAIT, Executive Chairperson

Corinne MCKAY, Secretary-Treasurer

Willard MARTIN, Chairperson - Council of Elders

Gitlaxt'aamiks Village Government

Keith TAIT, Chief Councillor

Keith CLAYTON, Deputy Chief Councillor

Edmond WRIGHT

Denise ELI

Claude MORVEN

Noah GUNO

Floyd DAVIS

Taron SCOTT

Gitwinksihlkw Village Government

Charles MORVEN, Chief Councillor

Bruce HALDANE, Deputy Chief Councillor

Clyde AZAK

Tina BOLTON

Andrew NYCE

Laxgalts'ap Village Government

Henry MOORE, Chief Councillor

Matthew BRIGHT, Jr. Deputy Chief Councillor

Peter LEESON

Wallace CLARK

Charles LEESON

In-House Legal Counsel

Stephanie LYSYK, Law Clerk

Myrle MORVEN, Legislative Assistant

Gingolx Village Government

George MOORE, Chief Councillor

Claude BARTON, Deputy Chief Councillor

Steven DOOLAN

John MOORE

Terrace Nisga'a Society

Keith AZAK, Executive Representative

Nisga'a Ts'amiks Vancouver Society

Sheldon MARTIN, Executive Representative

Gitmaxmak'ay Nisga'a Prince Rupert/Port Edward Society

Clifford MORGAN, Executive Representative

Juanita PARNELL

NLG Senior Management

Collier AZAK, Chief Executive Officer

Cheryl MOORE, Executive Director

Bobby CLARK, Director of Communications & Intergovernmental Relations

Mansell GRIFFIN, Director of Lands & Resources

Harry NYCE, SR., Director of Fisheries & Wildlife

Beverly AZAK, Deputy Director of Programs and Services

Darrin McCORMACK, Controller

Bertram MERCER, Manager/Economic Development

SPECIAL GUESTS/VISITORS

CAOs / CEOs – Village Government

Darlene Morgan, CAO, Gitlaxt'aamiks

Linda Morven, CAO, Gitwinksihlkw

Andrew Robinson, CAO, Laxgalt'sap

Les Clayton, EDO, Laxgalts'ap

Crystal Bright, EA, Laxgalts'ap

Consultants

Dr. Brent Mainprize

Arthur Mercer

Renée Letellier

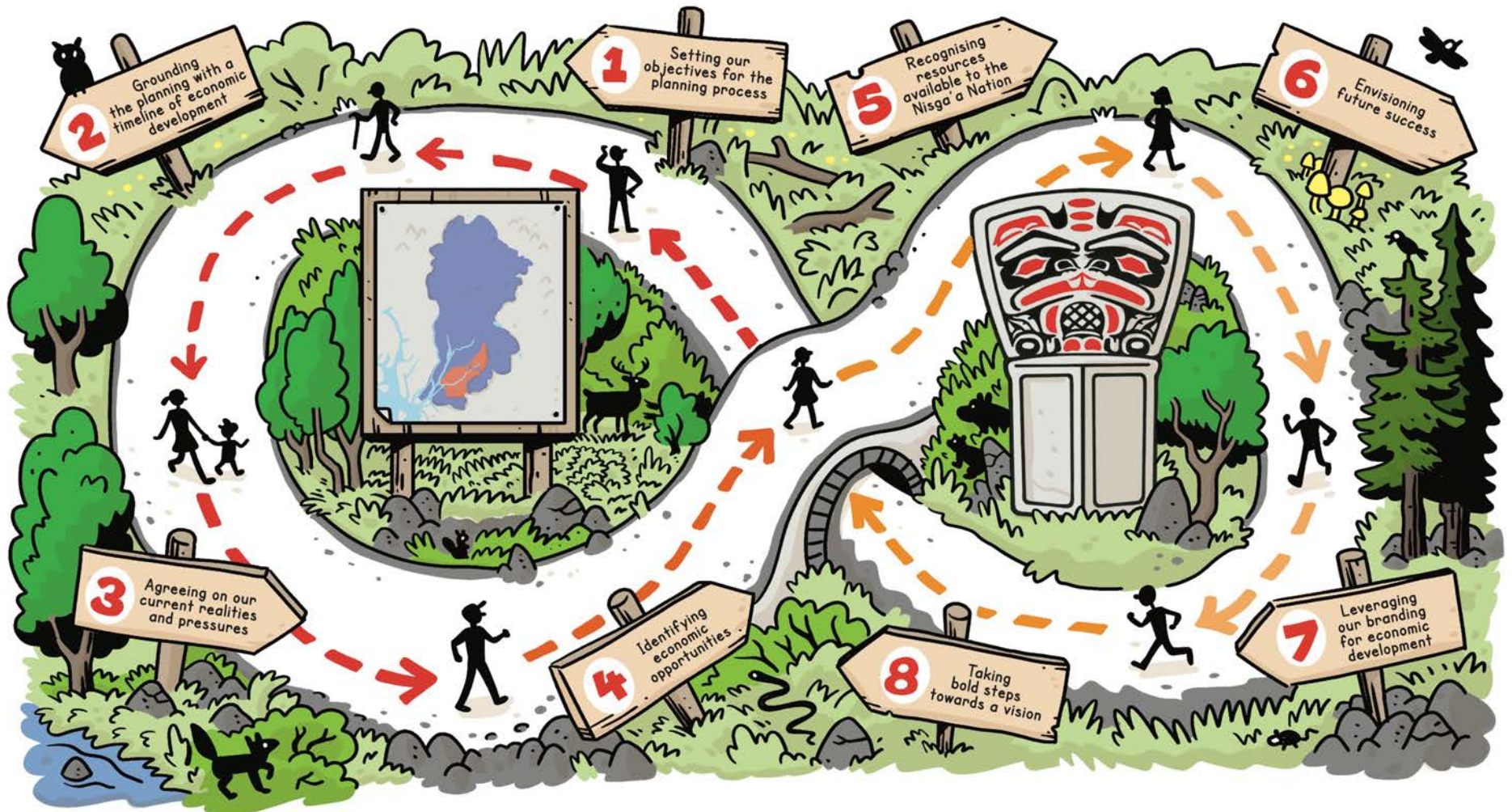
Bodie Elliott

Tanya Gadsby



UNLOCKING Unrealized POTENTIAL

ECONOMIC PROSPERITY for the NISGA'A NATION (PLAN 2020-2025)



WHAT: HINDSIGHT → INSIGHT → ACTION → FORESIGHT
WHEN: PAST → PRESENT → FUTURE
TIMELINE: DAY 1 → DAY 2 → DAY 3



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Planning Objectives

We began our strategic planning session by discussing the purpose of economic development, and all aspects of “why we are here”. This was the guiding principle of this session; our goal was to look at the Unrealized Potential of the Nisga’a Treaty, and setting the stage for the future. During this specific aspect of the planning session, we brainstormed the outcomes we wanted to see as a result of our plan and described the future work that will get us there.



WSN representatives were asked the following three questions:

1. Why do we need a strategy and operational plan for Nisga’a Economic Prosperity?
2. What is the ideal outcome of the next 3 days?
3. How should we interact with each other to maximize our time together? (principles for communication and collaboration)

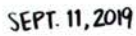
This discussion is clearly represented by the visual on the next page, where examples of untapped potential are shown next to important considerations when accessing this potential. Aspects in the visual of particular note include:

- The need to work together to succeed, in trust and friendship.
- A desire for a plan that is intergenerational, and includes all Nisga’a.
- The knowledge that we have so much untapped potential.

Importantly, we need to ensure that we are guided by the Final Agreement, and we must adapt with the changing needs of the Nation and Nisga’a citizens.. We have incredible untapped potential in our natural, cultural, human and financial resources, which must be managed with a strong vision. Economic prosperity was understood to be more than jobs, and instead represents a thriving economy, including social development and wellbeing for all Nisga’a. These objectives represent the necessary development required to implement a strong economic prosperity strategic plan.

We understand the strength of coming together to set the stage for the future, and that we all have a role to play.





Unrealized POTENTIAL

SEPT. 11, 2019



Timeline Of Economic Development

In order to look and move toward to the future, we must be grounded in our past. As such, one of the first things we did as a group during the strategic planning session was look at the history of the Nisga'a Economy. While our timeline began tens of thousands of years ago, we chose to look at some of the significant events that have taken place since the 1600's – when the Hudson's Bay Company noted 400 canoes headed for Fishery Bay. We discussed the milestones that have been important to the Nisga'a economy, such as the rise in forestry and silviculture in the 1980's, including the launch of Twin River Timber in 1984.



The 1990's saw the rise of many industries, including a pine mushroom boom, small logging companies and Nisga'a Fisheries.

One of the biggest events in the history of the Nisga'a Nation was the Nisga'a Final Agreement, signed on May 27, 1998 and put into effect on May 11, 2000. This also marked the start of the initial commercial Nisga'a Fisheries.

Many other significant events have occurred since then. The road to Gingolx was built in 2002, providing road access between all 4 Nisga'a Villages. The Nisga'a Commercial Group and Nisga'a Pacific Ventures were formed.

One of the significant insights we had while discussing the history of Nisga'a economic development was the presence of a number of very distinctive phases of economic development since 1980. These phases are depicted in the visual on the next page.

