



NGC

NISGA'A GROWTH
CORPORATION

NISGA'A GROWTH CORPORATION

2023 Strategic Plan

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1 INTRODUCTION

Aam wil bakwsim'!

On June 12, 2023, the Nisga'a Growth Corporation (NGC) Board and Chief Executive Officer came together to chart a course forward for the new economic arm of the Nisga'a Lisims Government.

Using the Wilp Siayuukhl Nisga'a's (WSN's) Economic Prosperity Strategic Plan (2019) as the guide for the Nation's overarching economic goals, NGC visualized the future in order to develop insights, actions, and the steps necessary to begin to achieve the vision of economic prosperity set out in this guiding document.

MANDATE, MISSION & VISION

MANDATE

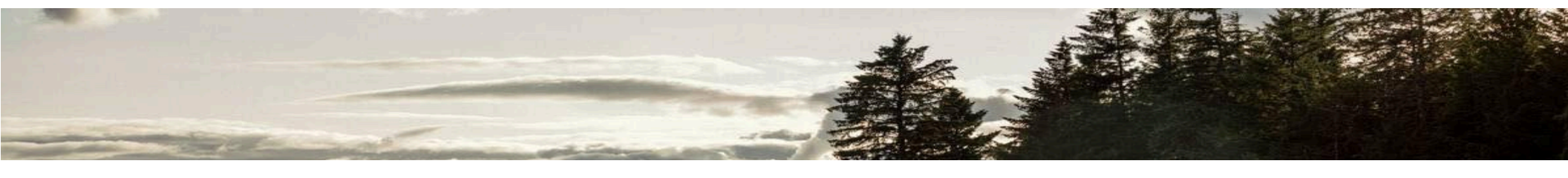
The Nisga'a Growth Corporation is wholly owned by the Nisga'a Nation with a mandate to create sustainable economic prosperity for the Nisga'a Nation.

MISSION

To find and facilitate partnerships with Nisga'a businesses first and foremost, where possible, to fulfil business opportunities that will provide meaningful careers to all Nisga'a citizens while maximizing economic prosperity and growing the economic Common Bowl (*Saytk'ilhl Wo'osim*) of the Nation.

VISION

The Vision of the Nisga'a Growth Corporation is to increase the economic prosperity and well-being of Nisga'a Citizens and to ensure the Nation's prosperity in perpetuity.



VALUES

KWHLIXOOSDANSKW | RESPECTFUL

- of our People
- of our Culture
- of our Lands
- of our Resources

ANOOK'ASKW | RECIPROCITY

- with our Citizens
- with our Villages and Urban Locals
- with our Partners
- with our Neighbours

WAYIYHL SAGOOTKW | INNOVATION

- in our Businesses
- in our Partnerships

K'A'K_GAN AXY'OOKSKW | TRANSPARENCY AND TRUST

- with our Shareholder, the Nisga'a Nation
- in our People
- with our Partners
- with our Employees

DAXGAT'IN NISGA'A ANGIGAT, AYUKW, GAN TS'EETS'IKS | STRENGTHENING AND SUSTAINING OUR PEOPLE, CULTURE AND LANDS

- by utilizing and developing talent from within the Nisga'a Nation first
- by respecting Nisga'a Cultural Laws in all we do
- by ensuring a sustainable and respectful relationship with our Lands for future Nisga'a Citizens
- by working together and leading new value-creating relationships within the Nation

VISION & MISSION

WHAT WE WANT TO DO

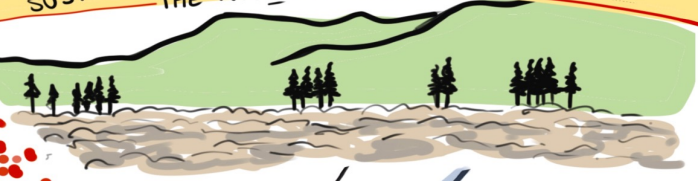
WHAT WE DO NOW & WHO WE ARE

MANDATE
THE NISGA'A GROWTH CORPORATION IS WHOLLY OWNED BY THE NISGA'A NATION WITH A MANDATE TO CREATE SUSTAINABLE ECONOMIC PROSPERITY FOR THE NISGA'A NATION



