In 2004 and 2005, the Province of British Columbia created the Northern Development Initiative Trust, entrusting the region and its leaders with $185 million to work together to build a stronger North.

Northern Development’s service area covers four regions that span nearly three quarters of the province and serves communities, First Nations, businesses and non-profit organizations.
THE BEST ECONOMIC DEVELOPMENT DECISIONS FOR THE NORTH SHOULD BE MADE IN THE NORTH

MESSAGE FROM THE CEO AND BOARD CHAIR
WHAT GUIDES US
Our Strategic Pillars, Our Mission, Vision and Values, Our Ethics
GOVERNING A SUSTAINABLE, RESPONSIVE CORPORATION
SUPPORTING THE DEVELOPMENT OF RESILIENT, PROFITABLE BUSINESSES
STIMULATING WELCOMING, THRIVING COMMUNITIES
ENHANCING REGIONAL CAPACITY, INVESTMENT AND OPPORTUNITIES FOR GROWTH
STRATEGIC PLAN: AT A GLANCE
MORE THAN A FUNDING AGENCY

The strategic vision of Northern Development Initiative Trust continues to be focused on sustainable financial management, responsive programs and innovative approaches to economic development that meet the needs of the communities and businesses we serve. After more than a decade since inception, the Trust has a lot to be proud of. Most importantly, the communities we were intended to serve continue to derive value from our programs on an annual basis, accessing support and services that are flexible to the unique needs of villages, cities and rural areas throughout the vast geographic region the Trust serves.

Since 2005, Northern Development has invested approximately $168 million in nearly 2,800 economic development projects from Lytton to Atlin and Valemount to Port Clements. These projects have put more than 6,000 people to work and helped unlock in excess of $1 billion in new funding to our region. Since inception, more than 70% of the Trust’s investments have been spent in communities with fewer than 5,000 people. In 2017 alone, the Trust committed more than $14 million in funding to nearly five hundred new projects, ranging from airport and arena upgrades and community hall improvements, to marketing campaigns, shop local initiatives, business façade improvements and the deployment of new technologies to strengthen our forestry sector.

This success is underwritten by two key ingredients:

1. A conservative-balanced investment management strategy that has generated healthy financial annual returns to the Trust; and

2. A governance model that ensures every community in central and northern B.C. has a voice when it comes to the Trust’s strategic direction, program development and project approvals.

After 13 years of operations, we believe the structure of the Trust delivers on the Province of British Columbia’s original intent and purpose when it established the corporation in 2004 and that “the best economic development decisions for the North should be made in the North.”

The Trust’s 2018 – 2020 Strategic Plan reflects the advice of our regional advisory committees and the objectives of the board of directors. It is informed by our resources, the current state of the economy in the region we serve, the results we’ve generated in previous years and the goals we’ve set for the future. It is an evergreen document that evolves annually to ensure we keep pace with the dynamic and changing nature of the region we serve. We believe it not only honours the original premise upon which the Trust was established, but also outlines clear and measurable goals that reinforce our ‘get to yes’ culture.

We thank the leaders of the region for embracing the Trust and stewarding a legacy that generates benefits for the people who call central and northern B.C. home – it is their vision, dedication and passion that is the foundation of Northern Development’s success.
WHAT DRIVES US

OUR STRATEGIC PILLARS

GOVERNING A SUSTAINABLE AND RESPONSIVE ORGANIZATION

SUPPORTING THE DEVELOPMENT OF RESILIENT AND PROFITABLE BUSINESSES

STIMULATING WELCOMING, THRIVING COMMUNITIES

ENHANCING REGIONAL CAPACITY, INVESTMENT AND OPPORTUNITIES FOR GROWTH

OUR VISION, MISSION AND VALUES

OUR VISION
Northern B.C. has world-class industries, diversified regional economies and growing, energetic communities.

OUR MISSION
The Trust exists to stimulate economic growth through strategic and leveraged investments that build a strong and diversified economy in central and northern B.C.

OUR VALUES
We strive to be trusted for our integrity, accountability, collaboration and passion.

We are responsive, yet responsible.

OUR ETHICS

As stewards of a public trust incorporated under legislation by the Province of British Columbia, we promise to:

• Dedicate ourselves to building economic capacity and sustainability throughout the Trust’s service area.
• Responsibly steward a capital base to support Trust area communities in perpetuity.
• Develop strong partnerships throughout the region and uphold the values of the communities we serve.