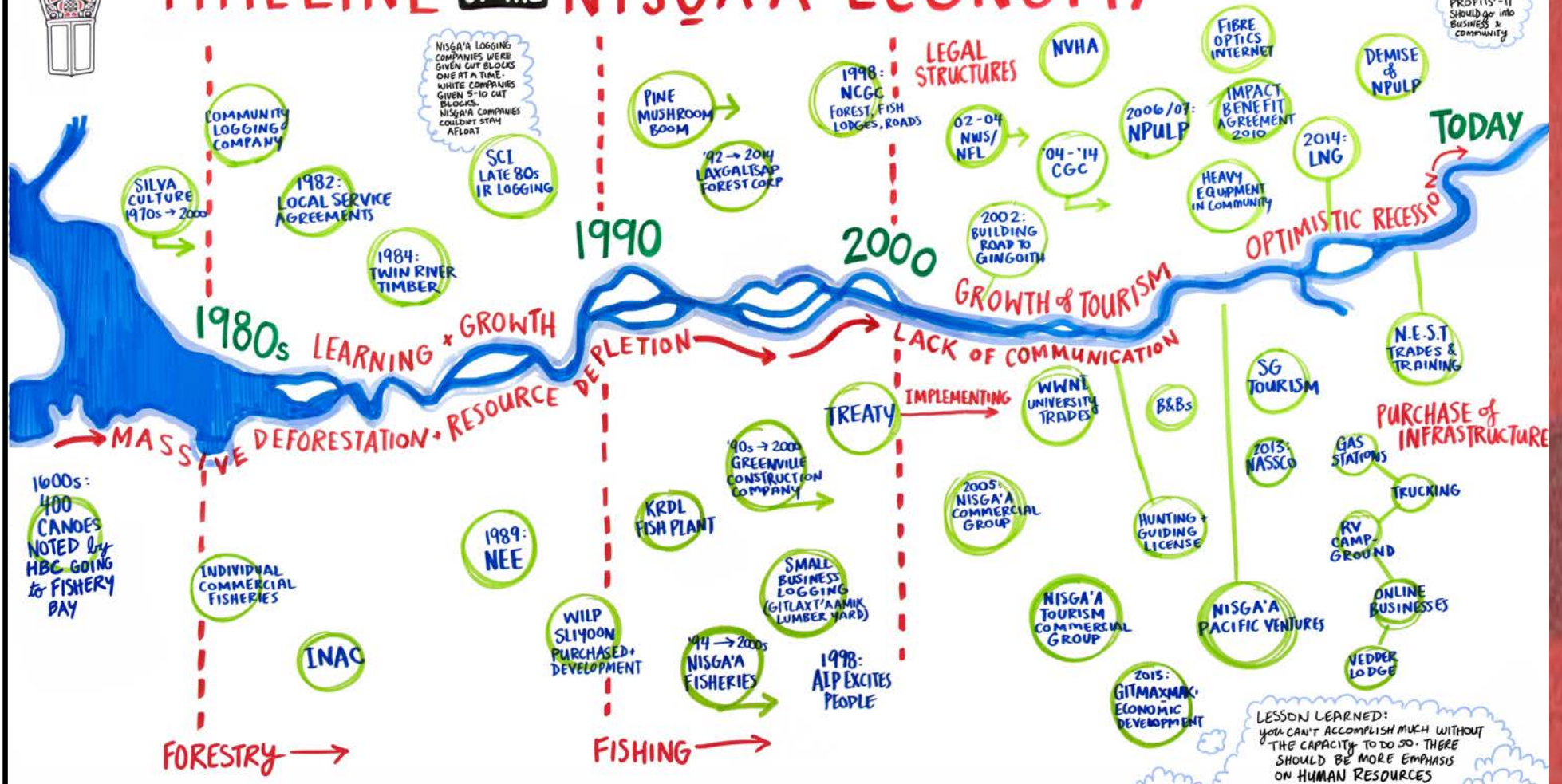
A key insight was developed throughout our discussion:

We cannot accomplish very much without building our human capacity to fully realize the opportunities and certainty our Treaty holds.





TIMELINE OF THE NISGA'A ECONOMY



The first phase, beginning in the early 1970's to 1990, was defined by massive deforestation and resource depletion. This was a phase of learning and growth. 1998 was marked by excitement for our hard-won fight for the Nisga'a Final Agreement, and the second phase, roughly spanning 1990 to 2000, focused on the development of legal structures required to transition from the Indian Act to self-governance.

With the Final Agreement in place, post 2000, economic development has been defined by a lack of communication, the purchase of infrastructure, the growth of tourism and an "optimistic recession". The Final Agreement provides many opportunities, and it is up to us to implement them using Nisga'a values as the foundation. This is really the essence of the work that needs to be done under the Nisga'a Economic Prosperity Strategic Plan.

The visual of the timeline along the Nass River really captures the essence of where we've been and where we're going. We have been leaders in modern Nation-building, and are examples of Treaty negotiations that other Nations strive to learn from. We have a long, full history of managing our lands, and the visual in this section captures the richness of this history, while also suggesting the direction we need to take in the future.



Current Realities And Pressures (Getting A Pulse)

After an in-depth look at the history of our Nisga'a economy —both pre and post-Treaty — we moved to a discussion of the now, present time and examined the current pressures, contexts, and forces that need to be considered for economic prosperity. The visual on the next page is a representation of this discussion.



In this stage of the planning process, we considered political, legal and environmental factors, the economic climate, and the demands, pressures, and expectations that you, as Nisga'a citizens, rightfully have of a Nisga'a economic strategy.

Looking at the political/government factors that surround economic development, we want to further clarify and provide distinctions between Nisga'a Nation laws and Village laws in a timely manner and develop the mechanisms through which to do this. As always, we need to keep Nisga'a values at the fore, and continue to remind the federal and provincial governments, that the Nisga'a economy needs to be managed based on Nisga'a values and through the certainty of our Treaty.

The legal portion of economic pressures focuses on a lack of legislation for the pursuit of economic opportunities, and changing provincial and federal laws. Once again, Nisga'a values are of the utmost importance here - a fact reiterated in the diagram on the next page through the need for increased consultation. Additionally, there are current legal concerns with neighbouring Nations regarding land claims and land-use issues that must be managed and ultimately resolved.

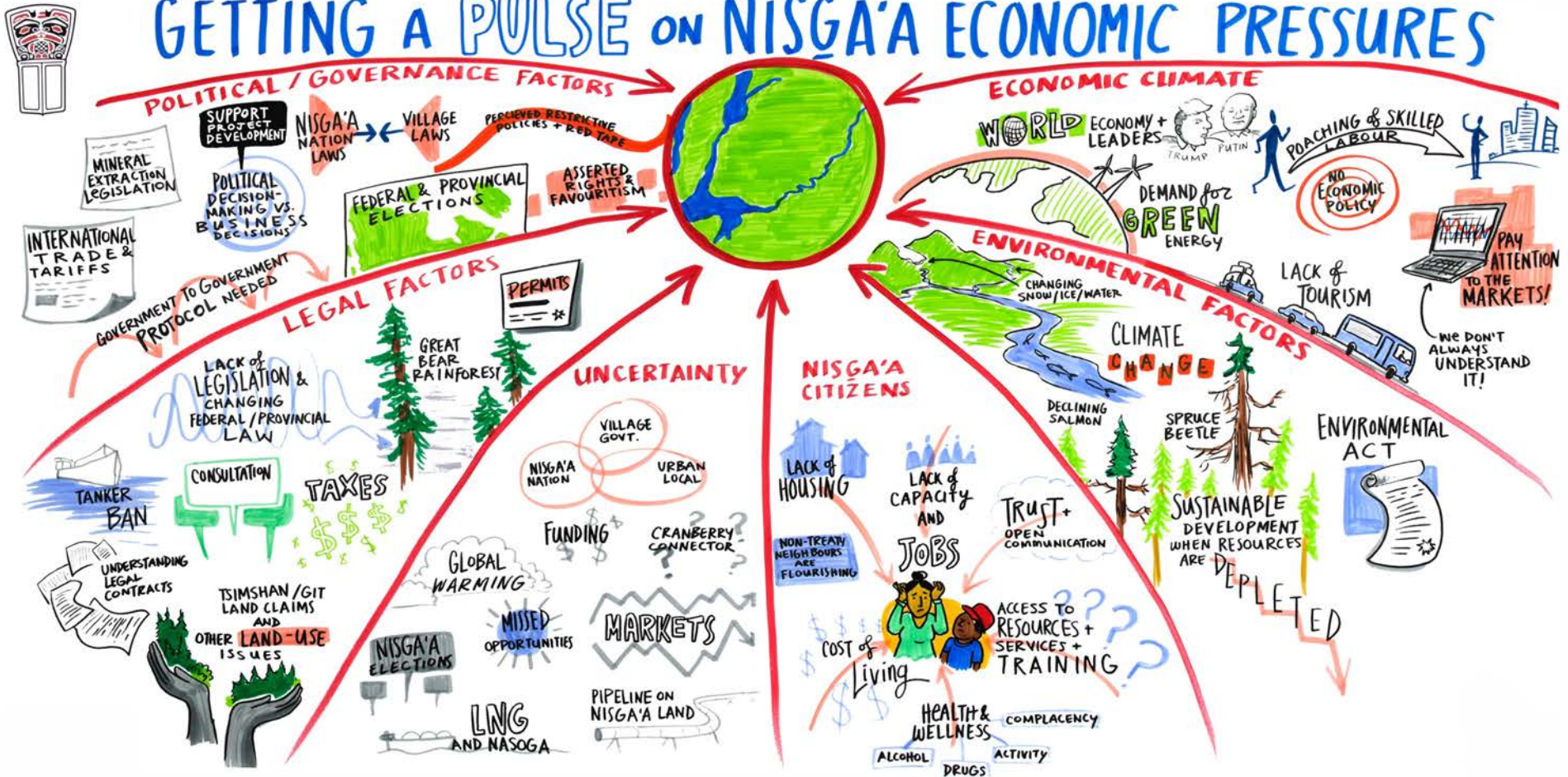
As with any growing economy, there are uncertainties on the horizon. Global warming and climate change was a strong theme throughout our discussions, as we recognized the potential impact on our economy through changing water, declining salmon and depleting resources. The relationships between NLG, Villages and Urban Locals were a point of discussion, with suggestions made for relationship strengthening opportunities.

A key insight was developed through our discussions:

Strengthening our economic infrastructure and human capacity is our best offense to proactively meet the current demands and pressures on the Nisga'a Nation.



GETTING A PULSE ON NISGA'A ECONOMIC PRESSURES



We have a reputation, both nationally and globally, for being “Open for Business.” We need to leverage this reputation to close deals and create opportunities that align with our values, and develop an administrative process to support this.

Nisga’a citizens have demands of an economic strategy, including jobs, access to resources and training. The pressures of lack of housing, jobs, and increased cost of living have undeniable impacts on quality of life factors such as health and wellness. Additionally, Nisga’a citizens seek open communication, and opportunities to build trust.

Finally, the Nisga’a economy does not operate in a vacuum – the broader local, provincial, national and world economies impact the Nisga’a economy. The changing face of world politics, demand for green energy options, and the poaching of skilled labour for higher-paying jobs outside the Nisga’a Nation are key considerations in this strategic plan.

There are still uncertainties involved in our planning and steps forward. Negotiations with the Crown are ongoing; honouring and defending commitments from the provincial and federal governments always seem to be at play. The Nisga’a governance model will continue to improve and evolve to meet future challenges.

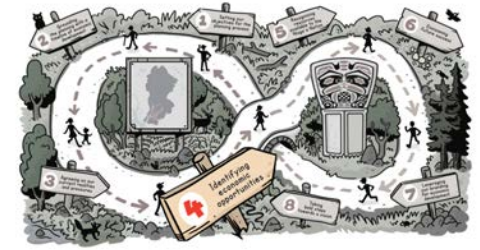
To manage the pressures outlined in this section of the report, we need the help of citizens. As a Nation, we need to continue to use our values as the compass to guide the delicate balance between governance and economics.

Additionally, we need to address the brain drain that sees citizens, particularly youth, leaving our lands and becoming skilled and educated and not returning. This brain drain needs to be reversed so we can continue to channel their knowledge into our political and management practices.



Areas of Economic Opportunity

We came together to map opportunities for economic growth and development, the fuel that drives us to economic prosperity. We framed potential opportunities in broad categories, including small business, government projects, land/real estate development, industry projects, and natural resources. Recognizing that within each of these categories there are opportunities that were more aligned with traditional Nisga'a definitions of prosperity, and some opportunities that were more untraditional, we placed these opportunities, both achieved and unrealized, on a spectrum with traditional on the left to untraditional on the right, which is clearly demonstrated on the visual on the next page.