TO INCREASE THE ECONOMIC PROSPERITY AND WELL-BEING OF NISGA'A CITIZENS AND TO ENSURE THE NATION'S PROSPERITY IN PERPETUITY

TO FIND & FACILITATE PARTNERSHIPS WITH NISGA'A BUSINESSES FIRST AND FOREMOST, WHERE POSSIBLE, TO FULFIL BUSINESS OPPORTUNITIES THAT WILL PROVIDE MEANINGFUL CAREERS TO ALL NISGA'A CITIZENS WHILE MAXIMIZING ECONOMIC PROSPERITY AND GROWING THE ECONOMIC COMMON BOWL (SAYTK'ILHL WO'OSIM) OF THE NATION.



ensure RECIPROcity IN ALL RELATIONSHIPS

OUR PURPOSE

NISGA'A GROWS CAREERS

Rebuilding economy

LOCAL ENTREPRENEURS

OPPORTUNITIES are MAXIMIZED

CITIZEN ECONOMIC WELLBEING

TRAINING & CAPACITY BUILDING

Protect
LEVERAGE
→ HUMAN
→ NATURAL
→ CULTURAL
→ FINANCIAL RESOURCES

ECONOMIC THE COMMON BOWL



NGC we're the most desired place to WORK!

EQUITY IN A MAJOR PROJECT

WORK with COLLABORATIVE AGREEMENTS for HEALTH & WELL-BEING of OUR PEOPLE

establish CLEAN ENERGY & WATER

We have a competitive advantage due to low cost energy!

We're the PREMIERE DESTINATION IN THE NORTH

FACILITATE MORE HOUSING

\$900 M IN NET REVENUE

GOALS

CULTURAL VALUES ARE FOUNDATIONAL

STRENGTHEN LANGUAGE (translate these values!)

Respectful OF LAND, CULTURE, PEOPLE

Innovative IN BUSINESS & CULTURE

Trust

Reciprocity

Transparency

SUSTAINABILITY

NISGA'A CITIZENS ARE FULLY EMPLOYED AT ALL LEVELS

SUPPORT GROWTH OF ___# THROUGH EDUCATION & TRAINING PROGRAMS

KIT for HOSTING FEASTS

MENTORSHIP!

Hands dart!

BOARD OF DIRECTORS



Chris McNeil, Jr.
Chair

Chris McNeil Jr., (Tlingit, Haida, Nisga'a) has served as special counsel to the Alaska Federation of Natives, chairman of the Native American Rights Fund, the first director of American Indian Program at Stanford University, second vice president of the Central Council of the Tlingit & Haida Indian Tribes of Alaska, director of Goldblatt, Incorporated, director of the American Indian

National Bank, president of the Juneau Tlingit & Haida Community Council, chairman of Tlingit & Haida Regional Housing Authority, Washington representative and counsel to the Mashantucket Pequot Tribal Nation of Connecticut, and chairman of the Native American Contractors Association.



Dr. Brent Mainprize
Director

Dr. Brent Mainprize, MBA, PhD, is an award-winning professor at the University of Victoria's Gustavson School of Business where he teaches entrepreneurship and Indigenous economic development. Brent has over 20 years' experience as an entrepreneurship educator, academic, and facilitator of economic change in Indigenous communities. Brent has held entrepreneurial management positions in the telecommunications high tech sector and continues to balance academic and

new venture pursuits. Brent has secured venture capital as an entrepreneur and as a consultant helping high growth companies. As a management consultant, Brent has helped high growth companies secure large private equity placements, prepared for acquisition, and developed a variety of financial models and marketing solutions. He brings a wealth of expertise and experience to the Nisga'a Growth Corporation.



