



North Central
Local Government
Association

NCLGA STRATEGIC PLAN 2023-2026



MESSAGE FROM THE BOARD



Greetings to all NCLGA members,

It is my privilege to present the North Central Local Government Association's 2023-2026 Strategic Plan. The Plan presents a series of strategic priorities and goals which address the challenges facing our regional community. Through our ongoing and continued organizational priorities of advocacy, communications, relationship building, and good governance, we are well positioned to advance on these key priorities, established during the global health pandemic in 2020-2021. As we build and strengthen our approach to achieving these priorities through the development of a comprehensive Action Plan, we saw an opportunity or theme for this Strategic Plan emerge - 'nurture and elevate'.

Through the term of this Strategic Plan, and as reflected in our Action Plan, the NCLGA will continue to work collaboratively with Indigenous organizations and communities, to ensure shared and meaningful actions on all the Truth and Reconciliation Commission's Calls to Action as reflected in the Declaration on the Rights of Indigenous People Act.

I wish to thank all Directors, members, and administrative staff for contributing their time, energy, and ideas to the process. Work on the strategic objectives set out by the Board will help the region emerge from COVID-19 with greater resiliency and a clear sense of purpose. We are so fortunate to live in such a beautiful, dynamic part of British Columbia. Progress on the Strategic Plan will help to ensure that the voice of northern BC communities is heard loud and clear across our networks and throughout the country.

As a new era emerges for the region, I hope you will join us in this opportunity, to 'nurture and elevate' and I look forward to hearing from each of you.

Sincerely,
Steve Forseth, President

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Established in 1955, the North Central Local Government Association (NCLGA) is a non-profit, non-partisan association of elected officials representing local governments – which comprise of approximately 70% of British Columbia’s landmass.

As the only democratically elected body representing North and Central British Columbia, we work to enhance the social, economic and environmental well-being of communities. On a day-to-day basis, we work to bring people and ideas together to form relationships and advocate for solutions, address emerging and shared issues in our member communities, and help to articulate our members’ perspectives and priorities to a broader audience.

The Societies Act, NCLGA Constitution and Bylaws states:

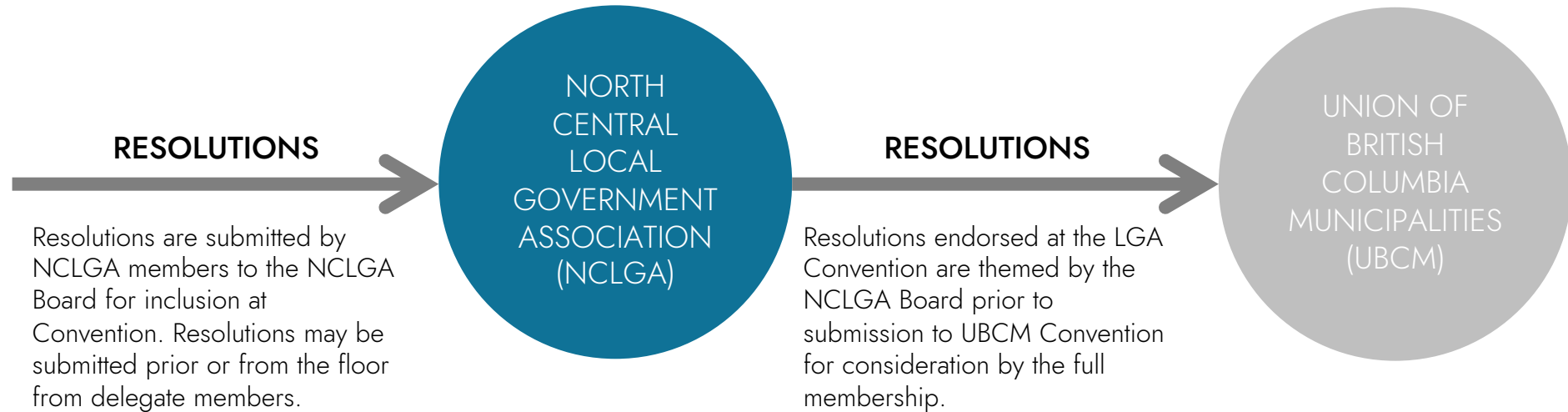
The purposes of the Society are:

- a. *To secure united action among the members in dealing with all matters of individual or common local government interest.*
- b. *To be an agency for cooperation with the Union of British Columbia Municipalities for the continued development of sound local government.*



*79 local governments (incl.EDs)
4 First Nations
9 Committees
2 Staff*

The NCLGA is one of the five local government area associations in B.C., each of which is governed by a duly elected Executive and meets annually to consider resolutions that have been identified by local communities. Resolutions endorsed at area association meetings are forwarded to UBCM's annual convention for consideration by the full membership.



*190 local governments
8 First Nations
9 Committees
28 Staff*

The **Union of B.C. Municipalities** is required under statute "to encourage and promote the organization and development of area associations and, for the purposes of the Local Government Act, the Community Charter and any other Acts, to certify all such associations that are bona fide area associations."



Our membership includes cities, districts, townships, towns, villages, regional districts and other local governments. In 2022, the NCLGA had 39 members (79 incl. Electoral Districts), serving a population of approximately 303,000 people and including representation from over 240 elected officials across the North Central government districts.

The 2022 13-member Board of Directors represent the voice of northern communities and is comprised of one or more elected officials from each of the local government members within the NCLGA boundary.

Executive Committee

Steve Forseth, Area Director, Cariboo Regional District Electoral Area 'D', President

Sheila Boehm, Councillor, City of Williams Lake, 1st Vice President

Judy Greenaway, Councillor, District of Fort St. James, 2nd Vice President

Cori Ramsay, Councillor, City of Prince George, Past-President

Directors at Large

Gladys Atrill, Mayor, Town of Smithers

Gary Foster, Mayor, Northern Rockies Regional Municipality

Marnie Brenner, Councillor, City of Williams Lake

Appointed Regional Representatives

Lori Ackerman, Mayor, Fort St. John, Peace River Regional District

Dolores Funk, Mayor, Village of Burns Lake, Regional District of Bulkley-Nechako

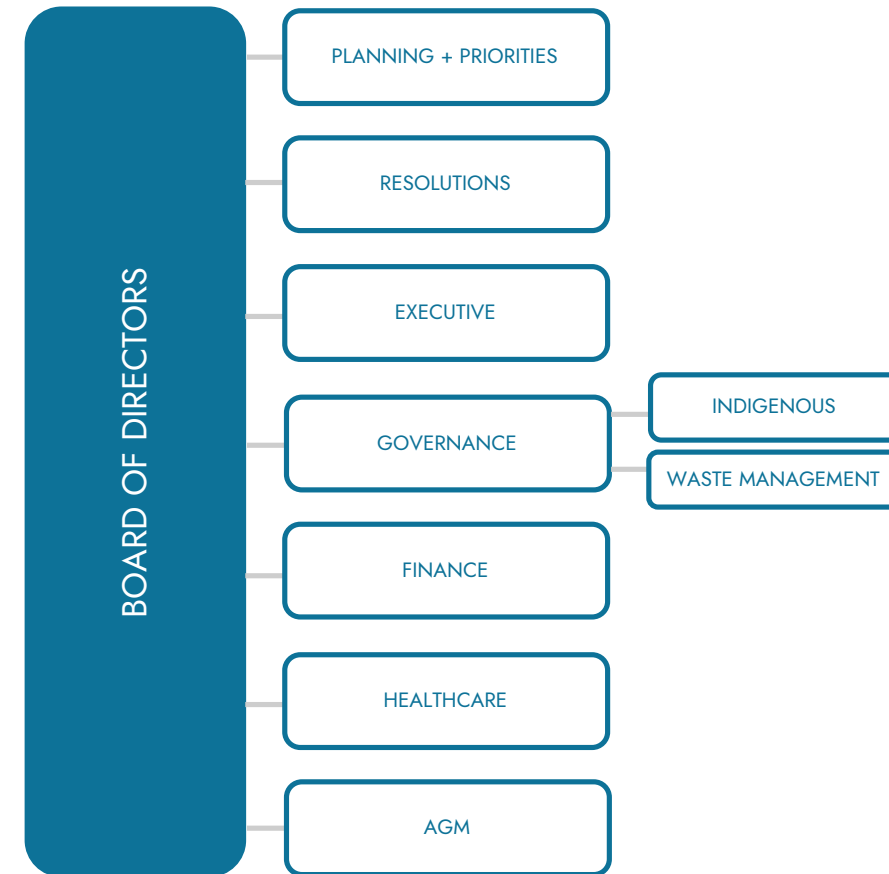
Angie Delainey, Area Director, Cariboo Regional District Electoral Area 'E'

