NASKAPI NATION OF KAWAWACHIMACH

NNK & NDC

Exploring Our Future Relationship

Community Discussions

Naskapi Nation of Kawawachikamach

A stronger relationship, for the Naskapi people

On October 24, 2025, the NNK and the NDC adopted a **Joint Resolution** to strengthen their relationship and work more closely together for the benefit of the Naskapi people.

THE COMMITMENTS

01 **Communicate openly**
Improve communication and cooperation.

02 **Coordinate activities**
Work more closely on economic development and culture.

03 **Plan together**
Explore stronger joint planning and decision-making.

04 **Build a lasting relatinship**
Establish a clearer, stronger relationship over time.



Naskapi Nation of
Nation Naskapi de
KAWAWACHIKAMACH

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Naskapi Development Corporation
Société de Développement des Naskapis
KAWAWACHIKAMACH, QUÉBEC

JOINT RESOLUTION
by the
COUNCIL of the NASKAPI NATION OF KAWAWACHIKAMACH
("NNK Council")
and the
BOARD OF DIRECTORS of the NASKAPI DEVELOPMENT CORPORATION
("NDC Board")

DATED AS OF OCTOBER 24, 2025

RENEWED COOPERATIVE RELATIONSHIP

WHEREAS the NNK Council and the NDC Board recognize that fostering a cooperative relationship is crucial for ensuring the well-being and prosperity of our Nation;

WHEREAS the NNK Council and the NDC Board recognize that it is in the best interest of our Nation that we work together toward better harmonization, optimization and integration of our resources and activities;

WHEREAS the NNK Council and the NDC Board deem it is in the best interest of our Nation to establish a framework for continuous dialogue and collaboration with the aim of pursuing common goals;

ONTRIBUTIONS

wish to formally acknowledge and extend their gratitude to all
ling, consultation, and review process of this resolution. Their
the collective advancement of the Naskapi Nation have been
rship.

Maggie Mokoush-Swappie Martine Vollant Bob Guanish

KAWAWACHIKAMACH:

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PER THE NASKAPI DEVELOPEMENT CORPORATION:

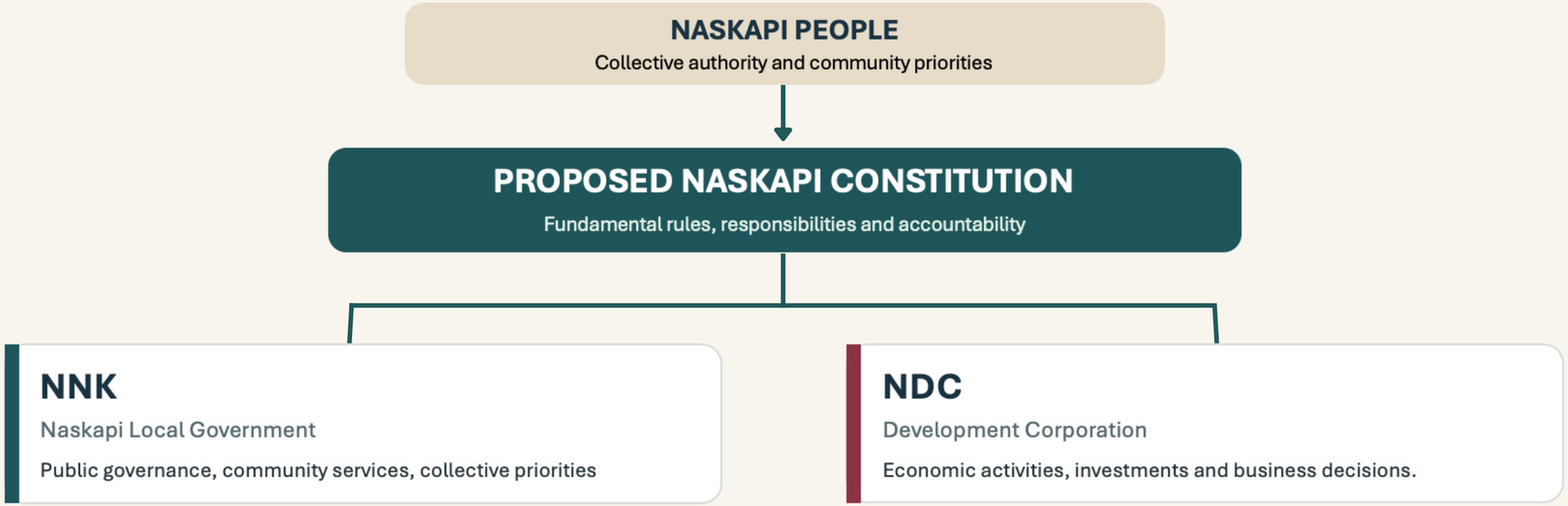
Andy-John Dominique
President & Board Director
Nathan Uniam
Vice-President & Board Director
Leona Shecanapish
Secretary & Board Director
Nigel Einish
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Edward Shecanapish
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Judy Vollant
Board Director
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Marianne Mameanskum Chescappio
Board Director