Edward Clayton
Director

Edward proudly identifies as Nisga'a, with Nisga'a and Tsimshian ancestry in his immediate family. His experience in working in administration and economic development both with the Nass Valley and in external First Nations organizations with a focus in economic development and corporate finance positions will bring diversity of experience and financial strength to the Nisga'a Growth Corporation Board.

By gaining progressively more responsibility in accounting positions, Edward is comfortable in Corporate Controller and/or Chief Financial Officer positions with various companies across multiple industries. His specialized knowledge and passion for the economic growth and well-being of the Nation is welcomed on the Board.

BOARD OF DIRECTORS



Teresa Azak
Director

Teresa Azak is a Nisga'a citizen and Elder, with a broad base of experience in running small businesses and pursuing entrepreneurial ventures. An individual who has spent a lifetime asking questions to learn and grow, her fit with the board to continue to ask questions will be an invaluable benefit.

As a Nisga'a language speaker, and an Elder, her connection to Nisga'a culture is strong, and her wisdom in providing guidance in these areas of profound importance. Teresa is simply a highly committed and strong board candidate with a perspective that is important to ensure a well-balanced board for a start-up enterprise like the Nisga'a Growth Corporation.



Stephen Johnson
Director

Stephen is a proud Nisga'a citizen, Lax̱giik from Wilps Gwiix Maaw', who leads a healthy lifestyle and volunteers leading youth and families in his community. As an expert in Nisga'a tourism and building connections, Stephen has successfully operated Nass Valley Tours, and worked to build connections with Nisga'a tourism

operators in the Valley to create opportunities for all to benefit from the growing Indigenous tourism industry.

Stephen brings a strong desire to improve the health and well-being of all Nisga'a citizens to the Board, and will strive to break down barriers and make positive and enduring connections.



Ryan Weymark
Director

Ryan is an energetic Professional Engineer (P. Eng.) with experience in mining, heavy civil and infrastructure projects. He has experience working on projects as a consultant, contractor and owner's representative at various stages, including due-diligence, M&A, economic studies (pre-feasibility to feasibility), permitting (provincial and federal) and construction. He has worked on numerous advanced stage projects in strategic roles,

with the ability to bridge the gap between corporate and technical teams. He is a Technical Advisor to several exploration companies, a Director of the Britannia Mine Museum and an Industry Advisory Committee member for UBC's Department of Mining Engineering. Ryan's industry experience brings a depth and breadth of knowledge and networks to the Board.

1 – Introductions

MANAGEMENT TEAM



Arthur Mercer
Chief Executive Officer

Arthur Mercer, *Sim'bogit Galga*, has 30 years' experience in areas of government, economic development as well as business operations that include public companies as well as private sector development.

Arthur has led and executed complex joint ventures, bringing together diverse community economic and business development leaders. He previously managed, as Chief Executive Officer, the Nisga'a

Commercial Group of companies. Prior to this, he was the Economic Development Coordinator for the Nisga'a

He has extensive experience on both private and public entity boards.

With his broad experience in resource and infrastructure development, Arthur continues to network with the private sector, industry, educational institutions and governments in developing strategic economic development partnerships that incrementally improve on business development and capacity building.





2 ENVISIONING FUTURE SUCCESS

In this section, the NGC sought to open up the future in order to project a vision for economic prosperity for the company and the Nisga'a Nation. This was done by envisioning headlines of success in the future – the triumphs and “good news stories” the Board and management of NGC would hope to see in 5 years.

While not all of these headlines would be directly brought about by the economic activities of NGC, this activity provided a starting space for the discussion of what actions and decisions would be required by NGC to move towards these goals.

The graphic on the next page is the visual representation of this discussion.

GOOD NEWS STORIES

WHAT ARE FUTURE HEADLINES SAYING ABOUT US?
IN 5 YEARS...

WHAT IMAGES DO WE SEE...?