Mapping Nisga'a opportunities for economic development reaffirmed our knowledge that there are unrealized opportunities for Nisga'a entrepreneurs, Villages, and Nisga'a Lisims Government to pursue to the betterment of the Nisga'a Nation and Nisga'a People.

For small business, we identified 24 potential opportunities, ranging from traditional trade & barter and tourism featuring Nisga'a hospitality, to less traditional opportunities, including construction, a fitness centre and a funeral home.

In the category of government projects, we identified 13 possible projects, from a language and culture center and branding ourselves, to a casino, energy corridor and a performing arts centre.

In real estate and land development, 12 areas of development were identified, including longhouses to Category B Lands, to hotels, shopping centres, to housing and greenhouses.

For industry related projects, 11 large projects were brought forward, from community smoke houses, to major infrastructure projects like deep sea ports, airports, roads, and highways. Green energy was a topic of significant discussion, and was identified as an area for both quick wins and longer term development.

An analysis of our natural resource opportunities identified 9 opportunities, including mushroom harvesting, fishing, eco tourism and marketing our water.

**We need to think about activities that support daily life for Nisga'a in the Nass Valley,
to stem economic leakage.**

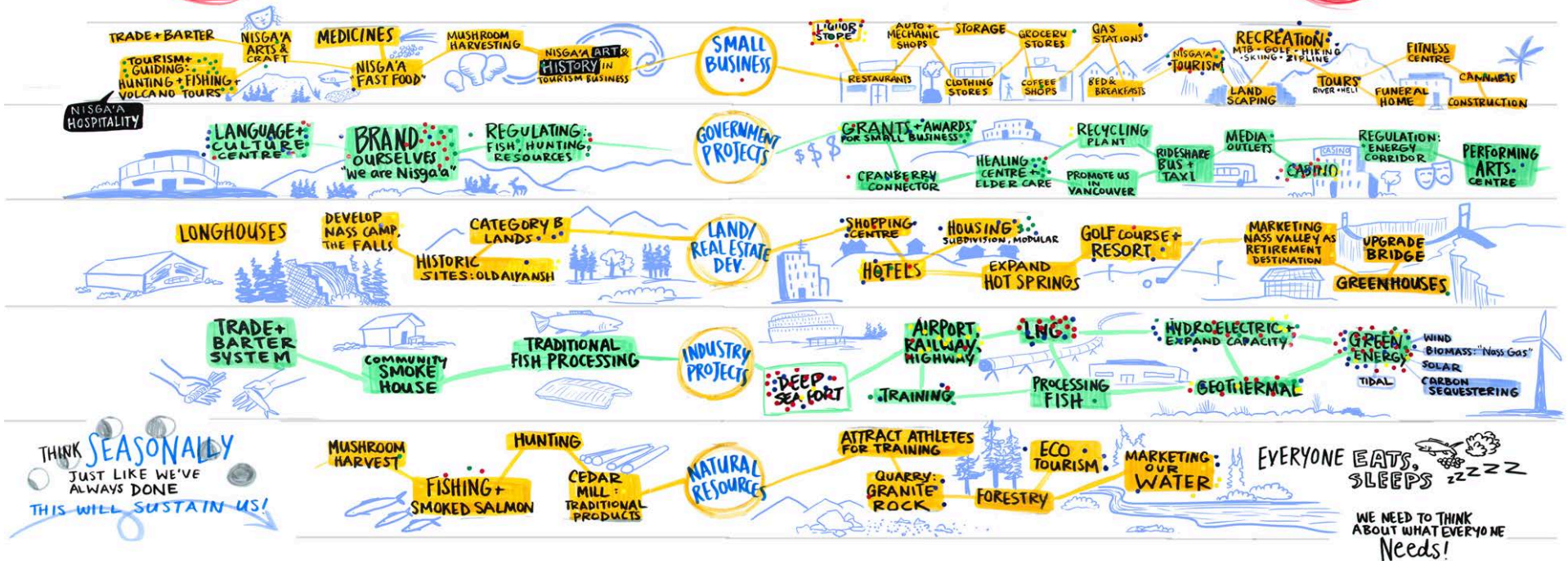




TRADITIONAL
PROSPERITY

AREAS OF ECONOMIC OPPORTUNITY

UNTRADITIONAL
PROSPERITY



● HIGH IMPACT OPPORTUNITIES

● QUICK WINS (WITHIN THE NEXT YEAR)

● MEDIUM TERM OPPORTUNITIES (WITHIN THE NEXT 5 YEARS)

● LONGER TERM OPPORTUNITIES (WITHIN THE NEXT 15 YEARS)



Two strong themes emerged during our discussion. The first was to think seasonally, just like we've always done – and this will sustain us. And the second is that we need to think about what everyone needs, in terms of basic human functions, and that we must pursue opportunities that support these.

Finally, we conducted a visual democratic voting system to determine two important metrics: 1) timelines to achieve these opportunities and 2) which opportunity would have the most impact to economic prosperity.

Green dots represent quick wins – opportunities that could be achieved within the next year. Blue dots represent medium term opportunities within the next 5 years, and yellow dots are long term opportunities, within the next 15 years. Red dots identify opportunities with the MOST potential impact toward prosperity.

Each participant received 2 green, 3 blue, 2 yellow and 2 red dots. Each participant then placed the dots beside the project they felt should be done in the short, medium and long term, along with 2 projects with the highest potential. The visual on the previous page clearly identifies a strong consensus on areas of economic opportunity.

Opportunities with high impact included: Deep sea port, LNG, green energy (wind, biomass, solar, tidal, carbon sequestering), Nisga'a brand development, a casino, language & cultural centre, Nisga'a tourism and a liquor store.

Quick wins (within the next year) identified included: identified included: tourism and related opportunities, Nisga'a brand development, a Healing Centre and Elder care, housing, regulating our resources, and grants & awards for small business.

Medium term opportunities (within the next 5 years) included: a deep sea port, language and cultural development, hydro electric, green energy and recreation development.

Longer term opportunities (within the next 15 years) included: geothermal energy, marketing our water, and large infrastructure such as an airport, railway & highway.

The visual on the next page highlights all opportunities with more than 2 dots (votes) of any colour. The page following this visual is a chart that ranks all opportunities in terms of impact, then the timeframe when these opportunities should be pursued.





TRADITIONAL PROSPERITY

HIGHLIGHTED

AREAS OF ECONOMIC OPPORTUNITY

UNTRADITIONAL PROSPERITY

TOURISM+ GUIDING:
HUNTING+ FISHING+
VOLCANO TOURS

NISGA'A
ARTS &
CRAFT

SMALL
BUSINESS

LIQUOR
STORE

GROCERY
STORES
GAS
STATIONS

NISGA'A
TOURISM

RECREATION
MTB • GOLF • HIKING
• SKIING • ZIPLINE

CANNABIS

LANGUAGE+
CULTURE
CENTRE

BRAND
OURSELVES
"We are Nisga'a"

REGULATING:
FISH, HUNTING
RESOURCES

GOVERNMENT
PROJECTS

CRANBERRY
CONNECTOR
GRANTS+AWARDS
FOR SMALL BUSINESS

RECYCLING
PLANT
CASINO

HEALING
CENTRE+
ELDER CARE

PERFORMING
ARTS
CENTRE

DEVELOP
NASS CAMP,
THE FALLS

CATEGORY B
LANDS

HISTORIC
SITES: OLD AIYANSH

LAND/
REAL ESTATE
DEV.

HOTELS
SHOPPING
CENTRE

HOUSING
SUBDIVISION, MODULAR

GOLF COURSE+
RESORT

MARKETING
NASS VALLEY AS
RETIREMENT
DESTINATION

INDUSTRY
PROJECTS

DEEP
SEA FORT

AIRPORT,
RAILWAY,
HIGHWAY

GEOTHERMAL
HYDROELECTRIC+
EXPAND CAPACITY

LNG

GREEN
ENERGY

THINK SEASONALLY
JUST LIKE WE'VE
ALWAYS DONE
THIS WILL SUSTAIN US!

FISHING+
SMOKED SALMON

NATURAL
RESOURCES

QUARRY:
GRANITE
ROCK

ECO
TOURISM

MARKETING
OUR
WATER

EVERYONE EATS, SLEEPS
zzzzz
WE NEED TO THINK
ABOUT WHAT EVERYONE
Needs!

- HIGH IMPACT OPPORTUNITIES
- QUICK WINS (WITHIN THE NEXT YEAR)
- MEDIUM TERM OPPORTUNITIES (WITHIN THE NEXT 5 YEARS)
- LONGER TERM OPPORTUNITIES (WITHIN THE NEXT 15 YEARS)



OPPORTUNITY VOTE CHART

	VOTES			
	HIGH IMPACT	SHORT 1 YEAR	MEDIUM 5 YEARS	LONG 15 YEARS
SMALL BUSINESS OPPORTUNITIES				
Liquor Store	8	1	2	6
Nisga'a Tourism	4	4	4	0
Cannabis	1	1	1	2
Tourism & Guiding: Hunting & Fishing & Volcano Tours		14		
Nisga'a Arts & Crafts		2		
Grocery Stores		1		1
Coffee Shops		1		
Recreation (MTB & Golf & Hiking & Skiing & Zipline)			6	
Gas Stations			2	
Nisga'a "Fast Food"			1	
Tours (River & Heli)			1	
GOVERNMENT PROJECTS OPPORTUNITIES				
Brand Ourselves "We are Nisga'a"	12	5	2	
Casino	8	2	4	5
Language & Cultural Centre	4	3	8	0
Cranberry Connector	2	1	2	
Healing Centre & Elder Care	1	7	1	
Grants & Awards for Small Business	1	5	3	1
Regulating: Fish, Hunting & Resources	1	5		
Media Outlets		1		
Regulation: Energy Corridor		1		
Performing Arts Centre			2	
Recycling Plant				2

	VOTES			
	HIGH IMPACT	SHORT 1 YEAR	MEDIUM 5 YEARS	LONG 15 YEARS
LAND/REAL ESTATE DEVELOPMENT OPPORTUNITIES				
Hotels	1	2	3	5
Shopping Centre	1		4	1
Golf Course & Resort	1		3	3
Housing: Subdivision, Modular		5	4	
Greenhouses		1		
Category B Lands			3	
Develop Nass Camp, The Falls			1	2
Historic Sites: Old Aiyansh			1	2
Marking Nass Valley as Retirement Destination				4
INDUSTRY PROJECTS & OPPORTUNITIES				
Green Energy	17	4	12	4
Deep Sea Port	14		5	2
LNG	12		5	
Hydroelectric & Expand Capacity	7	4	8	4
Geothermal	6	2	2	4
Airport, Railway, Highway	3			11
Training	1	3	1	
Processing Fish		1		
NATURAL RESOURCES OPPORTUNITIES				
Fishing & Smoked Salmon	2	1		
Quarry: Granite Rock	1		3	
Mushroom Harvest		1		
Eco Tourism			4	
Marketing our Water			3	5
Cedar Mill: Traditional Products				1



Resources Available To The Nisga'a Nation

The graphic on the next page is a visual representation of resources available to the Nisga'a Nation to use to pursue economic opportunities. These resources were visualized as islands, as we understood that connections need to be made to these resources in order to utilize them efficiently, and that WSN, NLG, Village Governments and Nisga'a citizens all have roles to play in creating these connections.