But not to:

• Favour one region, community or business over another.
• Adopt or promote a political affiliation or put our interests ahead of central and northern B.C.’s.
### DEMONSTRATE EXCELLENCE IN SUSTAINABLE FINANCIAL MANAGEMENT

**WE AIM TO:**

<table>
<thead>
<tr>
<th>Aim</th>
<th>Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Govern the Trust’s capital assets in perpetuity</td>
<td>Optimize investment returns within the Statement of Investment Policies and Procedures set by the board</td>
</tr>
<tr>
<td>Maintain streamlined, effective and accurate project and financial management systems</td>
<td>Achieve annual external financial audits that demonstrate the Trust’s fair, responsible and accurate financial management</td>
</tr>
<tr>
<td>Maximize investment in northern B.C. projects each year</td>
<td>Invest between 5% and 7% of the funding accounts’ capital base in new project approvals annually</td>
</tr>
<tr>
<td>Effectively manage and administer third-party endowments and funding programs</td>
<td>Provide low-cost, maximum-value management of third-party funding programs aligned with the Trust’s mandate and/or service area</td>
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### DEMONSTRATE BEST PRACTICES IN CORPORATE GOVERNANCE AND OPERATIONS

**WE AIM TO:**

<table>
<thead>
<tr>
<th>Aim</th>
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</thead>
<tbody>
<tr>
<td>Align Trust mandate and operations with governing legislation</td>
<td>External reviews confirm the Trust’s alignment with governing legislation</td>
</tr>
<tr>
<td>Align with the Province of B.C.’s Board Best Practices</td>
<td>Maintain ‘Implementing Board Best Practices Guidelines’ report annually</td>
</tr>
<tr>
<td>Strengthen and protect corporate knowledge and best practices</td>
<td>100% of board and executive team have governance training</td>
</tr>
<tr>
<td>Program delivery is innovative and managed with continuous improvement to respond to the region’s changing needs</td>
<td>Corporate manuals, documents, records and continuity plans are relevant and up-to-date</td>
</tr>
<tr>
<td></td>
<td>Annual program and project audits result in recommendations to the regional advisors and/or board for program improvements</td>
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</tbody>
</table>
WE AIM TO:

Actively work with communities to understand, address and monitor community and economic development issues and priorities

Initiate proactive communications to improve the reputation and awareness of the Trust

Adopt a culture of service when working with project proponents, partners and communities around the region and beyond

HOW WE MEASURE SUCCESS:

Maintain quarterly meetings with Regional Advisory Committees with an average attendance rate of at least 75% per member

Ensure that positive sentiment toward the Trust is maintained

Achieve at least 90% client satisfaction through annual surveys on all aspects of program delivery

Northern Development began comprehensive strategic planning, process and program reviews in 2017 with Board, Advisory Committee members and staff. We continue this today, and every day, as we strive for constantly responsive programming and support for the ever changing Northern Economic Climate.
# SUPPORTING THE DEVELOPMENT OF RESILIENT, PROFITABLE BUSINESSES

## SUPPORT IMPROVED PROFITABILITY

**WE AIM TO:**

- Support local procurement opportunities for regional businesses
- Support spending in locally-owned, independent regional businesses
- Drive more foot-traffic into downtown shops in communities throughout the region

**HOW WE MEASURE SUCCESS:**

- Maintain an accurate, up-to-date database of supply chain businesses throughout the region
- Communicate procurement opportunities to businesses to increase local business participation
- A positive impact and increased traffic/spending in locally owned, independent businesses throughout northern B.C.
- At least 20 communities participate in the Business Facade Improvement program and disburse more than 75% of funds

## ENHANCE REGIONAL BUSINESS INNOVATION

**WE AIM TO:**

- Support the development and/or implementation of innovative approaches or new products to help advance regional industries

**HOW WE MEASURE SUCCESS:**

- Support 20% of Competitiveness Consulting Rebate projects and five to 10 Northern Innovation Fund projects for innovation in businesses

## FACILITATE THE DELIVERY OF BUSINESS EXPERTISE

**WE AIM TO:**

- Partner in the delivery of business development programs
- Support access to consulting services that will increase the competitiveness of small and medium-sized regional manufacturing and supply chain businesses

**HOW WE MEASURE SUCCESS:**

- Partner and deliver business support programs, events and workshops focused on business capacity building. Survey participants
- Promote and deliver consulting programs to industrial businesses with 50% new clients annually
Small-to-medium sized businesses are the number one employer in Northern BC. In 2017, Northern Development continued ongoing business support through many strategic partnerships with organizations like Small Business BC, Women’s Enterprise Centre and Loco BC.

Entrepreneurs were supported through mentors, participation in business training, access to expertise and online profile.

