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.
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
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.
# Governing a Sustainable, Responsive Organization

## Demonstrate Excellence in Sustainable Financial Management

<table>
<thead>
<tr>
<th>WE AIM TO:</th>
<th>HOW WE MEASURE SUCCESS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Govern the Trust’s capital assets in perpetuity</td>
<td>Optimize investment returns within the Statement of</td>
</tr>
<tr>
<td></td>
<td>Investment Policies and Procedures set by the board</td>
</tr>
<tr>
<td>Maintain streamlined, effective and accurate project and financial</td>
<td>Achieve annual external financial audits that demonstrate</td>
</tr>
<tr>
<td>management systems</td>
<td>the Trust’s fair, responsible and accurate financial</td>
</tr>
<tr>
<td></td>
<td>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</td>
</tr>
<tr>
<td></td>
<td>base in new project approvals annually</td>
</tr>
<tr>
<td>Effectively manage and administer third-party endowments and funding</td>
<td>Provide low-cost, maximum-value management of third-party</td>
</tr>
<tr>
<td>programs and seek out opportunities to expand the Trust’s management of</td>
<td>funding programs aligned with the Trust’s mandate and/or</td>
</tr>
<tr>
<td>third-party funds.</td>
<td>service area</td>
</tr>
</tbody>
</table>

## Excel in Stakeholder Engagement

<table>
<thead>
<tr>
<th>WE AIM TO:</th>
<th>HOW WE MEASURE SUCCESS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively work with communities to understand, address and monitor</td>
<td>Maintain quarterly meetings with Regional Advisory Committees</td>
</tr>
<tr>
<td>community and economic development issues and priorities</td>
<td>with an average attendance rate of at least 75% per member</td>
</tr>
<tr>
<td>Initiate proactive communications to improve the reputation, awareness</td>
<td>Ensure that positive sentiment toward the Trust is maintained</td>
</tr>
<tr>
<td>and presence of the Trust</td>
<td>and measured through annual stakeholder engagement surveys</td>
</tr>
<tr>
<td></td>
<td>and ongoing reputation monitoring</td>
</tr>
<tr>
<td>Adopt a culture of service when working with project proponents, partners</td>
<td>Achieve at least 90% client satisfaction through annual</td>
</tr>
<tr>
<td>and communities around the region and beyond</td>
<td>surveys on all aspects of program delivery</td>
</tr>
<tr>
<td>Have a funding process that is managed with continuous improvement to</td>
<td>Increased number of complete applications, increased number</td>
</tr>
<tr>
<td>provide a clear, efficient and positive client experience</td>
<td>of on-time reporting submissions, reduction in project</td>
</tr>
<tr>
<td></td>
<td>processing times</td>
</tr>
</tbody>
</table>
**DEMONSTRATE BEST PRACTICES IN CORPORATE GOVERNANCE AND OPERATIONS**

<table>
<thead>
<tr>
<th>WE AIM TO:</th>
<th>HOW WE MEASURE SUCCESS:</th>
</tr>
</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></td>
<td>Corporate manuals, documents, records and continuity plans are relevant and up-to-date</td>
</tr>
<tr>
<td>Program delivery is innovative and managed with continuous improvement</td>
<td>Annual program and project audits result in recommendations to the regional advisors and/or board</td>
</tr>
<tr>
<td>Program delivery is innovative and managed with continuous improvement</td>
<td>for program improvements</td>
</tr>
<tr>
<td>and systems</td>
<td>Design, build and implement a custom online application form system for clients that’s scalable and</td>
</tr>
<tr>
<td></td>
<td>integrated with the Trust’s Catalyst proprietary project management software</td>
</tr>
<tr>
<td>Provide professional secretariat and governance support to</td>
<td>We will measure success through adherence to board and committee governance and policy, sound</td>
</tr>
<tr>
<td>the BC Hydro Agricultural Compensation Fund Board and the Connecting BC</td>
<td>decision-making and feedback</td>
</tr>
<tr>
<td>Program</td>
<td></td>
</tr>
</tbody>
</table>
SUPPORTING THE DEVELOPMENT OF RESILIENT, PROFITABLE BUSINESSES

SUPPORT IMPROVED PROFITABILITY

WE AIM TO:
Support local procurement opportunities for regional businesses by maintaining an accurate, up-to-date database of supply chain businesses throughout the region