Our resources are divided into themes: physical/natural resources, human resources and financial resources. Overarching all of these themes is a resource that is central to all opportunities – **our history and culture as Nisga'a**.

We identified the following as **physical/natural resources** available to Nisga'a, to use to develop economic opportunities: mushrooms & berries, seafood & salmon, timber, land, aggregate, minerals, wind & renewable energy, medicinal plants, recreational lakes and tourism. Infrastructure that has already been developed includes the museum, small commercial dock, lodges, trails, cell & fibre optics, greenhouses, café & garden centre, and the Nass camp airport.

Human resources identified included red seal journeypersons, fishers, artists, loggers, business people, traditional knowledge, and marriage licensing.

Financial resources included the Nisga'a Settlement Trust, (though it is important to note that these funds are restricted based on investment priorities), the Nisga'a Economic Development Fund, and loan repayment.

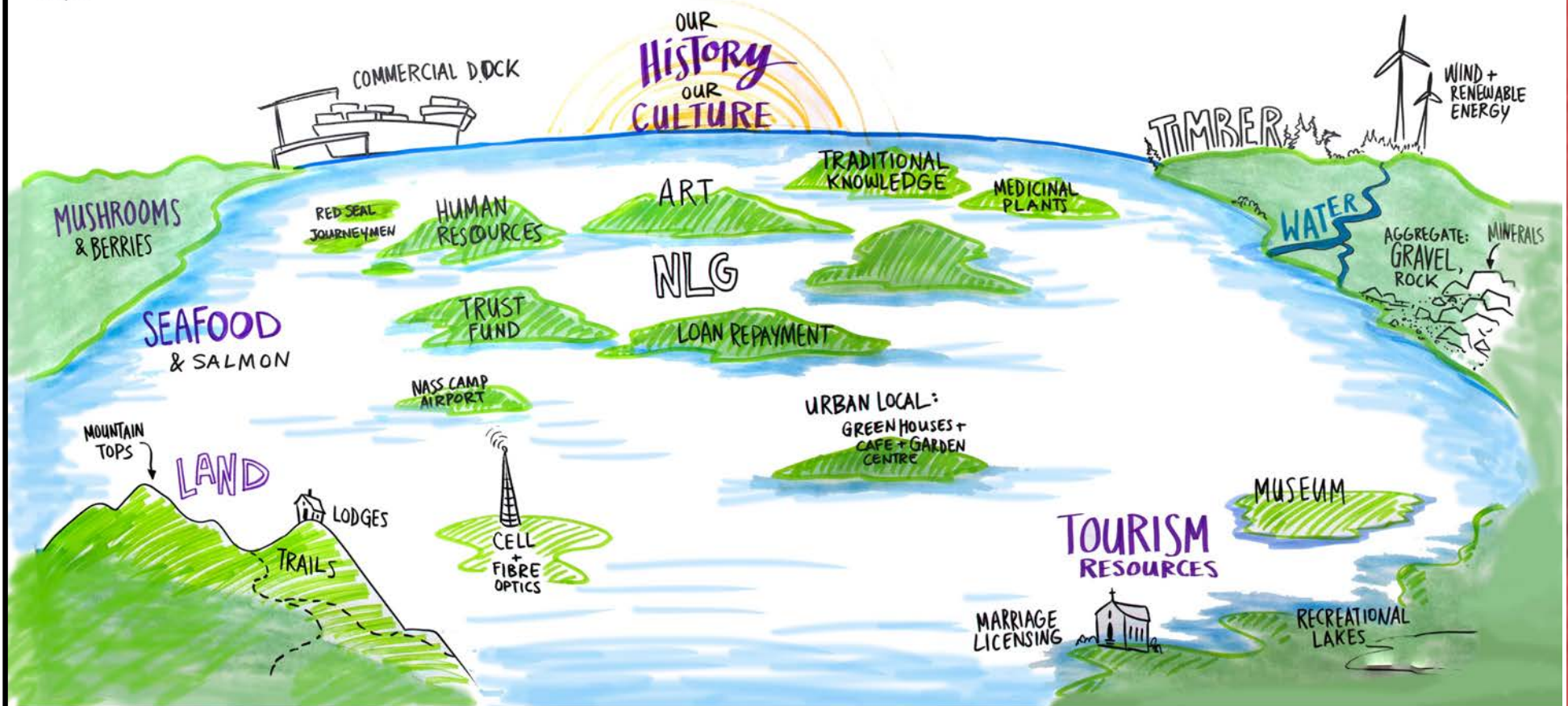
These resources represent potential “fuel” for opportunities. One of the missing pieces (represented by the missing connections between the islands) are the policies, support, and structure required to link resources to opportunities. The WSN has the ability to support these endeavours, and the creation of these policies through the strategic plan.

We have an abundance of resources, and the connections between these resources can be developed and strengthened to allow us to pursue opportunities.





RESOURCES AVAILABLE WITHIN THE NISGA'A NATION



Envisioning Future Success

The previous sections of this report looked at the desired outcomes and goals of the strategic plan, the historical context of Nisga'a strategic planning, and the current pressures affecting the strategic plan. In this section, we open up to the future in order to project a vision for economic prosperity. When our plan is a success, what would those successes look like?

The goal of this exercise was to answer the following: what would some of the good news stories look like in the future? What are the headlines we would like to see in local, national and international papers?



Our headlines were divided into three distinct themes: tourism related, industry or infrastructure related, and socio-economic and wellness related. The range of headlines speaks to the broad vision of economic prosperity as beyond simply job-creation.

The first series of headlines we would like to see include: "Cruise Ships Arrive At Deep Sea Port", "New Resort Opens As Tourism Booms", "Nisga'a Airport Opens" And "Nass Valley: German Tour Destination". These articles would reference the growing tourism economy in the Nass, controlled by Nisga'a and resulting in new economic opportunities for entrepreneurs and Villages.

The second series of headlines focus on infrastructure to support industry growth in the Nass. From headlines such as "Leaders in Green Energy" and "Nisga'a Branded Seafood" to "Nisga'a Resources Command Top Dollar", these are things we would like to hear people talking about. We recognize the value of our resources, and it is a key feature of a strategic plan to communicate this value. Other headlines in this theme include "Shopping Centre Opens" and "Casino Brings Big Wins", which are ways of expressing the importance of stemming the tide of economic leakage from Nisga'a lands to surrounding communities.

Finally, it has been clear throughout this planning process the Nisga'a vision of economic prosperity includes socioeconomic wellness and measures of wellbeing. This includes headlines such as "Unemployment at 3%" and "Booming Job Market", but also includes headlines we want to hear people talking about, such as "Flourishing Language & Culture", "New Housing Construction", "Best Education in BC for Kids – Nisga'a High School Rated #1", and "Highest Life Expectancy". These headlines reflect expectations that economic development is for the benefit of all Nisga'a people.

Our vision for Nisga'a economic prosperity goes beyond simply economic metrics.



GOOD NEWS STORIES in the Future



TOURISM RELATED

INDUSTRY OR INFRASTRUCTURE RELATED

SOCIO-ECONOMIC OR WELLNESS RELATED



Leveraging our Economic Branding

Branding isn't just a logo, name or tagline. Corporations are not the only ones who benefit from branding, Nations do as well. It's about discovering what truly makes the Nisga'a Nation unique – as an aspirational message that captures the Nisga'a potential -- and then building a platform and strategy around it that nurtures that brand and attracts others who share that value and vision. An economic branding statement must capture WHO the Nisga'a are and WHY external partners and customers (tourists) would want to do business.



To develop a draft economic branding statement, we looked at two different perspectives – “How do others view us?” and “How do we view ourselves?”, recognizing those perspectives may overlap or be very different.

This exercise proved that we very much know who we are, as Nisga'a people. We are powerful and proud, generous and sharing, honest and professional, and grounded in our culture and our Ayuuk. We are the land of the sleeping giant, now awake. Others see us in similar ways to the way we see ourselves, as innovative trail blazers, and protectors of our water, with direct, steadfast, and strong leaders.

Our draft economic branding statement:

**Certainty: in your experience, in your access, in your investment - in all things, the Nisga'a guarantee.
Authentically Nisga'a.**

It is this brand that we will continue to build strong and communicate widely to the world.





HUMOROUS

UNITED

INNOVATIVE

Endless opportunity

WATER PROTECTORS

ARROGANT +
CONTRAVERSIAL
SILENT

REVERED

LAVA
PEOPLE

DIRECT

Briefcase warriors!

STEADFAST &
DETERMINED

LEADERS

HOW DO OTHERS VIEW US?

HOW DO WE VIEW OURSELVES?

**HONEST &
PROFESSIONAL**

OPTIMISTIC!

GROUNDING
IN OUR CULTURE
AYUUK

WE OWN OUR LAND OUTRIGHT!

LAND of the
SLEEPING
GIANT...

NOW
AWAKE!

COMPASSIONATE
TO OTHERS & OURSELVES

Generous
& SHARING

FRIENDLY &
INCLUSIVE

UNIQUE DAYGAT!

BRAVE &
STRONG

Nisga'a
Nūm̃

STEADFAST in
OUR TREATY

POWERFUL
AND PROUD

113 YEARS of PATIENCE

SEAFOOD



Taking Bold Steps

The opportunities, resources, and vision that were developed by the group during the first 2 days of the session and thus outlined in the previous sections of this report, provide a foundation for creating an economic vision, establishing a mission, and setting goals for Nisga'a economic prosperity. During this workshop, the WSN created a new vision for economic prosperity:



1. We courageously pursue opportunities to leverage and protect our rightful resources to ensure our Nisga'a economic prosperity.
2. With business certainty aligned with Nisga'a cultural values and our treaty, we are open to building partnerships to develop robust and sustainable economies that ensure prosperity for our Nation.
3. By enabling Nisga'a citizens to enjoy the same or better opportunities for employment, entrepreneurship, income & wealth creation as other Canadians.

To achieve this vision, the Nisga'a Nation must be guided by the following core values, shown as foundational stones in the visual: clarity, certainty, education, health and wellness, our history and culture, our Treaty, strength, compassion, innovation and professionalism. Respect for one another, transparency as an organization, emphasis on trust, open and fair dealings, and excellent communication and accountability. If the vision is ultimately *what* we want to achieve as an organization, the mission statement is a more detailed expression of *how* we want to achieve it. The WSN session defined the mission to be that "The Nisga'a Treaty opens the door: we will create an economy that would sustain the Nisga'a people for generations and create certainty with non- Nisga'a partners."