Dannielle Alan, Area Director, Regional District of the Fraser-Fort George, Electoral Area 'H'

Evan Putterill, Area Director, North Coast Regional District Electoral Area 'E'

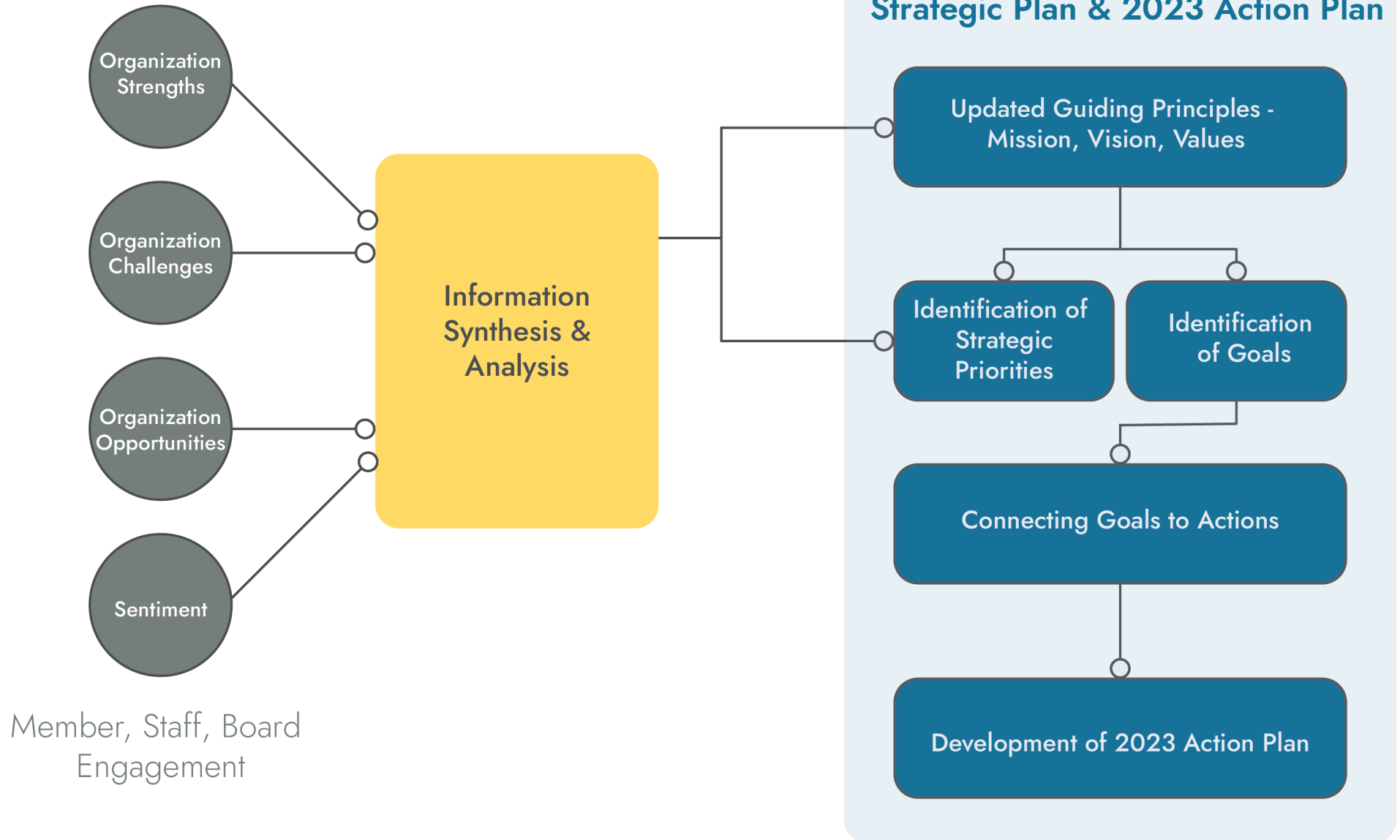
Dean Paranich, Area Director, Regional District of Kitimat-Stikine Electoral Area 'B'