TRANSPARENCY & TRUST



WE HAVE STRONG RELATIONSHIPS ACROSS VILLAGES

EXTERNAL PARTNERSHIPS BRING

GOOD IMPROVEMENTS

- SPORTS
- PLAYGROUNDS
- FACILITIES

EDUCATION

WE HAVE FUNDS TO REINVEST IN COMMUNITIES

NGC TRUCKS AT WORK



EMPLOYING OUR ELDERLY & PEOPLE WITH CULTURE



INDIGENOUS Wellness & TREATMENT CENTRE



NGC AN OWNER OF MAJOR PROJECTS

SOCIAL DEVELOPMENT FUND

OUR ECONOMY IS DRIVEN BY ENTREPRENEURS!

WE HAVE AN ENTREPRENEUR PROGRAM!

"NISGA'A BUSINESS HIRES 100th employee"



OUR ECONOMY IS SUSTAINABLE!
we're INDEPENDENT!

People have access to TRAINING, EDUCATION because we have partnerships with schools (WVW?)

MINING CONTRACT AWARDED TO NISGA'A OWNED PROVIDER

KSI' LISIMS LNG OPERATIONAL

RESPECTFUL COMPANY TO WORK FOR

NISGA'A CITIZENS PAY LOWEST ENERGY & UTILITIES!

BEST IN BC!

NGC LEADS THE WAY

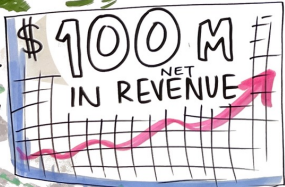
NGC SIGNIFICANTLY UPS NLG OPERATING BUDGET!



NGC LEVERAGES AND INCREASES TECH INFRASTRUCTURE

PEOPLE ARE EMPLOYED IN THE VILLAGES

People are moving back!



TRANSPORTATION BETWEEN VILLAGES & TO TERRACE



TOURISM

We are THE DESTINATION IN THE NORTH!

Trails OPEN!



2 – Envisioning Future Success

GOOD NEWS STORIES

In the future, the envisioned successes of the Nisga'a Growth Corporation (NGC) Strategic Plan would be reflected in various positive outcomes and milestones.

A mining company publication would announce a mining contracting/drilling opportunity exclusively for a wholly owned Nisga'a organization. This opportunity would generate a large demand for employment, attracting individuals from other parts of the province and resulting in a migration of people back to the Villages. NGC would be recognized as a respected and desirable workplace, being ranked among the "50 best places to work in BC/Canada" and becoming the preferred choice for industry collaboration. NGC's growth would be remarkable, with its employee count reaching several hundred, and its revenue exceeding one hundred million within a span of five years.

The appeal of the Nisga'a homelands would be so compelling that individuals would relocate, leading to a rise in housing starts and the construction of homes. Efforts to preserve and promote the Nisga'a language would be evident through the establishment of a longhouse where Elders would be employed to teach the youth. The support for Nisga'a culture and Elders would extend to resources provided by NGC, including transportation services such as the purchase of a Handy Dart bus for Elders' shopping and errands. NGC would also forge partnerships with organizations like Nisga'a Valley

Healthy, facilitating the development of Health and Wellness Centers and Treatment Centers with significant annual revenue potential.

The region would thrive as a tourism destination, experiencing an upsurge in visitor traffic, leading to increased entrepreneurship and small business success. Notably, the creation of a world-class trail from Gingolx would attract outdoor enthusiasts for hiking and fishing charters, as well as multi-day charters. The tangible and visible assets of the community, including buildings and equipment, would further exemplify the progress achieved.