Could the Constitution bring NNK and NDC closer?

Today, NNK and NDC are **two entirely distinct organizations**, but they have **overlapping responsibilities**.

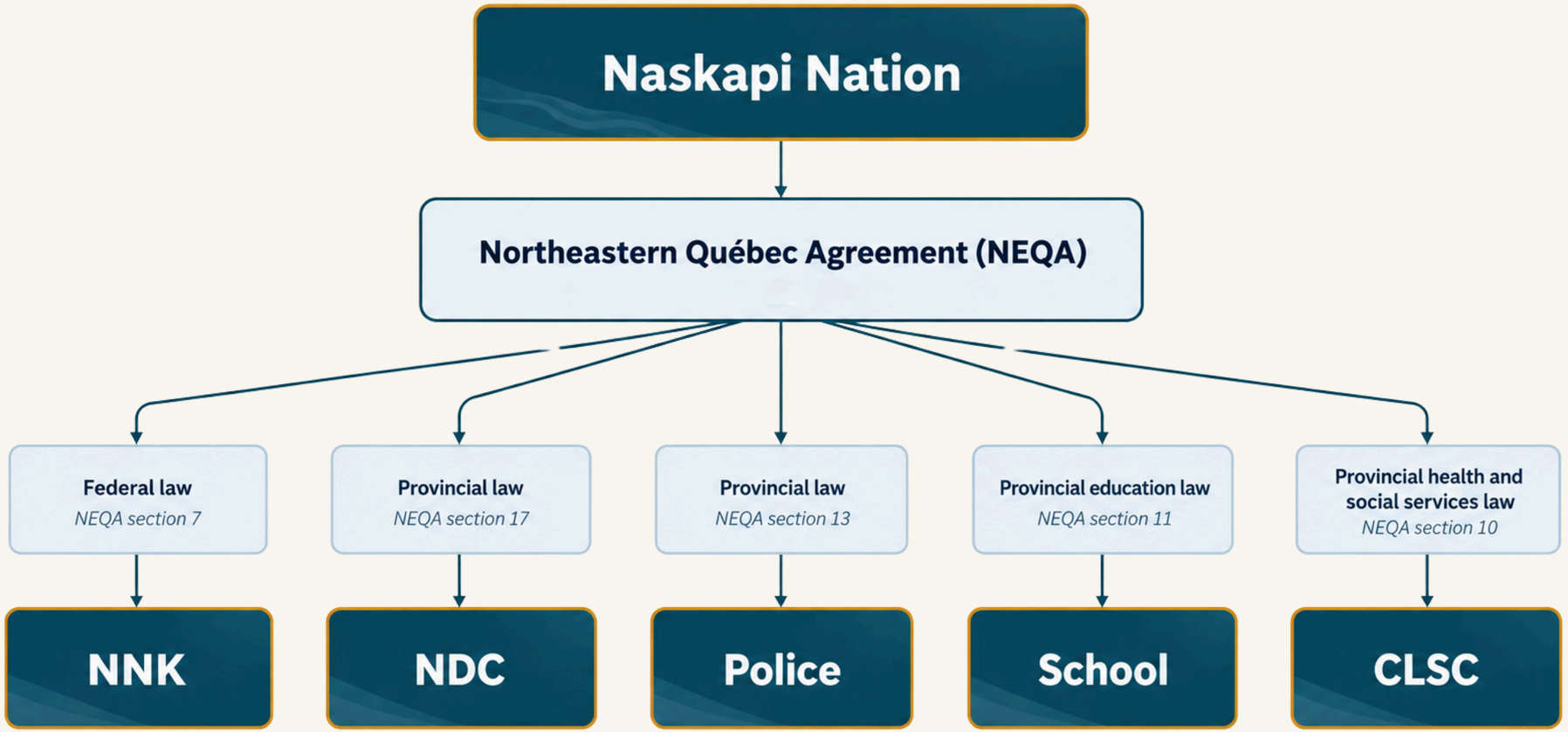
The Naskapi Constitution Working Group has received the mandate to explore how NNK and NDC could be brought together under a common Naskapi governance framework.