The Board of Directors oversees 9 committees (see figure below), which are comprised of member elected officials.



2022-2023 Board of Directors Committee Structure

PROCESS OVERVIEW

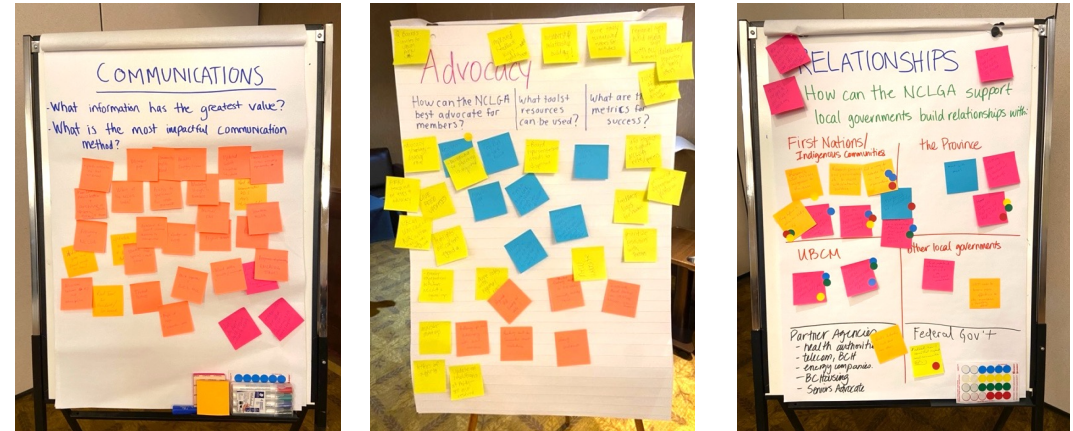


The Strategic Plan and 2023 Action Plan was developed using an approach that relied on membership, staff and Board input for the identification of Strategic priorities. The planning process included an online membership survey, open house and facilitated board sessions.

- A membership survey was conducted early 2022 to understand how successful the NCLGA was in reaching their Strategic priorities previously set and for members to identify areas in which they would like NCLGA to focus on in the next planning cycle.
- An open house was held during the annual AGM in which members, staff and the Board had the opportunity to see the results of the survey and to participate in a strategic planning session that captured current challenges and future opportunities for the organization.
- Through multiple facilitated Board meetings, beginning in February 2022 and ending in September 2022, Strategic priorities were set to meet the 2023-2026 mandate. The identified priorities complement existing plans and budgets developed over many years.