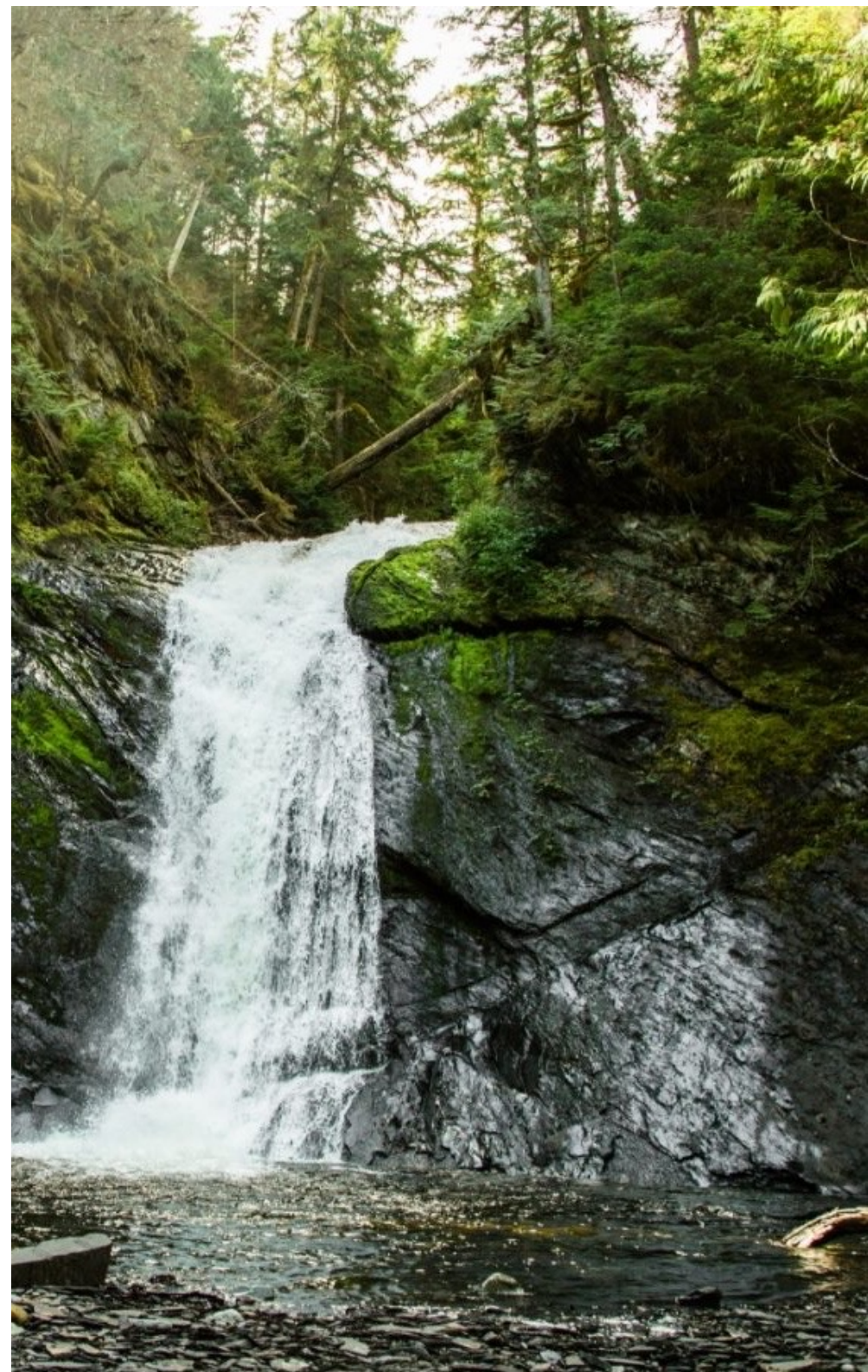
The Nisga'a economy would be driven by entrepreneurs and small businesses, with NGC taking the lead in securing the Ksi Lisims LNG contract and becoming a significant owner of a clean energy project with equity ownership. NGC's commitment to supporting high-quality jobs and careers would be evident, along with its contribution to economic opportunities through the construction of a marina in Gingolx. The Nation as a whole would establish new programs and Trusts to provide benefits and reinvestment opportunities for individuals.

2 – Envisioning Future Success

GOOD NEWS STORIES

The growth of businesses would be facilitated, including support during their expansion phases, and a strong relationship would be forged with a training institution, offering employment and training programs through the WWNI for new jobs and careers. Regular successful quarterly reports would be hosted, fostering transparency and collaboration between the Villages and citizens. The realization of economic independence and the capacity to undertake large acquisitions or equity investments would signify significant achievements. Furthermore, a 100% Nisga'a owned company would secure a lucrative \$25 million contract, and a Nisga'a entrepreneur would celebrate the hiring of their 100th employee.