Three key priority areas (shown as 3 mountains in the visual) emerged from the foundational vision and mission:

- (1) Branding and selling the Nisga'a story to the world
- (2) Green energy
- (3) Attract large industry



Although we identified a number of important focus areas during the planning session, we ultimately chose three to prioritize. In the next section, we discuss in detail these top-priority goals. All focus areas identified are of equal priority (shown as 3 mountains of equal height).

Priority 1: Branding And Selling The Nisga'a Story To The World

In the category of Branding and Selling the Nisga'a Story to the World, the most immediate priority is to *develop a solid plan for our brand*, which may include using Txeemsim in how we present ourselves. Part of the plan will include *ensuring infrastructure and processes are in place to share our brand with visitors*, including tours, a longhouse development, through language and stories, and a park management plan. To sell our story to the world, we must continue to *boldly announce and share our statement that "We are Open for Business"*, and this includes reaching out to neighbours in partnership, friendship and strength. To ensure that our economic brand remains strong, we must *develop a quality management plan for our products and services*, to commit to high quality, and Nisga'a authenticity. The Nisga'a Nation also has the opportunity to *create an access plan or statement for industry working on our land*, to provide clarity regarding expectations, values, and outcomes.

Priority 2: Green Energy

Under the category of green energy, we identified urgent priorities and goals, including *developing feasibility studies on energy opportunities*. Other urgent priorities include *applying for all water on reserve and adjacent suitable land*, and *begin negotiations with BC Hydro for hydro power*. These priorities require *examining legislation for projects*, to ensure it is both aligned and understood. Over the short term, we identified the need to *use expertise in Nation and consultants to identify green energy projects*, with a goal of *investing in a hydro electric project together by 2022*. We have a goal to *attract foreign investment of \$2.5 billion by 2025*. Longer term goals include *training and capacity building of our citizens*, to ensure we have internal capacity to support these projects, *solar panels on public infrastructure*, and *ensuring all waste in Nass Valley is recycled by small business*, to show the world our green priorities.



Priority 3: Attract Large Industry

Under the category of attracting large industry, we are primarily concerned with creating the framework, structure and monitoring required to attract and retain the right industry partners. The first priority is *ensuring appropriate legislation to support “smart growth” and protect Nisga’a assets*. We need to come to a clear understanding of how legislation can be used to both encourage business and resource development, while ensuring our Nation’s rich resources are protected to ensure an ongoing prosperous economy for future generations. The second set of priority goals are focused on communicating with potential partners, through *developing communication and information packages for attracting partners* and *hosting an economic/industry conference in 2020*, to share our vision of economic prosperity. Our third goal is the creation of *a research plan for LNG opportunities*, including Nasoga Gulf, within 5 years. Additionally, it was clear that *a framework for monitoring performance indicators* will be required to ensure long term economic success, and monitor the benefits and costs of our industry partnerships.

The establishment of a new Directorate to implement our economic development strategy was identified as a key priority required to achieve these goals.

We uncovered a key insight during our discussions:

Our current policies and some of our government structures are misaligned and often result in saying “no”, but we should be working to find ways to say “yes” and overcome our own barriers, when opportunities are in line with our values and the intent of our Treaty.





WHAT GOALS CAN WE SET?

VISION

WE COURAGEOUSLY PURSUE OPPORTUNITIES TO LEVERAGE AND PROTECT OUR RIGHTFUL RESOURCES TO ENSURE ECONOMIC PROSPERITY

THE NISGA'A TREATY OPENS THE DOOR: WE WILL FIND A WAY TO ECONOMIC PROSPERITY

WITH BUSINESS CERTAINTY ALIGNED WITH OUR CULTURE AND VALUES, WE ARE OPEN TO BUILDING PARTNERSHIPS TO DEVELOP A ROBUST ECONOMY THAT BRINGS PROSPERITY AND BENEFITS THE WELL BEING OF ALL NISGA'A CITIZENS AND PARTNERS

CREATE AN ECONOMY THAT WOULD SUSTAIN THE NISGA'A PEOPLE FOR GENERATIONS, AND CREATE CERTAINTY WITH NON-NISGA'A PARTNERS

BY FOCUSING ON OPPORTUNITIES, RESPONDING TO NEW AND CHANGING CONDITIONS, LEVERAGING PARTNERSHIPS AND FOCUSING ON RESULTS, WE WILL WORK TOGETHER TO ENSURE NISGA'A ENTREPRENEURS EXPERIENCE THE SAME OPPORTUNITIES AS OTHER CANADIANS

THERE IS NO ORDER: THESE PEAKS GO HAND-IN-HAND

WHAT ARE THE PEAKS WE WANT TO REACH?

BRANDING AND SELLING THE NISGA'A STORY TO THE WORLD

GREEN ENERGY

ATTRACT LARGE INDUSTRY

- BRANDING: Txeemsim as how we present ourselves (TRICKSTER)
- HAVE a PLAN for our BRAND

2020-2022

- ENSURE INFRASTRUCTURE + PROCESSES IN PLACE

- TOURS
- LONGHOUSE
- LANGUAGE + STORIES
- PARK MANAGEMENT PLAN

- REACH OUT TO NEIGHBOURING NATIONS TO SAY: "WE'RE OPEN FOR BUSINESS"

- QUALITY MANAGEMENT PLAN for our PRODUCTS + SERVICES

- ACCESS PLAN/STATEMENT for INDUSTRY ON OUR LAND

- UPDATE HYDRO INFRASTRUCTURE

- SEPT. 2020: EXPERTISE IN NATION AND CONSULTANTS TO IDENTIFY GREEN ENERGY PROJECTS

- FEASIBILITY STUDIES ON ENERGY OPPORTUNITIES NOW

- NEGOTIATIONS WITH BC HYDRO NOW

- ATTRACT FOREIGN INVESTMENT OF \$2.5 BILLION BY 2025

- INVEST IN A HYDRO ELECTRIC PROJECT TOGETHER BY 2022

- RECYCLING PROGRAM: ALL WASTE IN NASS VALLEY IS RECYCLED BY SMALL BUSINESS

- NOW: APPLY for ALL WATER ON RESERVE ADJACENT SUITABLE for HYDRO

- TRAINING + CAPACITY BUILDING

- EXAMINE LEGISLATION for PROJECTS

- SOLAR PANELS ON PUBLIC INFRASTRUCTURE

- 2020: COMMUNICATION & INFORMATION PACKAGES for ATTRACTING PARTNERS

- WITHIN 5 YEARS: RESEARCH PLAN for LNG

- ECONOMIC/INDUSTRY CONFERENCE WITHIN 2020

- ENSURE APPROPRIATE LEGISLATION to SUPPORT "SMART GROWTH" + PROTECT NISGA'A ASSETS

- FRAMEWORK for MONITORING PERFORMANCE INDICATORS

- ESTABLISH a NEW DIRECTORATE to IMPLEMENT OUR STRATEGY

CLARITY

CERTAINTY

VALUES

EDUCATION

HEALTH + WELLNESS

OUR HISTORY + CULTURE

OUR TREATY

STRENGTH

COMPASSION

INNOVATION

PROFESSIONAL



Taking Bold Steps: Moving Towards the Vision

Building on the previous visual *"What Goals Can We Set?"*, we extrapolated goals, timelines, strategies, indicators of success, estimated pre-implementation costs, and timelines for each Priority Area.

The next series of visuals explores each of these components of the Economic Prosperity Strategic Plan in more detail.

Goals: Goals are the long-term, "big picture" objective for organizations and Nations, rather than short-term tactics that addresses a current problem or challenge. The goals identified here all lead towards achieving the "mountain top" of each Priority Area.

Strategies: A strategy is the approach required to achieve a goal. It is the "how" of achieving each identified goal, which may involve operations, activities, and decision-making that govern execution of tactics and objectives.

Timelines: The timelines developed for each goal represent ideal situations and outcomes. Within each Priority Area, timelines are linked to ensure strategies proceed in an appropriate order.

Estimated pre-implementation costs: Estimated costs were proposed for each goal, based on both infrastructure and human capacity requirements. Each series of estimated costs is very broad, with potential for refinement and further details as responsible entities adopt and formalize objectives.

Who is responsible?: Achieving each goal requires both transparency and partnerships between organizations, entities and people to succeed. Potential partnerships were identified, with opportunities for discussion regarding required resources, capacity and responsibility. The Nisga'a Directorate of Finance will be a key component of ongoing success for all priority areas for use of NLG funds.

Capacity: Woven throughout these bold steps is a discussion about capacity – both infrastructure and human capacity. Wherever possible, requirements for additional capacity development have been noted.

When considering these Bold Steps, it is important to note that the Nass Area Strategy (NAS) articulates key components of Benefit Agreements with resource industry partners, and provides a framework for industry to share the costs of industry development. The NAS ensures that proposed developments in the Nass Area will proceed only when all Nisga'a Treaty rights under the Nisga'a Final Agreement have been complied with, including those Treaty rights dealing with economic, social, cultural and environmental interests.



GOALS

- GOAL:** Evaluating large target industries to determine feasibility
Q1 2020 – Q2 2021

- GOAL:** Improving legal structures and processes for industry partnerships
Q2 2020 - Q2 2021

- GOAL:** Creating partnerships with identified large industries
Q3 2021 - Q4 2024

**PRIORITY AREA: ATTRACT
LARGE INDUSTRY**

- GOAL:** Determining feasibility of green energy capital investment and economic, social & environmental ROI
Q1 2020 – Q2 2021

- GOAL:** Securing all legal and tenure access to viable green energy resources
Underway – Q2 2020

- GOAL:** Identifying, developing and securing the right partner for green energy projects
Q3 2021 – Q4 2024

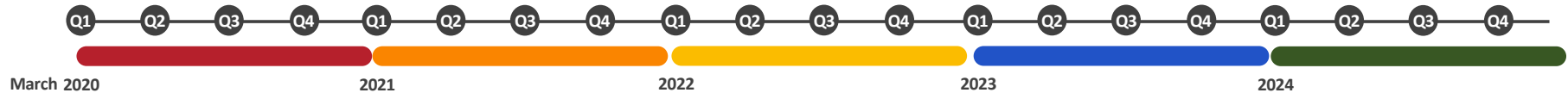
**PRIORITY AREA:
GREEN ENERGY**

- GOAL:** Enhancing our economic relationship with other First Nations
Underway - Q1 2021

- GOAL:** Completing our legal infrastructure for tourism
Q1 2020 – Q2 2020

- GOAL:** Building physical infrastructure/human capacity for world-class tourism
Q1 2020 – Q4 2024