The Naskapi Constitution can resolve this issue and help establish a common framework with clearer rules for how both organizations are connected, work together, and remain accountable to the Nation.



How are Naskapi institutions organized today?

Today, different Naskapi institutions operate through different legal frameworks. **NNK** is governed under federal legislation, while **NDC** was established under a separate Québec law. Other services, including education, health, and policing, also have their own legal arrangements.



What are NNK and NDC role within the Naskapi Nation?

Two different roles, both serving the Naskapi people.

NNK

Naskapi Local Government

NNK provides local government and community services for the Naskapi people.

Main responsibilities:

- Governing and making decisions on behalf of the Naskapi people
- Managing community lands and resources
- Providing services and infrastructure
- Supporting community development
- Promoting Naskapi culture and well-being

NDC

Development Corporation

NDC was created to manage and invest compensation received under the NEQA and support the development of the Naskapi community.

Main responsibilities:

- Managing and investing funds
- Supporting businesses and economic opportunities
- Improving living conditions and education
- Preserving Naskapi culture and traditions

Where do their legal responsibilities overlap?

According to the Naskapi and Cree-Naskapi Commission Act

to act as the local government authority on its Category IA-N land

to use, manage, administer and regulate its Category IA-N land and the natural resources

to control the disposition of rights and interests in its Category IA-N land and in the natural resources

to regulate the use of buildings on its Category IA-N land

to use, manage and administer its moneys and other assets

to promote the general welfare of the members of the band

to promote and carry out community development and charitable works in the community

to establish and administer services, programs and projects for members of the band and other residents of Category IA-N land and residents of the Category III land

to promote and preserve the culture, values and traditions of the Naskapi

to exercise the powers and carry out the duties conferred or imposed on the band or on its predecessor Indian Act band by any Act of Parliament or regulations made thereunder, and by the Northeastern Quebec Agreement.

According to the Act that created NDC

to receive, administer, use and invest the compensation provided for in subsections 16.1 and 16.2 of the (Northeastern Quebec) Agreement and the revenues therefrom, as well as all its other funds, in accordance with this Act;

to relieve poverty and to see to the welfare and the advancement of education of the Naskapis

to ensure better living conditions for the Naskapis and to promote the development of the Naskapi community

to exercise the other functions vested in it by other acts or the (Northeastern Quebec) Agreement

to foster, promote, protect and assist in preserving the Naskapi way of life, values and traditions

Shared responsibilities without a clear governance framework makes it hard to know who should lead a project, provide funding, make decisions, or report on results !

Where do their activities overlap?

Both NNK and NDC have responsibilities for:

01

Economic Development

Both organizations can be involved in business opportunities, partnerships, employment, and economic projects.

02

Language and Culture

Both organizations have responsibilities related to protecting and promoting Naskapi language, culture, and traditions.

03

Community Well-being

Both organizations contribute to improving living conditions and supporting the Naskapi community.

How can we strenghten the relationship ?

NNK and NDC each have their own governance structures. Their formal relationship could be more clearly defined.

Who should be responsible for which activities?

How should the two organizations plan and work together?

How should information, decisions, and results be shared?

How can NDC remain effective in managing its business activities?

NNK operates as the local government, while NDC is governed by its own Board of Directors and reports to its members through its annual general meeting.

The question is whether the relationship between these organizations should be strengthened through clearer responsibilities, formal reporting arrangements, shared planning, or other governance mechanisms.

This is where the Naskapi Constitution can offer an opportunity to establish a more lasting framework !

What is a Naskapi Constitution ?

A Constitution establishes the fundamental rules for how a Nation governs itself.