NGC's efforts would also be instrumental in significantly increasing the operating budget of NLG (Nisga'a Lisims Government), while harnessing the commercial internet bandwidth under LITS, affirming their position in the Nisga'a information highway. Notably, Nisga'a citizens would benefit from the lowest energy rates in Canada, further enhancing their quality of life. These collective accomplishments would exemplify the positive transformation and success brought about by the Nisga'a Growth Corporation Strategic Plan.





3 ECONOMIC LANDSCAPE

The Nisga'a Nation and the Nisga'a Growth Corporation are within a landscape of Unrealized Potential. As part of providing direction to the Management Team to prioritize and allocate time and resources to particular opportunities, these opportunities were both identified and mapped – both for “quick wins” and for more long-term projects.

Opportunities were divided up into three quadrants: those opportunities are anticipated to be “quick and easy”, those that are “long term and easy” and those that are “long term and complex”.

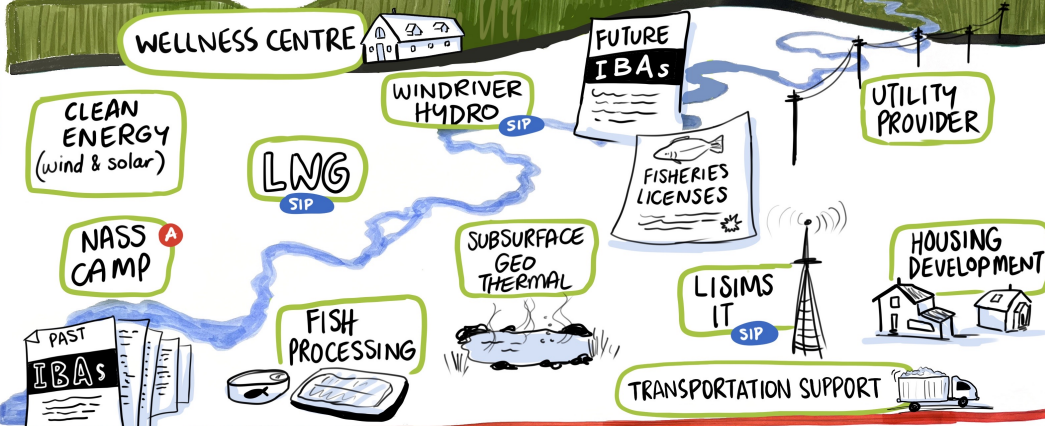
The graphic on the next page is a visual representation of these quadrants.