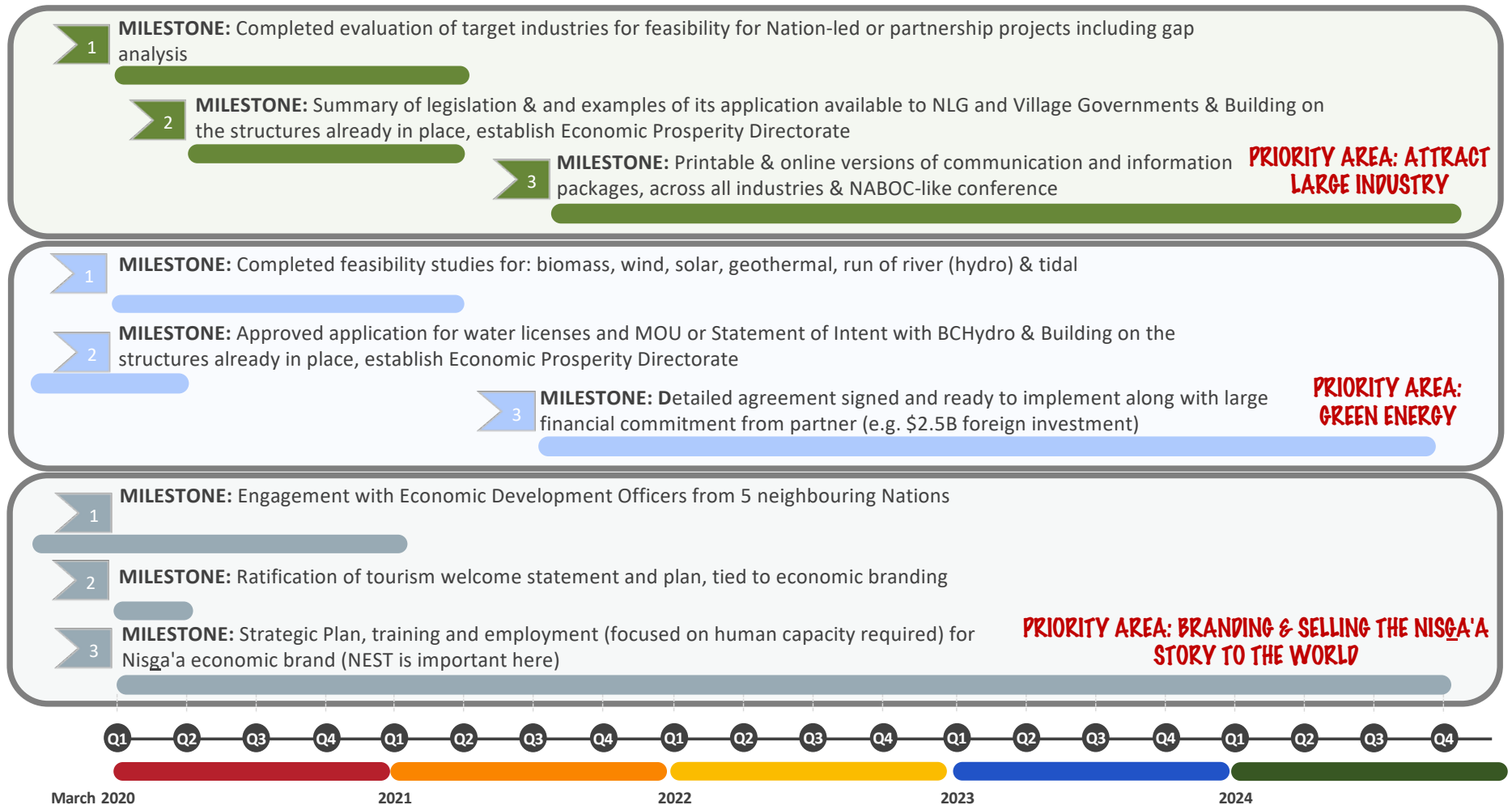
**PRIORITY AREA: BRANDING & SELLING THE NISGA'A
STORY TO THE WORLD**



STRATEGIES



MILESTONES/INDICATORS OF SUCCESS



ESTIMATED PRE-IMPLEMENTATION COSTS

1 **COSTS: HUMAN CAPACITY:** a) Human capacity/training gap analysis study (extension to QOL study by Dr. Adam \$325K b) Opportunity specific technical training (agriculture, mining, port logistics, etc.) \$800K

2 **COSTS: PHYSICAL INFRASTRUCTURE:** a) Renovated space and equipment to house Economic Prosperity Office & Directorate \$200K) **HUMAN CAPACITY:** Existing staff time & resources - estimated to be \$150K, and external lawyer costs estimated at \$200K

3 **COSTS: PHYSICAL INFRASTRUCTURE:** Printed communication materials and addition to website outlining partnership flowchart \$100K & conference development \$100K **HUMAN CAPACITY:** existing staff time & resources - estimated to be \$150K to create MOUs + travel (10 meetings) \$50K

**PRIORITY AREA: ATTRACT
LARGE INDUSTRY
\$1,975,000**

1 **COSTS: HUMAN CAPACITY:** External consultants - \$480K (\$80K per feasibility study x 6 energy sources)

2 **COSTS: HUMAN CAPACITY:** Existing staff time & resources - estimated to be \$50K

3 **COSTS: HUMAN CAPACITY:** Existing staff time & resources - estimated to be \$150K, and external lawyer costs estimated at \$200K

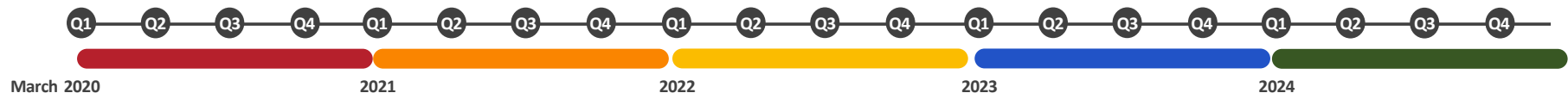
**PRIORITY AREA:
GREEN ENERGY
\$880,000**

1 **COSTS: HUMAN CAPACITY:** Existing staff time & resources - estimated to be \$150K to create MOUs and travel (10 meetings) \$50K

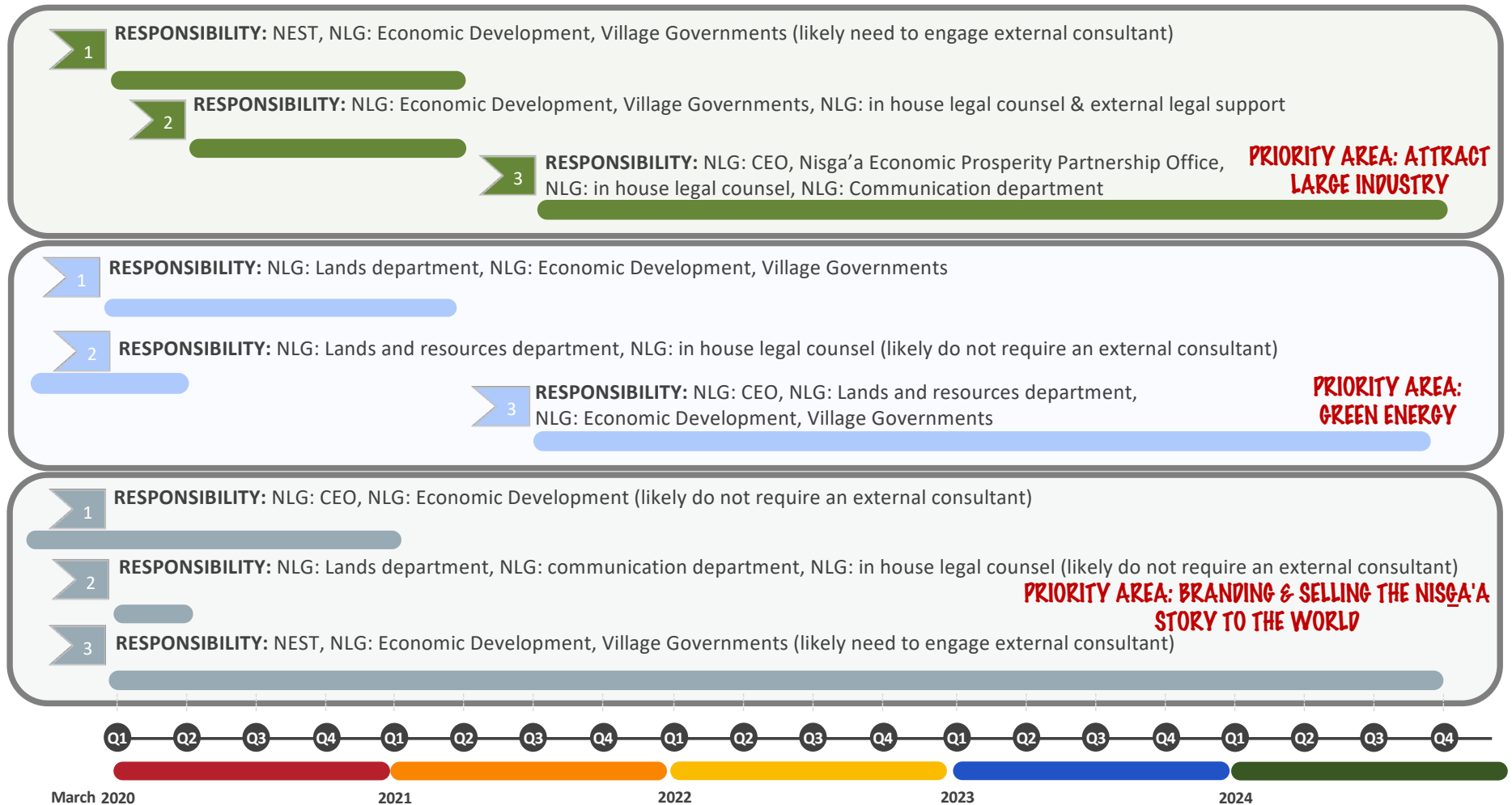
2 **COSTS: HUMAN CAPACITY:** Existing staff time & resources - estimated to be \$150K

3 **COSTS: PHYSICAL INFRASTRUCTURE:** a) Renovate Tseax B&B: \$800K b) develop Nass Camp (tourism staging) \$500K c) renovate current Memorial bed campground & develop new \$500K d) Hotel (in Nass or in Urban Local) \$5-8M **HUMAN CAPACITY:** a) Human capacity/training gap analysis study (extension to QOL study by Dr. Adam Perry) \$325K b) Nisga'a Superhost training \$300K c) Tourism Management training program \$400K (Phase 2 of current Nisga'a Management Training Program) d) collection, packaging & media creation for sharing Nisga'a culture & history \$250K e) ongoing training & support for tourism entrepreneurs through Nisga'a Business Incubator \$400K

**PRIORITY AREA: BRANDING & SELLING THE NISGA'A
STORY TO THE WORLD
\$8,325,000 - \$11,325,000**



WHO IS RESPONSIBLE



PRIORITY AREA OVERVIEW: ATTRACT LARGE INDUSTRY

1

GOAL: Improving legal structures and processes for industry partnerships

STRATEGY: Capacity gap analysis of legal, capacity (financial, human & physical) required to attract and develop each of the three identified industries

MILESTONE: Completed evaluation of target industries for feasibility for Nation-led or partnership projects including gap analysis

COSTS: HUMAN CAPACITY: a) Human capacity/training gap analysis study (extension to QOL study by Dr. Adam Perry \$325K b) Opportunity specific technical training (agriculture, mining, port logistics, etc.) \$800K