Based on the process, and what was heard from Board, staff, and membership there was a common theme that emerged through discussions and feedback. This was the need and desire to spend the time to **nurture** what has already been created and **elevate** our overall position to realize our four priorities based on the previously established mission, vision and values of the NCLGA.

We, the Board of Directors approved the 2022-2026 Strategic Plan in **December, 2022**.



MISSION

Our mission is to enhance the social, economic and environmental well-being of all North Central BC communities by connecting people and ideas to form relationships and advocate toward solutions on common issues.

VISION

Our vision is to support and make community needs visible in order to elevate the quality of life for all in North Central BC.

VALUES



TRANSPARENCY

Building trust and increasing access to information.



COLLABORATION

Working together on mutual commitments for achieving positive impacts.



COMMUNITY WELL-BEING

Creating positive change through environmental, social and economic impacts.



NON-PARTISAN

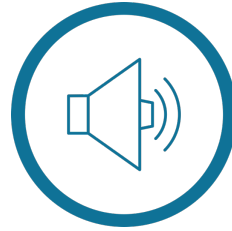
Exploring the risks, benefits and alternatives that lead to the best outcome or solution.

PRIORITIES

The NCLGA have four key inter-related priorities with clearly defined goals related to each. These priorities reflect both the process and the guiding principles established previously and are consistent with the feedback and input received from members through the engagement process. Good governance as a priority (where it was ‘resiliency’ previously) seeks to place more of an operational and capacity building focus on the Association. These priorities are only as good as the ‘sum of their parts’ as the effectiveness of one priority will quickly translate to the success of the others.

GOALS

These goals are directly informed by the priorities identified. Each goal is detailed in the Action Plan using a SMART(A) framework to ensure that they are specific, measurable, attainable, relevant, timely and accountable.



Advocacy



To provide member input into informed decision – making.



Communication



To communicate effectively.



Relationships



To build productive relationships.



Good Governance



To operate a resilient and transparent organization that is sustainable over the long-term.



STRATEGIC PRIORITY
ADVOCACY



Advocacy includes any action that speaks in favour of, recommends, or argues for a cause. Primarily, through the development of annual resolutions, the NCLGA provides its membership with a solid foundation and process for which input regarding key issues and concerns can be represented at the decision-making table of federal, provincial and municipal governments. Effective advocacy can amplify emerging themes across the region, leading to a stronger and more cohesive voice. This cohesive voice increases the ability to achieve positive outcomes for the entire membership, as opposed to the smaller voices of disparate communities. The NCLGA is the regional voice for its membership. A positive outcome of effective advocacy will need to be defined based on the proposed approach. (e.g. meetings, issue shift, successful resolution)

Tied to the NCLGA priorities of relationships and communication, bringing advocacy into action can only reach its potential when all three are attentively nurtured and strengthened. Through the development of this Strategic Plan, the following opportunities for the NCLGA to nurture and strengthen our approach to advocacy have emerged (see the detailed Action Plan for additional Actions):

GOAL

To provide member input into informed decision – making.

ACTIONS



Develop annual NCLGA resolutions based on local government knowledge to inform and guide key directions for government.



Based on annual NCLGA resolutions, identify key themes and priorities to elevate the impact of the issues.



Coordinate and develop materials for presentation and distribution to members and government.



Define the appropriate measure of success to advocacy outcomes.



Track all advocacy activities and follow-up, as necessary.



STRATEGIC PRIORITY

COMMUNICATIONS



There are many modes of communication that can be used to build organizational capacity and strengthen the impact of NCLGA’s work. It may be through the presentation of information in a graphic or storytelling manner. It may be through the creation of consistent and purposeful outreach via online platforms and discussion. Good communication will expand the outreach and presence of the NCLGA across the region by making it more easily accessible, frequent, and inclusive. All modes of communication will comply with NCLGA policies in an objective, factual and explanatory manner, without any expression of political party bias.