OPPORTUNITIES

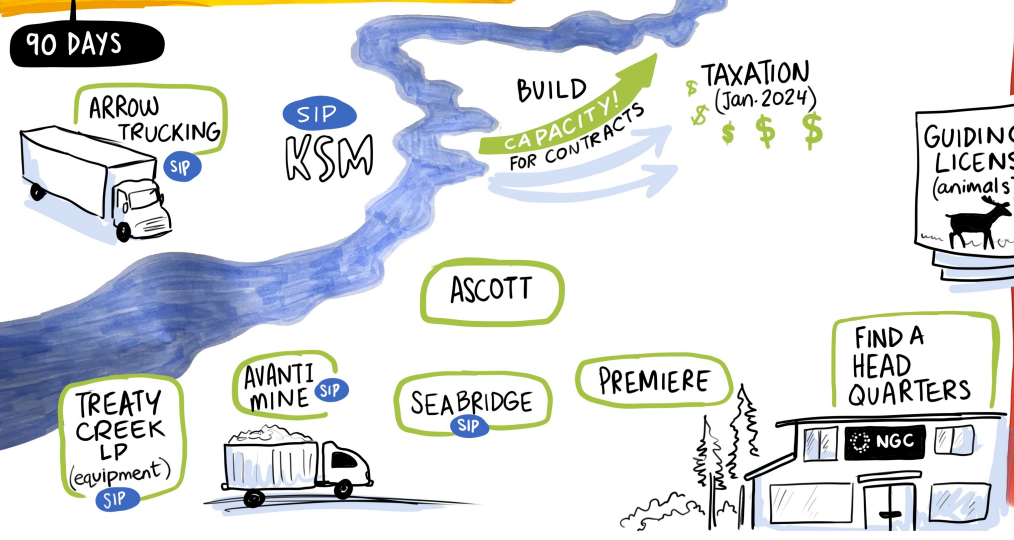
SIP
SERVICE FOR
INDUSTRY
PARTNERS

A
ASSET

LONG TERM & COMPLEX



QUICK & EASY



LONG TERM & EASY



3 – Economic Landscape

OPPORTUNITIES

Prioritizing economic opportunities is crucial for sustainable growth, prosperity, and overall well-being. It empowers individuals, creates jobs, fosters innovation, and reduces dependence on external sources of funding.. Economic opportunities strengthen local economies, generate tax revenues, and promote social cohesion. They enable communities to utilize their resources, adapt to change, and compete globally. By nurturing entrepreneurship and investment, the Nisga'a Growth Corporation can unlock potential, achieve sustainable growth, and create a prosperous future for all Nisga'a Citizens.

QUICK AND EASY

Under the heading "Quick and Easy," opportunities in the following areas can be pursued: Arrow Trucking, KSM, Avanti Mine, Ascott, Treaty Creek LP equipment, Seabridge, taxation (starting January 2024), finding a headquarters, building capacity for contracts, and finding ways to efficiently utilize the guiding license for animals and hunting.

LONG TERM AND EASY

In the "Long Term and Easy" category, the focus will be on commercial recreation tenure, K'alii Aks Timber, engineering consulting, highway and right-of-way construction, environmental assessment, Vetter Falls (asset), procurement opportunities from the government, assaying, Meziadin Junction (asset), Tseax B&B (asset), drilling, wood

manufacturing, tourism, transportation, camp services, vacant property behind the school (asset), event planning services, helicopters, and fish guiding.

LONG TERM AND COMPLEX

Under the "Long Term and Complex" category, the following opportunities require more extensive planning and effort, but will provide larger and more long-term benefit to the Nation: clean energy (wind and solar), efficiently utilizing Nass Camp (asset), LNG and Ksi Lisims related opportunities, fish processing, Windriver Hydro. It also includes opportunities related to subsurface geothermal, future IBA's, fisheries licenses, Lisims IT, becoming a utility provider, a wellness centre, transportation support, and housing developments.

On the graphic on the preceding page, the opportunities are divided into three categories – assets, which are currently owned by NLG, Services for Industry Partners (SIP), and other, which serve to categorize the type of capacity and operational planning required for each opportunity.



4 ACTION PLAN

As a new corporation, faced with a bounty of opportunity, and with a new Management Team, the Board of Directors acknowledged the efficacy of developing a matrix of actions and responsibilities for both the NGC Board and the Management Team for the next 30, 60, and 90 days.

This visual exercise and strategic plan highlighted the actions necessary to begin to work towards not only the “quick and easy” opportunities identified in the previous section, but to also set the groundwork necessary to achieve longer term goals.

The strategic plan shows the importance of setting up properly before starting up – while urgency and timeliness is imperative, having the structures in place to succeed will serve both NGC and the Nation in the longer term.

The graphic on the next page is a visual representation of these quadrants.