Support spending in locally-owned, independent regional businesses

Drive more foot-traffic into downtown shops in communities throughout the region

Be innovative, responsive and flexible to support businesses impacted by the downturn in key economic sectors throughout our service area

Ensure that projects funded through the BC Hydro Agricultural Fund support improved productivity in the Peace-region agricultural sector

HOW WE MEASURE SUCCESS:
Ensure business information on the Supply Chain Connector is accurate and up-to-date

Maintain participant numbers in the Love Northern BC program, while continuing to provide more exposure and web traffic to their sites via marketing campaigns, local promotion and educational resources for member entrepreneurs

At least 20 communities participate in the Business Facade Improvement program and disburse more than 75% of funds committed to the program each year

We will measure the number of applications submitted and approved through the Forestry Affected Business Rebate program, and measure the impact of new partnerships focused on forest-sector recovery

We will measure success through project commitments, disbursements and reporting

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 up to 10 projects through the Northern Industries Innovation Fund program each year, and ensure at least 20% of Competitiveness Consulting Rebate projects each year support business innovation
**WE AIM TO:**

Collaborate with small business organizations to support capacity and skills development in regional small to medium-sized enterprises.

Support access to consulting services that will increase the competitiveness of small and medium-sized regional businesses.

**HOW WE MEASURE SUCCESS:**

Establish 3 to 5 partnerships for the delivery of small business programming; increased number of regional participants in capacity building programs; high satisfaction rating for program participants.

Promote and deliver consulting programs to small and medium-sized businesses with 50% new clients annually.
## 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 infrastructure projects in pine beetle-impacted communities annually and continue to deliver the Strategic Initiatives Fund program to support communities impacted by industry downturns
- Support the improvement, expansion or building of 20 major 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
- Successfully manage the Connecting BC program in partnership with the province to improve access to broadband internet in rural and remote areas

**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
- We will measure success through project commitments, disbursements and service improvements throughout B.C.
## 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
## 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 capacity for 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 12 interns in partnership with local governments or First Nations communities and Community Futures
- 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.
<table>
<thead>
<tr>
<th>WE AIM TO:</th>
<th>HOW WE MEASURE SUCCESS:</th>
</tr>
</thead>
<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>
GOVERNING A SUSTAINABLE AND RESPONSIVE ORGANIZATION

OUR PRIORITIES

• Demonstrate excellence in sustainable financial management
• Demonstrate best practices in corporate governance and operations
• Provide professional secretariat and governance support for third-party programs
• Excel in stakeholder engagement

SUPPORTING THE DEVELOPMENT OF RESILIENT AND PROFITABLE BUSINESSES

OUR GOALS

• Support improved profitability and productivity of Northern B.C. businesses
• Enhance regional business innovation
• Be innovative, responsive and flexible to support businesses impacted by the downturn in key economic sectors
• Facilitate the delivery of business expertise

OUR APPROACH

• 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 projects each year
• Effective management and administration of third-party endowments and funding programs
• Align Trust mandate and operations with governing legislation
• Align with the Province of B.C.’s Board Best Practices
• Strengthen and protect corporate knowledge and best practices
• Design and implement a custom online application form system for clients that is integrated with the Trust’s project management software
• Program delivery is innovative and managed with continuous improvement to respond to the region’s changing needs
• Actively work with communities to understand, address and monitor community and economic development issues and priorities
• Initiate proactive communications to improve the reputation, awareness and presence of the Trust
• Adopt a culture of service when working with project proponents, partners and communities around the region and beyond
• Have a funding process that is managed with continuous improvement to provide a clear, efficient and positive client experience
• Adhere to board and committee governance and policy, sound decision-making and feedback

• 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 the Forestry Affected Business program
• Measure the impact of new partnerships focused on forest-sector recovery
• Deliver programs, events and workshops focused on business capacity building

OUR APPROACH
• Support community-based economic development initiatives
• Strengthen long-term community sustainability
• Improve access to broadband internet in rural and remote areas
• Support investments in indigenous, rural and remote communities

• 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

• Place interns into local governments, First Nations and Community Futures 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

• 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
• Deliver the Strategic Initiatives Fund 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

• 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

• Place interns into local governments, First Nations and Community Futures 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