It can define

- How the Nation is governed
- What is the relation between the Council and other Naskapi organizations
- How decisions are made
- Roles and responsibilities
- Accountability to the people

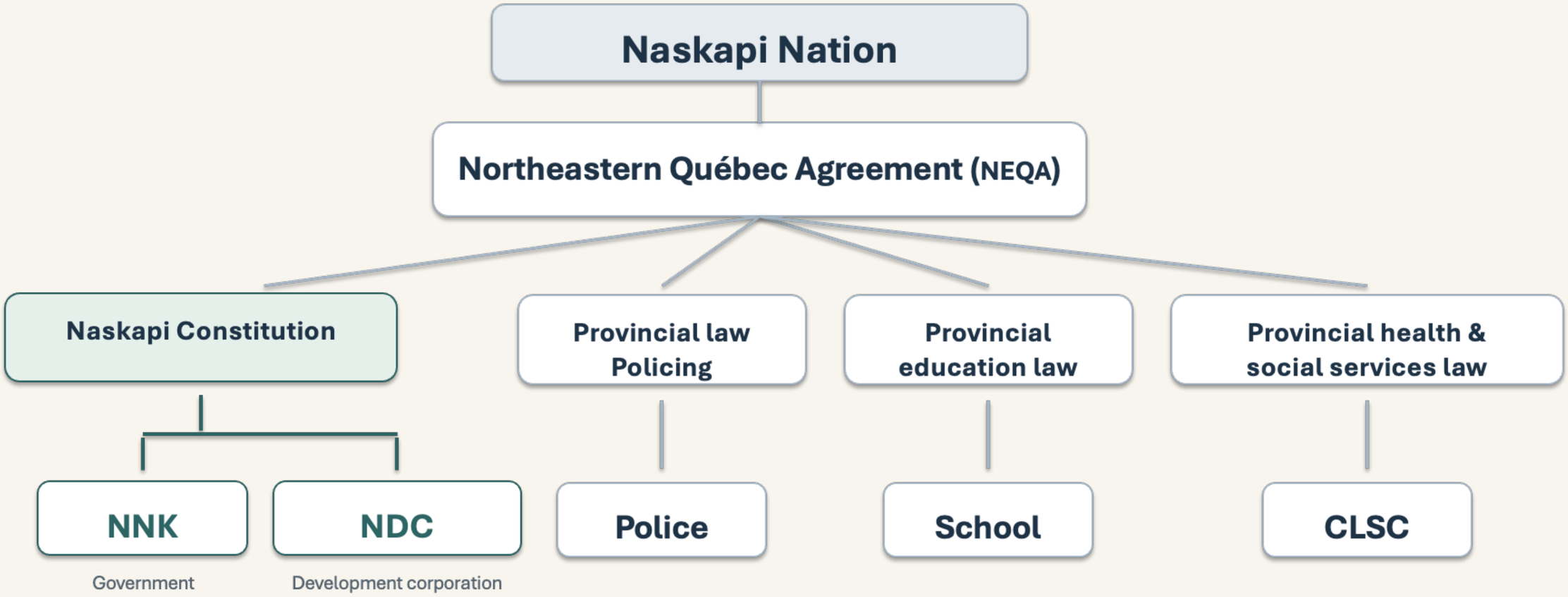
Why it matters here

The Naskapi Constitution can help define the future relationship between NNK and NDC.

It can provide a common framework with clearer rules for roles, decision-making, and accountability.

What could the future look like?

Shared Naskapi governance rules, with distinct responsibilities.



Three levels of possible change

Shared Naskapi governance rules, with distinct responsibilities.

1 Short-term

Administrative coordination

Regular meetings, better information sharing, joint planning and clearer day-to-day coordination.

2 Medium-term

Governance arrangements

Board selection rules, reporting relationships, approvals for major decisions, and clearer accountability.

3 Long-term

Structural change

Constitutional or legal changes, or a more significant reorganization of how NNK and NDC relate.

What should guide any future relationship ?

Keys to a strong economic development corporation:

1. **A strong relationship with Council**
   Work together in good faith, with regular dialogue, mutual respect and shared planning.

2. **Independence with accountability**
   Allow day-to-day business decisions while keeping clear oversight and responsibilities.

3. **Strong rules and leadership**
   Follow governance and financial rules; combine community representation with professional expertise.

4. **Clear and transparent reporting**
   Share financial information, activities and results with the Nation's Council.

5. **Shared long-term goals**
   Connect business plans and investment decisions to the Nation's priorities.