30-60-90 DAY PLAN

30

60

90



TAXATION



TRIP TO THE SOUTHERN UTE

COMMUNICATIONS



BRENT: DRAFT VISION & VALUES



STRAT PLAN: SHARE WITH EXECUTIVE

TRIP TO SOUTHERN UTE

LOGO DESIGN CONTEST

FINANCE & AUDIT COMMITTEE MEETING



NISGA'A BUSINESS REGISTRY



INTERNAL POLICIES & FINANCES



OPERATING PLAN

(BASED ON STRAT PLAN)
• TOURISM
• WELLNESS CENTRE



Draft

LIST & PLAN FOR ASSETS



KSM & ASCOTT OPPORTUNITIES



ARROW TRUCKING



CONTINUE TO WORK WITH NLG ON IBAs

NON FINANCIAL POLICIES



ADD 7th BOARD MEMBER

COMMUNICATION WITH SERVICE PROVIDERS

OFFICE SPACE



FINAL OPERATING PLAN

KSI' LISIMS LNG

START 2024 BUDGETING



BOARD MEETING



4 – Action Plan

■ 30-60-90 DAY PLAN

Having a 30, 60, and 90-day plan is crucial to the Nisga'a Growth Corporation as it provides a structured roadmap for success, ensuring focus, productivity, and progress within specific timeframes. The graphic on the proceeding page will assist both the NGC Board and Management to set clear goals, prioritize tasks, and monitor their achievements.

30 DAY PLAN

A 30-day plan allows for immediate action and quick wins. It enables individuals or teams to identify and tackle critical tasks, establish momentum, and make tangible progress. This short-term focus ensures that immediate needs and priorities are addressed, laying a solid foundation for subsequent stages of the plan.

In the next 30 days, the CEO will focus on developing a plan for the change in taxation. Both the Board and the CEO will visit the Southern UTE trip to build relationships and learn from success. Communications will remain a priority – both internally and externally. The Board will draft Vision and Values statements, and develop a Strategic Plan to share with NLG Executive. The Finance & Audit Committee will meet and develop a Terms of Reference and begin appropriate policy work. The Nisga'a

The Business Registry will continue to be a focus, and the Board will launch a logo design contest to replace the interim NGC logo.

60 DAY PLAN

The 60-day plan builds upon the initial achievements and sets the trajectory for continued growth and development. This phase encourages adaptability and course correction, based on feedback and emerging opportunities, to ensure steady progress towards the desired outcomes.

In the next 60 days, the CEO will begin to develop key internal policies – both legal and financial. They will seek to further develop opportunities within the Treaty Creek Partnership, KSM, Ascott, and Arrow Trucking. A Draft Operating Plan will be developed, after the finalization of this Strategic Plan.

The Board will continue to work on NLG regarding IBAs, and how NGC can contribute to the betterment of the Nation. They will also develop and approve non-financial Policies, hold a board meeting, and begin the process to add the 7th and final Director.

4 – Action Plan

30-60-90 DAY PLAN

90 DAY PLAN

The 90-day plan encompasses a broader scope and aims to consolidate previous accomplishments while driving towards the ultimate objectives.

In the next 90 days, the CEO will continue communication with service providers to create partnerships and relationships, seek appropriate office space, and create a final operating plan for approval by the Board. Both the CEO and the Board will focus on Ksi Lisims LNG, and the opportunities this project creates. A list and plan for all identified assets will be developed.

The board will meet again to continue best practices, and begin the process of budgeting for 2024, with the knowledge gained from the prior 90 days.

By breaking down the journey into manageable increments, a 30, 60, and 90-day plan ensures a sense of progress, motivation, and momentum, increasing the likelihood of achieving long-term success for the Nisga'a Growth Corporation.

Co



THE BUSINESS ARM OF THE NISGA'A NATION

NGC Board Chair: Chris McNeil, Jr.

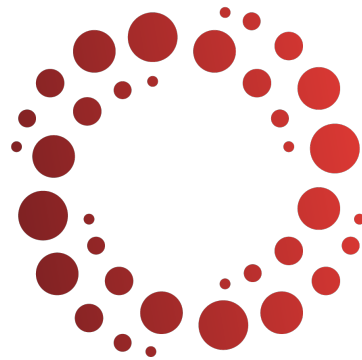
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NGC
NISGA'A GROWTH
CORPORATION