These supports all help drive traffic into local businesses, improve business operations and ultimately support profitability and growth.
## STIMULATE WELCOMING, THRIVING COMMUNITIES

### SUPPORT COMMUNITY-BASED ECONOMIC DEVELOPMENT INITIATIVES

**WE AIM TO:**
- Create avenues for pine beetle-impacted communities to access Trust funding for grassroots-based initiatives
- Deliver funding to help communities improve, expand or build facilities that diversify the local economy
- Deliver funding to support increased service sector revenues and tourism product development in small communities
- Support campaigns and initiatives that improve community-based business and resident attraction and retention initiatives

**HOW WE MEASURE SUCCESS:**
- Support five economic diversification projects in pine beetle-impacted communities annually
- Support the improvement, expansion or building of 20 major infrastructure facilities within the Trust’s service area annually
- Support the improvement, expansion or building of 100 community gathering and recreation facilities within the Trust’s service area annually
- Support 20 marketing initiatives/campaigns within the Trust’s service area annually that improve awareness of opportunities in the region

### STRENGTHEN LONG-TERM COMMUNITY SUSTAINABILITY

**WE AIM TO:**
- Support communities in making sound investments in capital infrastructure projects
- Support the development of long-term community-led endowments
- Support the long-term growth and sustainability of unique destination festivals and sport tourism events
- Support community-led initiatives toward improved broadband and cellular connectivity throughout northern B.C.

**HOW WE MEASURE SUCCESS:**
- Support 10 investment analysis projects annually that could stimulate capital investment within the Trust’s service area
- 100% of Northern Development established endowments remain in existence and continue to grow their capital base
- Festivals and events throughout the Trust’s service region attract an attendance base that is at least 15% from outside the host community
- Program criteria and resources are developed to support connectivity projects throughout the Trust’s service region
**SUPPORT INVESTMENTS IN INDIGENOUS, RURAL AND REMOTE COMMUNITIES**

**WE AIM TO:**

Support the development of program criteria that ensures small communities have opportunities for economic growth

Assist indigenous communities and organizations to access funding to support initiatives that help improve quality of life and revenue

Help non-profit organizations access funding to support initiatives that help improve community quality of life and regional revenue

**HOW WE MEASURE SUCCESS:**

$6,000,000 of Trust funding is invested annually into communities with populations of less than 5,000 people

15% of all applications for funding received are submitted by First Nations communities or organizations

25% of Trust funding is invested with non-profit organizations

**NORTHERN DEVELOPMENT PRIMARILY FUNDS BRICK AND MORTAR CAPITAL INFRASTRUCTURE PROJECTS THAT PROVIDE A LASTING ASSET FOR COMMUNITY BENEFIT. OUR INVESTMENTS INTO THESE COMMUNITY FACILITIES VARY FROM MOUNTAIN BIKE TRAILS AND LEGIONS TO AIRPORTS AND MARINAS AND ARE DRIVEN BY COMMUNITY PRIORITIES.**
ENHANCE REGIONAL CAPACITY, INVESTMENT AND OPPORTUNITIES FOR GROWTH

ENHANCE ACCESS TO EXPERTISE TO BUILD A RESILIENT ECONOMY

WE AIM TO:

Ensure that communities have access to a qualified pool of candidates for local government succession

Ensure that communities have the capacity to realize self-determined economic development opportunities

Ensure that communities have access to locally-based grant writers to unlock funding opportunities

HOW WE MEASURE SUCCESS:

Recruit, fund and mentor at least five interns in partnership with local governments or First Nations communities

At least 70% placement of interns into full-time employment or post-graduate studies within the region post-internship

90% of communities within the Trust’s service region have financial support to fill economic development capacity needs

Fund and fill more than 50 grant writer positions to unlock at least $100 million in funding annually to support community and economic development projects throughout central and northern B.C.

ACHIEVE A MULTIPLIER EFFECT WITH THE TRUST’S INVESTMENTS

WE AIM TO:

Establish collaborative partnerships to maximize dollars flowing into communities

Support the development of program criteria that encourages partnerships

HOW WE MEASURE SUCCESS:

For every $1.00 of Trust funding, an average of $2.50 is contributed from other funding sources

Projects are undertaken annually that are led by a collaboration between two or more local governments within central and northern B.C.
**LEVERAGE STAFF EXPERTISE TO SUPPORT COMMUNITY ECONOMIC DEVELOPMENT**