6. **Clear decision-making authority**
   Define who makes decisions, who approves major matters, and who is accountable.

What other principles matter to Naskapi people ? What should change and what should stay the same ?

What should change and what should stay the same ?

What could change

Possible areas for improvement

- Board composition or selection methods
- Reporting and communication with NNK
- Strategic alignment and joint planning
- Rules for major decisions
- Where language and culture responsibilities are located

What should stay protected

Core interests to preserve

- NDC’s ability to make timely business decisions
- Continuity of services, programs and staff
- Community benefit and long-term prosperity
- Legal compliance and fiduciary responsibilities
- Naskapi values, language and culture

Three Indigenous governance examples: CREECO, MMBC and Westbank

Three examples to learn from, not models the Naskapi Nation must copy.

Cree Nation

CREECO

Community representation through a compensation board

Three Mi’gmaq communities

MMBC

A shared corporation for three Nations

Westbank First Nation

Ntityix

One Nation appoints directors of a distinct corporation

Focus: Who chooses the Board? How is it connected to the Nation? Who manages the businesses?

Cree Nation/Creeco

CREECO is an economic development corporation that operates through the Cree Board of Compensation, creating a formal link between Cree community representation and business activities.



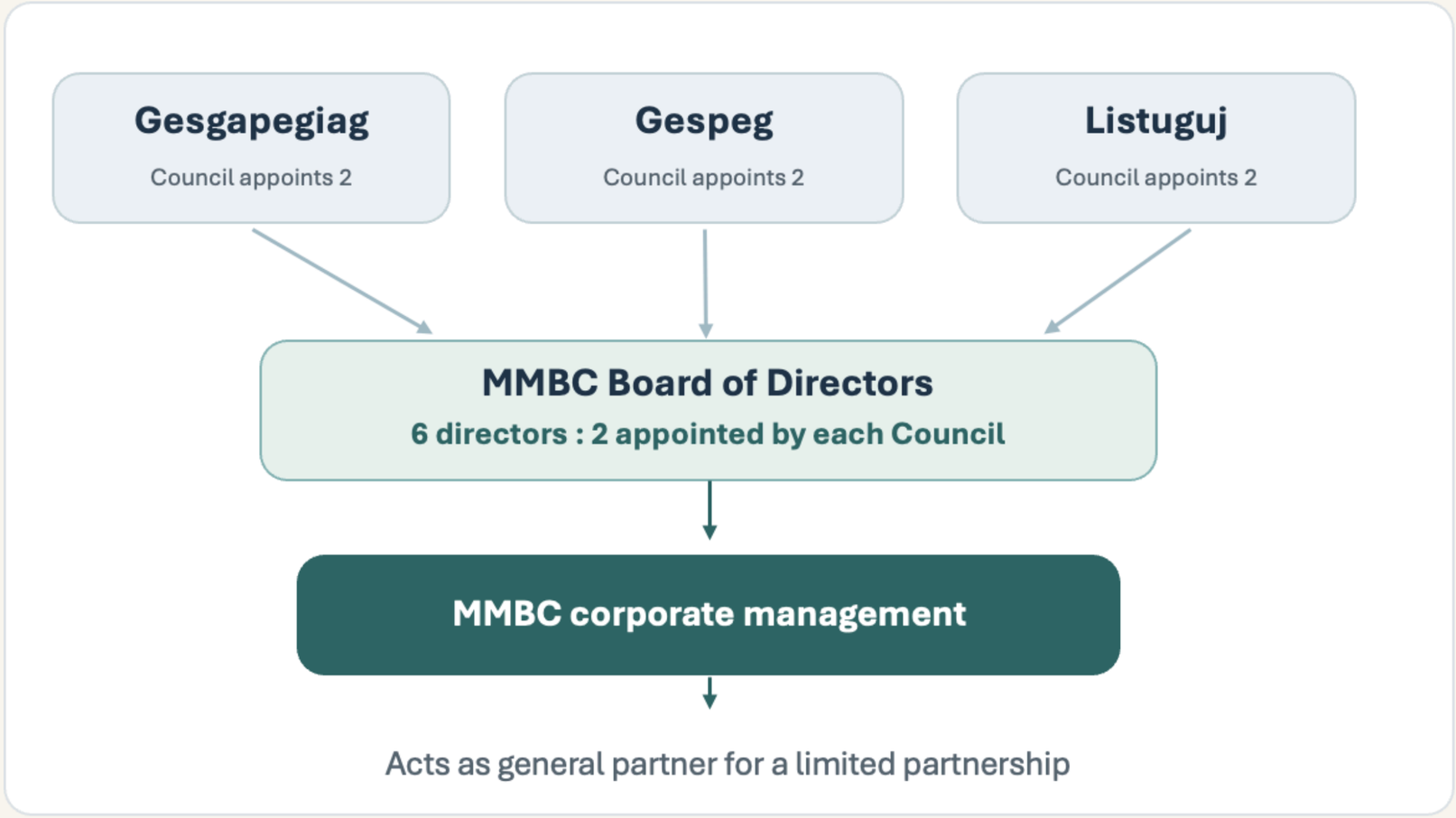
WHAT STANDS OUT

An intermediary representative body links Cree communities and the Cree Nation Government to the economic corporation.

CREECO then oversees businesses and investments through its own corporate governance.

Three Mi’gma’gi Communities & MMBC

The Mi'gmawei Mawiomi Business Corporation (MMBC) manages economic development opportunities for Gesgapegiag, Gespeg and Listuguj.



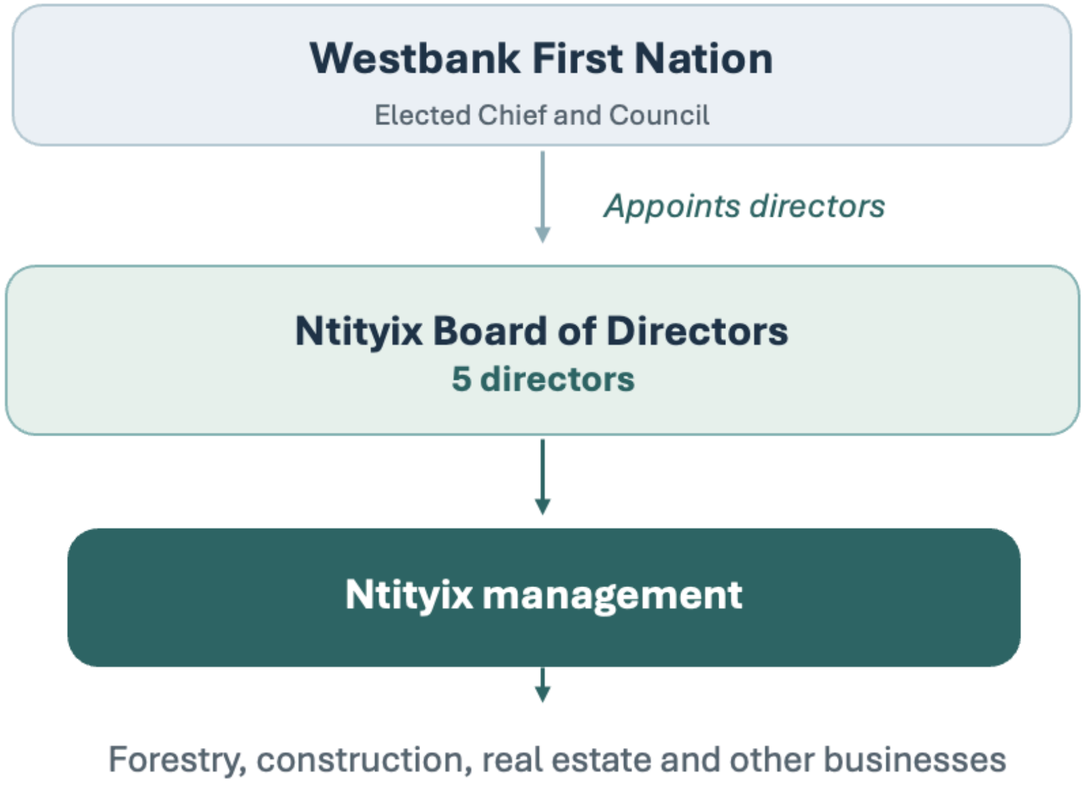
WHAT STANDS OUT

Each community appoints two directors to a shared Board.

The corporation helps manage economic activities, while the communities retain collective ownership interests.

Westbank First Nation & Ntityix

Westbank First Nation (WFN) is a self-governing First Nation in British Columbia. Its government appoints the Board of Directors of Ntityix Development Corporation, which manages the Nation's business interests.