A great outcome of good communication are relationships that then become bridges between, or opportunities across all north central communities, large and small, urban and rural. Reconciliation is also an example of the benefits of knowledge sharing and the importance of communication.

Through the development of this Strategic Plan, we have highlighted the following actions for the NCLGA to nurture and strengthen our approach to communications (see the detailed Plan for additional Actions):

GOAL

To communicate effectively.

ACTIONS



To clearly articulate the roles and responsibilities of all NCLGA members, including regional representatives.



Identify opportunities to engage with members and pursue. Create a hot sheet of go to ideas for engagement.
Prepare a stock NCLGA package – who we are, and why we are awesome.



Share information with members on a regular and consistent manner via enhanced website platform and emails.



Create a membership only listserv with push notifications via text or email when updates or resources shared.

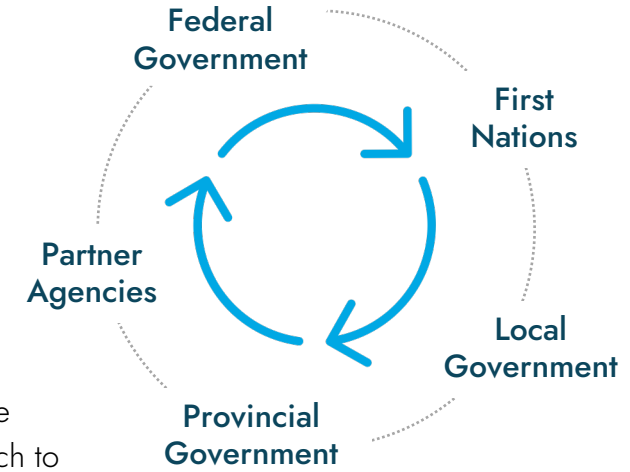


STRATEGIC PRIORITY





RELATIONSHIPS



We are committed to supporting local governments in the creation of meaningful relationships in order to build capacity across our Northern BC communities. Ideal relationships are mutually beneficial and provide networks for the sharing and distribution of resources, whether it be information, partnerships, or funding opportunities. Our most important relationships are with local governments, First Nation communities, the provincial and federal government, UBCM, and partner agencies working across our region.



Through the development of this Strategic Plan, we have highlighted the following actions for the NCLGA to nurture and strengthen our approach to relationships (see the detailed Plan for additional Actions):

GOAL	ACTIONS
<p>To build productive relationships.</p>	<ul style="list-style-type: none"> <li data-bbox="856 772 2491 871">  Connect frequently (quarterly) with Health Authorities, Telecommunications, BC Hydro, Energy, BC Housing to conduct mini-sessions (virtual) to solicit input and direction. <li data-bbox="856 885 2491 983">  Connect regularly with UBCM (quarterly) to build relationship, exchange information and updates. <li data-bbox="856 998 2491 1096">  Establish targets for NCLGA to meet with MLAs (4 times) per quarter and MPs (quarterly). Could include attendance at NCLGA Board meetings with feedback loop to members. <li data-bbox="856 1110 2491 1209">  Improve relationships of NCLGA by maintaining ongoing contributions and visibility with members, partners, government, private sector, and the public.











STRATEGIC PRIORITY

GOOD GOVERNANCE



Taking the organizational priority of good governance toward achieving its goal is about operating a resilient and transparent organization that is sustainable over the long-term. Good governance really comes back to verify, identify, and convey in a succinct and meaningful way to membership and the public that the activities of the organization are positive, transparent, and sustainable. The NCLGA Strategic Plan is the repository of core ideas and actionable goals to curate and support good governance.