**WE AIM TO:**

<table>
<thead>
<tr>
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<th>HOW WE MEASURE SUCCESS:</th>
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<tbody>
<tr>
<td>Be recognized for trusted expertise to support community economic development initiatives</td>
<td>Deliver up to 10 annual events or workshops focused on grant writing, business development, marketing, communications and economic development</td>
</tr>
<tr>
<td>Be recognized as subject matter experts in community development</td>
<td>Deliver resources that provide community development expertise</td>
</tr>
<tr>
<td>Maintain information about the northern B.C. economy</td>
<td>Deliver information about the state of the northern economy</td>
</tr>
</tbody>
</table>

**ATTRACTING AND RETAINING EXPERTISE AND FINANCIAL INVESTMENT IN THE REGION IS KEY TO ECONOMIC SUCCESS. NORTHERN DEVELOPMENT SUPPORTS THE REGION THROUGH CAPACITY BUILDING PROGRAMS THAT LEAD TO THE RECRUITMENT AND RETENTION OF TALENT FOR NEW POSITIONS AND SUCCESSION PLANNING, THE ABILITY OF LOCAL GOVERNMENTS TO PURSUE ECONOMIC DEVELOPMENT OPPORTUNITIES AND LEVERAGED INVESTMENTS INTO PROJECTS THROUGHOUT THE REGION. HELPING TO FUND A TWO-YEAR PILOT PROGRAM FOR AN AGRICULTURE COORDINATOR TO SUPPORT FARMERS IN THE REGIONAL DISTRICT OF BULKLEY-NECHAKO IS JUST ONE EXAMPLE OF HOW WE DO THIS.**
# AT A GLANCE

## OUR PRIORITIES

### GOVERNING A SUSTAINABLE AND RESPONSIVE ORGANIZATION

- Demonstrate excellence in sustainable financial management
- Demonstrate best practices in corporate governance and operations
- Excel in stakeholder engagement

## SUPPORTING THE DEVELOPMENT OF RESILIENT AND PROFITABLE BUSINESSES

- Support improved profitability of northern B.C. businesses
- Enhance regional business innovation
- Facilitate the delivery of business expertise

## OUR GOALS

### OUR GOALS

- Govern the Trust’s capital assets in perpetuity
- Maintain streamlined, effective and accurate project and financial management systems
- Maximize investment (between 5 - 7% of funding accounts’ capital base) in northern B.C. projects each year
- Offer low-cost, maximum-value management and administration of third-party endowments and funding programs

## OUR APPROACH

### OUR APPROACH

- Manage the Supply Chain Connector online database of regional supply-chain businesses and promote local procurement opportunities
- Manage the Love Northern BC shop local program and online database of locally-owned independent businesses in northern B.C. and promote consumer engagement with these businesses
- Deliver the Business Facade Improvement program in collaboration with northern B.C. local governments
- Deliver the Competitiveness Consulting Rebate program
- Deliver the Northern Innovation Fund program
- Deliver programs, events and workshops focused on business capacity building
STIMULATING WELCOMING, THRIVING COMMUNITIES

- Support community-based economic development initiatives
- Strengthen long-term community sustainability
- Support investments in indigenous, rural and remote communities

ENHANCING REGIONAL CAPACITY, INVESTMENT AND OPPORTUNITIES FOR GROWTH

- Enhance access to expertise to build a resilient economy
- Achieve a multiplier effect with the Trust’s investments
- Leverage staff expertise to support community economic development

- Support projects in pine beetle-impacted communities
- Support the improvement, expansion or building of community infrastructure and recreation facilities through delivering the Economic Diversification Infrastructure and Community Halls and Recreation Facilities programs
- Deliver the Marketing Initiatives program
- Deliver the Capital Investment Analysis program
- Manage the Community Foundation Matching Grant program
- Deliver the Fabulous Festivals and Events program
- Support broadband and cellular connectivity projects throughout the region
- Support economic development projects in communities with populations less than 5,000 people
- Encourage First Nations and non-profit organization participation in Trust funding programs

- Place interns into local governments and First Nations and help them find permanent employment opportunities within the region
- Provide resources to communities through the Economic Development Capacity Building program so that they are able to pursue self-determined economic development opportunities
- Deliver the Grant Writing Support program to place more than 50 grant writers throughout the region to unlock funding for community and economic development projects
- Encourage collaborative economic and community development projects between local governments
- Deliver events, workshops and resources to share expertise on a variety of economic development topics relevant for the region
Northern Development Initiative Trust combines funding with smart thinking to help Northern British Columbia thrive. The Trust was created for the north and is led by the north. Northern Development is proud to work with communities and partners throughout central and northern B.C. to find ways to say "yes" to economic diversification in our region.

www.northerndevelopment.bc.ca