WHAT STANDS OUT

The Nation appoints the Board, while the corporation manages business interests separately.

Comparing Governance Features

Governance feature	CREECO	MMBC	Ntityix (Westbank)
Who is represented?	Nine Cree communities	Three Mi'gmaq communities	One First Nation
Board composition	9 directors	6 positions (2 per community)	5 directors
How is the Board selected?	Elected from the Cree Board of Compensation	Each of the three Mi'gmaq Councils appoints 2 directors	Appointed by Westbank First Nation
Connection to government	Representative intermediary body, including Cree Nation Government appointees	Direct Board appointments by the three Mi'gmaq Councils	Direct Board appointments by Westbank First Nation
Business management	CREECO and its subsidiaries	MMBC and its limited partnership	Ntityix management and subsidiaries

How should NDC be governed ?

1

Who should select NDC's directors?

What experience or qualifications should they have?

2

What decisions should involve the NNK's government?

3

How should NDC share financial information, plans and results with the Nation?

4

Which decisions should remain with NDC's Board and management?

5

How can NDC's economic activities reflect the Nation's long-term goals?

The goal is not to ask the community to choose one of the three existing models. It is to understand which governance features the community considers important and which arrangements deserve further examination.

One possible vision for the future



Key points of this model

NNK focuses on governance and community responsibilities.
NNK would continue to provide governance, public services, infrastructure, land management, and support for language and culture.

NDC leads economic development.
NDC would focus on businesses, investments, partnerships and commercial opportunities, with its own Board of Directors and operational independence.

A clearer relationship.
The Naskapi Constitution could establish clear principles for how NNK and NDC work together, including board appointments, reporting, accountability and coordination.

Shared priorities, separate authority.
Both institutions would work toward shared priorities for Naskapi people while maintaining their separate responsibilities and decision-making authority.

Why are we discussing language and culture ?



Preserving Naskapi language, culture and traditions is an important responsibility shared by NNK and NDC.



Both organizations have important responsibilities related to culture, creating an opportunity to explore how these responsibilities could be better organized.



How can we ensure that Naskapi language and culture receive the leadership, attention and resources they need for future generations?

How could Language and Culture be organized ?

The Naskapi Constitution could allow the Nation to decide how responsibilities for language and culture should be organized in the future. For example, cultural programs currently managed by NDC could move to a Culture Department within NNK. NDC could then focus mainly on economic development. **The idea is to replace the Québec law that currently governs NDC with new rules established under the Naskapi Constitution.**

Option 1

Continue under NDC

NDC would continue managing its cultural programs and activities, with stronger coordination and joint planning with NNK.

Option 2

Shared responsibilities

NNK and NDC would establish a more formal arrangement for setting cultural priorities, coordinating activities and sharing responsibilities.

Option 3

A dedicated Culture Department within NNK

NNK would assume responsibility for agreed language and cultural programs through a dedicated department with its own management, staff and budget.

Two missions, questions for discussion

1 ECONOMIC DEVELOPMENT

One possible governance model

- **Board selection**
  NNK could appoint some or all NDC directors based on experience and expertise.
- **CEO oversight**
  NDC's Board could be responsible for hiring, supervising and evaluating the CEO.
- **Shared priorities**
  NNK could periodically review and approve NDC's strategic plan.
- **Reporting**
  NDC could share annual reports, audited financial statements and updates with NNK and community members.
- **Major decisions**
  NNK's approval could be limited to exceptional matters, such as major asset sales, mergers or significant borrowing.

2 LANGUAGE & CULTURE

Questions for community discussion

- **A dedicated department?**
  Should NDC's cultural responsibilities move to a Culture Department within NNK?
- **Potential advantages**
  What might improve if NNK became responsible for these cultural programs?
- **Cultural leadership**
  Who should decide language and cultural priorities?
- **Space and facilities**
  Would a dedicated cultural building be useful?
- **Continuity and resources**
  How would existing programs, staff, funding and cultural knowledge be protected?

What happens next ?

1. Listen

Gather questions, priorities and concerns from Naskapi people.

2. Examine

Review possible arrangements with NNK, NDC and legal advisers.

3. Develop

Prepare clearer options and identify what changes would be required.

4. Return

Share findings and explain the next consultation and decision steps.

Chiniskumitnau !