RESPONSIBILITY: NEST, NLG: Economic Development, Village Governments (likely need to engage external consultant)

Q1 2020 – Q2 2021

2

GOAL: Evaluating large target industries to determine feasibility (including feasibility of Nisga'a citizen support)

STRATEGY: Ensure appropriate legislation to support "Smart Growth" and protect Nisga'a assets & establish new Directorate to implement our strategy

MILESTONE: Summary of legislation & examples of its application available to NLG and Village Governments & Building on the structures already in place, establish Economic Prosperity Directorate

COSTS: PHYSICAL INFRASTRUCTURE: a) Renovated space and equipment to house Economic Prosperity Office & Directorate \$200K) **HUMAN CAPACITY:** Existing staff time & resources - estimated to be \$150K, and external lawyer costs estimated at \$200K

RESPONSIBILITY: NLG: Economic Development, Village Governments, NLG: in house legal counsel & external legal support

Q2 2020 - Q2 2021

3

GOAL: Creating partnerships with identified large industries

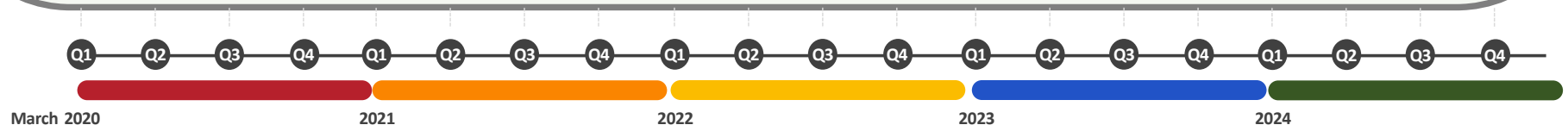
STRATEGY: Create partnerships with industry and other governments to leverage Nisga'a Nation resources, including Nisga'a Treaty certainty

MILESTONE: Printable & online versions of communication and information packages, across all industries & NABOC-like industry conference

COSTS: PHYSICAL INFRASTRUCTURE: Printed communication materials and addition to website outlining partnership flowchart \$100K & conference development \$100K **HUMAN CAPACITY:** existing staff time & resources - estimated to be \$150K to create MOUs + travel (10 meetings) \$50K

RESPONSIBILITY: NLG: CEO, Nisga'a Economic Prosperity Partnership Office, NLG: in house legal counsel, NLG: Communication department

Q3 2021 - Q4 2024



ESTIMATED COSTS: \$2.08M



PRIORITY AREA OVERVIEW: GREEN ENERGY

1

GOAL: Determining green energy capital investment and economic, social & environmental ROI

STRATEGY: Feasibility studies for energy opportunities & Nisga'a expertise using consultants on as needed basis to identify green energy projects

MILESTONE: Completed feasibility studies for: biomass, wind, solar, geothermal, run of river (hydro) & tidal

COSTS: HUMAN CAPACITY: External consultants - \$480K (\$80K per feasibility study x 6 energy sources)

RESPONSIBILITY: NLG: Lands department, NLG: Economic Development, Village Governments

Q1 2020 – Q2 2021

2

GOAL: Securing all legal and tenure access to viable green energy resources

STRATEGY: Apply for all water licenses within Nisga'a lands and adjacent suitable for hydro & begin negotiations with BCHydro & Establish new Directorate to implement our strategy

MILESTONE: Approved application for water licenses and MOU or Statement of Intent with BCHydro & Building on the structures already in place, establish Economic Prosperity Directorate

COSTS: HUMAN CAPACITY: Existing staff time & resources - estimated to be \$50K

RESPONSIBILITY: NLG: Lands and resources department, NLG: in house legal counsel (likely do not require an external consultant)

Underway – Q2 2020

3

GOAL: Identifying, developing and securing the right partner for green energy projects

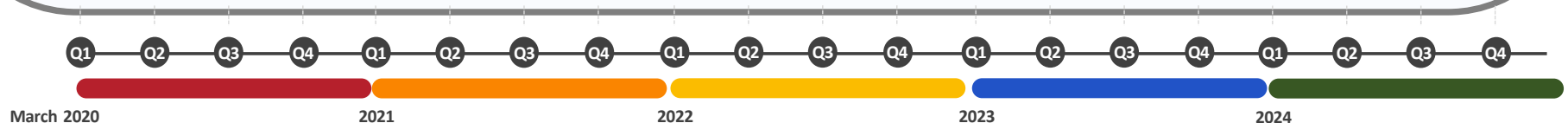
STRATEGY: Reach out to potential partners with identified resources and feasibility studies to develop green power energy opportunities

MILESTONE: Detailed agreement signed and ready to implement along with large financial commitment from partner (e.g. \$2.5B foreign investment)

COSTS: HUMAN CAPACITY: Existing staff time & resources - estimated to be \$150K, and external lawyer costs estimated at \$200K

RESPONSIBILITY: NLG: CEO, NLG: Lands and resources department, NLG: Economic Development, Village Governments

Q3 2021 - Q4 2024



ESTIMATED COSTS: \$0.88M



PRIORITY AREA OVERVIEW: BRANDING & SELLING THE NISGA'A STORY TO THE WORLD

1

GOAL: Enhancing our economic relationship with other First Nations

STRATEGY: Further develop our statement of being "open for business" and reach out to neighbouring Nations (i.e.. Tahltan)

MILESTONE: Engagement with Economic Development Officers from 5 neighbouring Nations

COSTS: HUMAN CAPACITY: Existing staff time & resources - estimated to be \$150K to create MOUs and travel (10 meetings) \$50K

RESPONSIBILITY: NLG: CEO, NLG: Economic Development (likely do not require an external consultant)

Underway - Q1 2021

2

GOAL: Completing our legal infrastructure for tourism

STRATEGY: Access plan/statement for tourism operators to access our land & park management plan

MILESTONE: Ratification of tourism welcome statement and plan, tied to economic branding

COSTS: HUMAN CAPACITY: Existing staff time & resources - estimated to be \$150K

RESPONSIBILITY: NLG: Lands department, NLG: communication department, NLG: in house legal counsel (likely do not require an external consultant)

Q1 2020 – Q2 2020

3

GOAL: Building physical infrastructure/human capacity for world-class tourism

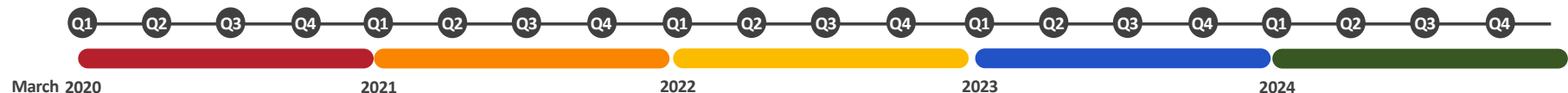
STRATEGY: Ensure infrastructure & processes in place for: tours, longhouse, language & stories

MILESTONE: Strategic Plan, training and employment (focused on human capacity required) for Nisga'a economic brand (NEST is important here)

COSTS: PHYSICAL INFRASTRUCTURE: a) Renovate Tseax B&B: \$800K b) develop Nass Camp (tourism staging) \$500K c) renovate current Memorial bed campground & develop new \$500K d) Hotel (in Nass or in Urban Local) \$5-8M **HUMAN CAPACITY:** a) Human capacity/training gap analysis study (extension to QOL study by Dr. Adam Perry \$325K b) Nisga'a Superhost training \$300K c) Tourism Management training program \$400K (Phase 2 of current Nisga'a Management Training Program) d) collection, packaging & media creation for sharing Nisga'a culture & history \$250K e) ongoing training & support for tourism entrepreneurs through Nisga'a Business Incubator \$400K

RESPONSIBILITY: NEST, NLG: Economic Development, Village Governments (likely need to engage external consultant)

Q1 2020 – Q4 2024



ESTIMATED COSTS: \$8.33M – \$11.33M



Taking Bold Steps: Clarifying Roles in Economic Prosperity

We have synthesized the WSN session results into a visual we titled “Nisga’a Nation Economic Prosperity Framework” on the next page, which effectively frames many of the discussions that occurred throughout the three-day workshop.

The visual offers a “helicopter view” on the roles of organizations and entities in Nisga’a Economic Prosperity.

At the heart (center of the diagram) of Nisga’a Economic Prosperity are Nisga’a citizens and Nisga’a businesses. Nisga’a citizens are both the reason to strive for prosperity, and the people who will develop prosperity.

The next circle represents the four Nisga’a Villages, the three Urban Locals and all other Nisga’a citizens across Canada. These entities have direct relationships to Nisga’a citizens and entrepreneurs, and to each other, filling key needs (including housing and services) and providing support to Nisga’a businesses.

The outer circle represents the certainty of the Nisga’a Final Agreement. Within that circle, and informed and supported by the Final Agreement, there exists four entities to support economic development and prosperity, each with their own role:

Lawmaking: Wilp Si'ayuukhl Nisga'a
Advice: Council of Elders
Direction: Executive
Implementation: Nisga’a Lisims Government

None of these entities work effectively in isolation, and require trust, timely and results-based reporting and a shared vision of success.

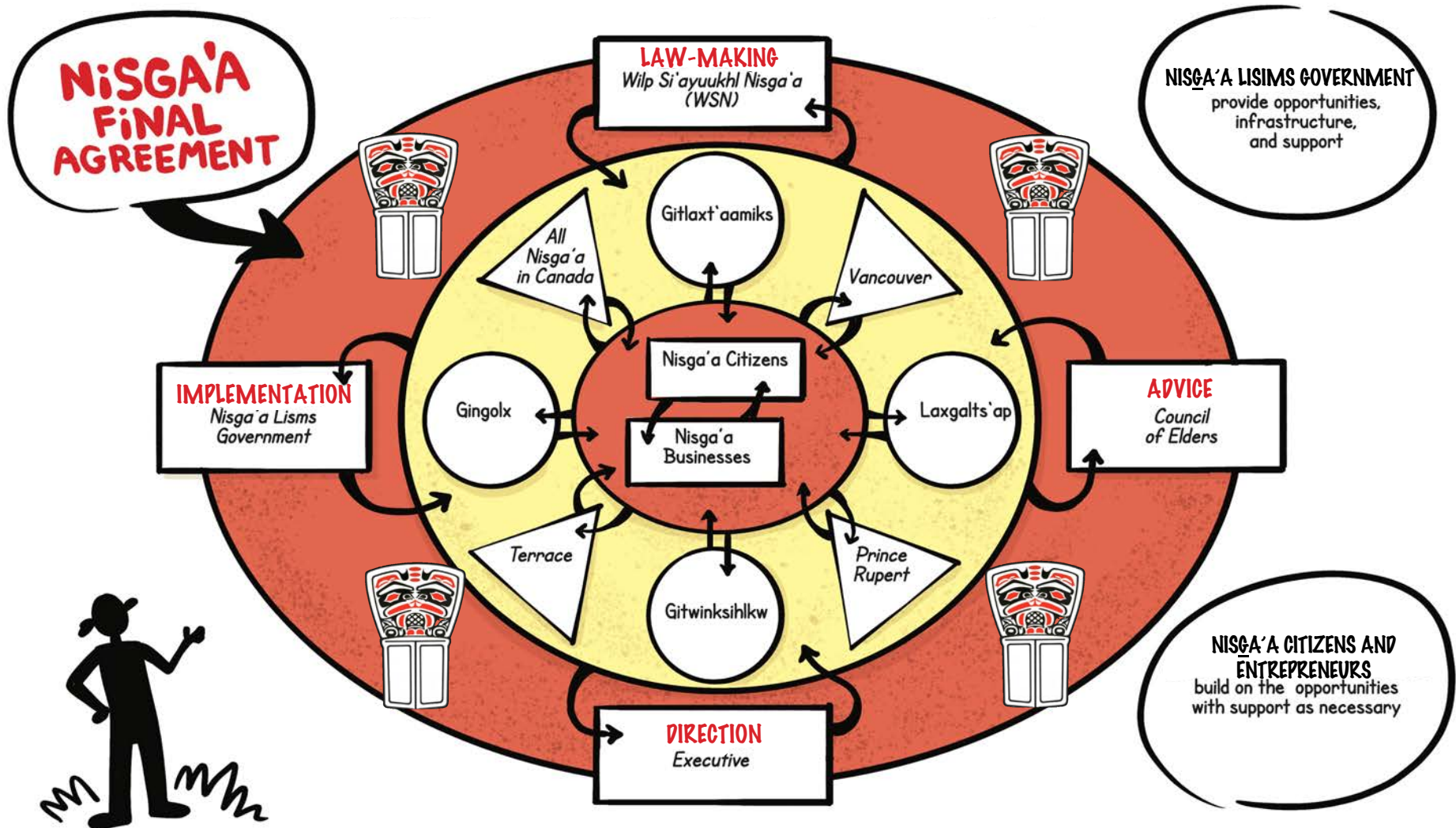
Binding this vision together are two overarching statements:

NISGA’A GOVERNMENTS PROVIDE OPPORTUNITIES, INFRASTRUCTURE AND SUPPORT

NISGA’A CITIZENS AND ENTREPRENEURS BUILD ON THE OPPORTUNITIES WITH SUPPORT AS NECESSARY



NISGA'A NATION ECONOMIC PROSPERITY FRAMEWORK



Taking Bold Steps: Government's Role in Economic Prosperity

To provide further clarity to the role of government in Economic Prosperity, we have synthesized the WSN session discussions into a visual on the next page. This visual effectively frames many of the topics and discussions held throughout the workshop.

(1) LAND: As Nisga'a, we believe that humans exist in a reciprocal relationship with the land, and that the land itself has agency. Nisga'a governance principles cannot be separated from the lessons offered by the land and the Nisga'a People who have been taught the stories upon which our Ayuuk is based. Connection with land and community provide identity and are fertile ground that nourish culture and seed the opportunities of Nisga'a economic prosperity.

(2) LEGAL AND GOVERNANCE STRUCTURES: The Legal and Governance Structures are the basic infrastructure (or the stems in the image) that support and enable the development of business opportunities. There is a strong connection between Nisga'a Sovereignty – sometimes framed as our self government or our self-determination– and positive economic development outcomes that come from being “Open for Business”.

There are three levels of choices NLG and Communities (Villages and Urban Locals) face in terms of Legal Structures and Governance as they relate to Economic Development: 1) control over lands and resources 2) establishing and aligning our laws and policies and 3) creating and efficiently operating governance institutions and structures.

(3) OPPORTUNITY DRIVERS: The flowers in the image represent different types of opportunities the Nisga'a Nation might choose to enable prosperity and wellness of Nisga'a people. As the image portrays, these opportunities are supported by the Legal and Governance Infrastructure. In Section 5, we shared stories of opportunities within the five categories of opportunity drivers (small business activity, government projects, land development, industry projects, and natural resources) that have pursued in the past as well as those that remain unrealized.

(4) BUSINESS DEVELOPMENT CAPACITY: The hummingbirds in Richard Shorty's image and specifically their wings are analogous to the capacity of individual Nisga'a citizens to quickly and effectively participate and engage with the opportunity drivers in and around their respective Villages and Urban Locals. Two related choices are important here: (1) Business development strategy that flows from the strategic options and (2) choices related to training capacity building programs that align and support these strategies.



NISGA'A NATION

ROLES IN ECONOMIC PROSPERITY



Government's role is to build infrastructure and develop policies to allow entrepreneurs to create opportunities.

Taking Bold Steps: Economic Prosperity Partnership Office

An important part of strategic planning includes defining and clarifying roles and relationships.

As identified throughout the Economic Prosperity Planning session – everyone in the Nisga'a Nation, from citizens and entrepreneurs, to Nisga'a Urban Locals and Village Governments, to the NLG Economic Development Office and Nisga'a Employment, Skills and Training (NEST), School District 92 and Wilp Wilxo'oskwhl Nisga'a Institute (WWNI) has a role to play in Economic Prosperity. Each of these entities seeks to contribute to Nisga'a Economic Prosperity within their mandate, vision and resources.

In our planning session, it became clear that clarifying these roles, relationships, and formal functions, and creating entities to provide separation of Nisga'a government from Nisga'a business operation, is required to allow the certainty provided by the Nisga'a Final Agreement to achieve our Unrealized Potential.

The visual on the next page outlines a vision for relationships and roles in economic decision making within the Nisga'a Nation. The legend shows which entities in the diagram are new, and must be created (such as the Nisga'a Economic Prosperity Partnership Office (NEPP)) and the Economic Development Directorate, and how they create separation between the essential tasks of government (creating infrastructure and opportunities, and developing capacity), and essential tasks of business.

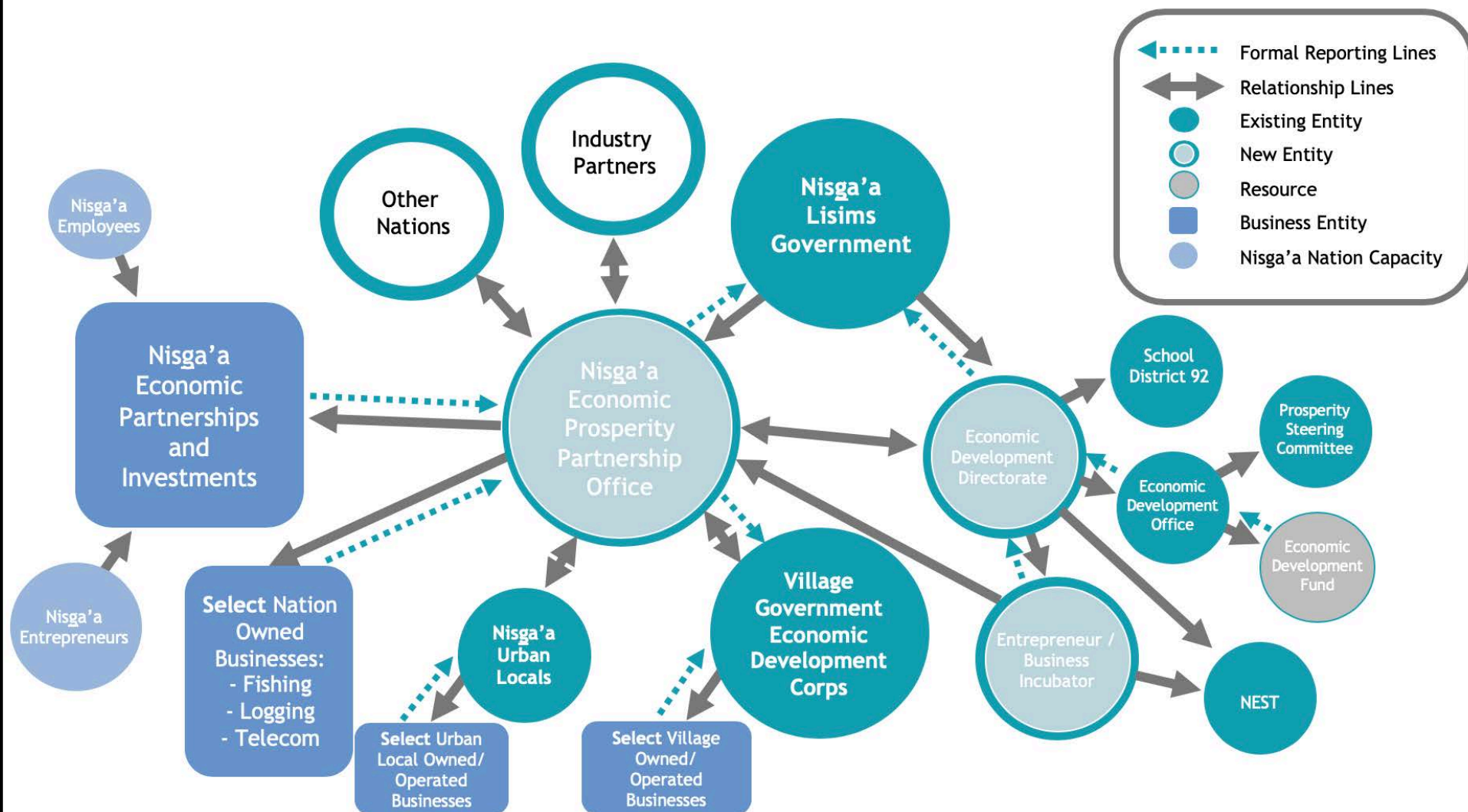
This new structure recognizes the value of partnerships – both internal to the Nisga'a Nation and external (with other Nations and industry partners). Most business opportunities (at a Nation level, Village level and Urban Local level) would flow through the new NEPP Office, consolidating resources, minimizing duplication of efforts, and ensuring that potential partners understand the certainty of partnership with the Nisga'a Nation under the Final Agreement. Limited Nation-owned businesses (such as fishing, logging and tourism) would remain under direct NLG management and control).

New partnerships would create opportunities for human capacity development for Nisga'a entrepreneurs and businesses, with partnerships reflecting spaces and opportunities created for learning and growth.

This new structure is a work in progress, and requires more work to formalize relationships and partnerships to ensure all voices are heard.



CLARIFYING ROLES AND RESPONSIBILITIES



Conclusion

Nisga'a values underpin all the planning that is done now and in the future. Using Nisga'a values, we will be able to build our capacity and work to develop economic prosperity. We want to provide opportunities for staff to share their expertise in the planning process. Once we are all on the same page, we will create a plan that we can all follow.

From there, we can boldly face the great responsibility we have been tasked with together and with appreciation for each other as we embark on our strategic plan for economic development.

A unified Nisga'a Nation, with increased communication and a culture of trust and openness is a key objective now, and for the future. We believe that coming together to manage economic prosperity can play an important part to creating better unity.

Finally, we have an abundance of traditional knowledge that can be passed down to younger generations. Traditional knowledge can be used not only to create opportunities, but also to continue to protect our resources.

You will be integral in helping the Nisga'a Nation achieve these goals and ensuring a bright economic future.