Through the development of this Strategic Plan, we have highlighted the following actions for the NCLGA to nurture and strengthen our approach to good governance (see the detailed Plan for additional Actions):

GOAL	ACTIONS
<p>To operate a resilient and transparent organization that is sustainable over the long-term.</p>	<ul style="list-style-type: none"> <li data-bbox="868 639 2451 686">  Track all active and non-active resolutions and report back progress/status at AGM. <li data-bbox="868 725 2451 772">  Develop a revolving multi-year Financial Plan for annual review which proactively identifies needs and outreach growth accommodation. <li data-bbox="868 811 2451 858">  Seek ongoing funding opportunities to advance the NCLGA mandate (e.g., operational staffing, outreach opportunities). <li data-bbox="868 896 2451 943">  Enhance the value of the NCLGA for members through the development of resources and tools that have practical merit for members. <li data-bbox="868 982 2451 1029">  Respond to general inquiries from membership, public, government, partners with an open and engaging approach. <li data-bbox="868 1068 2451 1115">  Build the capacity of the NCLGA to provide ongoing support for members in achieving the priorities identified. <li data-bbox="868 1153 2451 1200">  Update and refresh the Committee structure to maintain its relevance and best allocation of time and resources by Committee members. <li data-bbox="868 1239 2451 1286">  Review NCLGA bylaws to include all non-treaty First Nations as eligible members of the NCLGA.





APPENDIX A: 2023 ACTION PLAN


APPENDIX A

Specific WHAT DO WE WANT TO ACCOMPLISH?	Attainable IS THIS REALISTIC AND HOW WILL WE ACCOMPLISH IT?	Measurable HOW WILL WE MEASURE PROGRESS AND SUCCESS?	Relevant WHY IS THIS GOAL WORTHWHILE?	Timely WHAT IS THE DEADLINE TO ACCOMPLISH THIS GOAL?	Accountability WHO IS RESPONSIBLE TO MAKE IT HAPPEN?

PRIORITY	GOALS	ACTIONS	TARGETS		TIMEFRAME	RESPONSIBILITY
ADVOCACY 	To provide member input into informed decision - making.	Develop annual NCLGA resolutions based on local government knowledge to inform and guide key directions for government.	# of resolutions	Foundation / Core Service.	3 months prior to AGM (March - May)	NCLGA Members
		Based on annual NCLGA resolutions, identify key themes and priorities to elevate the impact of the issues.	Resolution theme list	Foundation / Core Service.	3 months post AGM (Aug)	NCLGA Resolutions Committee
		Coordinate and develop materials for presentation and distribution to members and government.	# of advocacy reports	Foundation / Core Service.	4 months post AGM (Sept)	NCLGA Executive Committee
		Define the appropriate measure of success to advocacy outcomes.	Define successful advocacy based on advocacy action.	Responsive to membership needs.	3 months post AGM (Aug)	NCLGA Executive Committee
		Track all advocacy activities and follow up as necessary.	# of meetings / # of letters / # of related to advocacy goal.	Foundation / Core Service.	Ongoing	NCLGA Resolutions Committee

PRIORITIES	GOALS	ACTIONS	TARGETS		TIMEFRAME	RESPONSIBILITY
COMMUNICATIONS 	To communicate effectively.	Develop an approach to enhance communication across the NCLGA membership, Board, government and partners.	Annual communications plan	Responsive to membership needs.	Q2	NCLGA Executive Committee
		- Hire a consultant to update NCLGA website.	Track visits to website - min 150.	Responsive to membership needs.	Ongoing	NCLGA Executive Committee
		- Create a 'Tool box' or repository of planning documents for access by all members. Could include letter templates for issues.	# of documents	Responsive to membership needs.	Q2/Q3	NCLGA Executive Committee
		- Website to host a community bulletin, event calendar, educational links, media releases.	Up to date information	Responsive to membership needs.	Q2/Q3	NCLGA Executive Committee
		- Website with 'membership only' access for contact lists, archives, key resources.	Up to date information	Responsive to membership needs.	Q2/Q3	NCLGA Executive Committee
		Create a membership only listserve with push notifications via text or email when updates or resources shared.	Monthly (12) email bulletins/ weekly (50) website updates.	Responsive to membership needs.	Ongoing	NCLGA Executive Committee
		Share information with members on a regular and consistent manner via enhanced website platform and emails.	Monthly (12) email bulletins/ weekly (50) website updates.	Responsive to membership needs.	Ongoing	NCLGA Executive Committee
		Clearly articulate the roles and responsibilities of all NCLGA members, including regional representatives. Coincides with Committee Structure review.	Directors handbook	Responsive to membership needs.	Q1	NCLGA Governance Committee
		Map potential access points with regional districts and municipalities to share NCLGA news, events, and updates.	# of access points	Responsive to membership needs.	Q1	NCLGA Executive Committee
		Identify and create a calendar of opportunities to engage with members and pursue.	# of opportunities	Responsive to membership needs.	Q1	NCLGA Executive Committee
		Create current material and graphic material to support and enhance visibility and brand of NCLGA. To include:	See below	Responsive to membership needs.	See below	NCLGA Executive Committee
		- Map of NCLGA boundaries	1 map	Responsive to membership needs.	Q1	NCLGA Executive Committee
		- Map of other LGAs within UBCM umbrella to illustrate context and relationship	1 diagram	Responsive to membership needs.	Q1	NCLGA Executive Committee
		- NCLGA process / flow diagrams	2 diagrams	Responsive to membership needs.	Q1	NCLGA Executive Committee
		- Committee structure diagram	1 diagram	Responsive to membership needs.	Q1	NCLGA Executive Committee
- Map of membership	1 map	Responsive to membership needs.	Q1	NCLGA Executive Committee		
- Membership representation map by size	1 map	Responsive to membership needs.	Q1	NCLGA Executive Committee		

Specific WHAT DO WE WANT TO ACCOMPLISH? 	Attainable IS THIS REALISTIC AND HOW WILL WE ACCOMPLISH IT? 	Measurable HOW WILL WE MEASURE PROGRESS AND SUCCESS? 	Relevant WHY IS THIS GOAL WORTHWHILE? 	Timely WHAT IS THE DEADLINE TO ACCOMPLISH THIS GOAL? 	Accountability WHO IS RESPONSIBLE TO MAKE IT HAPPEN? 
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PRIORITIES	GOALS	ACTIONS	TARGETS		TIMEFRAME	RESPONSIBILITY
<p>RELATIONSHIPS</p> 	To build effective relationships.	Improve relationships of NCLGA by maintaining ongoing contributions and visibility with members, partners, government, private sector, and the public.	# of MOUs	Refer to Guiding Statements.	Ongoing	NCLGA Executive Committee
		Contributions to include: regional tours, panel / forum discussions, workshops.	2x per year (incremental)	Responsive to membership needs.	Q2/Q3	NCLGA Executive Committee
		Inclusion of senior government representation at NCLGA Board meetings to deepen relationship and understanding of key issues between the NCLGA and government.	2x per year (incremental)	Responsive to membership needs.	Q2/Q3	NCLGA Executive Committee
		Encourage membership to engage with First Nations communities to bring their voice to the NCLGA table.	Quarterly	Refer to Guiding Statements.	Ongoing	NCLGA Indigenous Committee
		Connect with local governments regularly to assess and compile 'member profiles' to track needs and progress.	12 member profiles completed per quarter (incremental)	See also in Good Governance Actions.	Ongoing	NCLGA Board
		Connect frequently (quarterly) with Health Authorities, Telecommunications, BC Hydro, Energy, Waste Management, BC Housing, Seniors to conduct mini-sessions (virtual) to solicit input and direction.	2x per year (incremental)	Refer to Guiding Statements.	Q1/Q3	NCLGA Board / Health Care Committee / Solid Waste Committee
		Connect regularly with UBCM (quarterly) to build relationship, exchange information and updates.	1x per quarter	Refer to Guiding Statements.	Ongoing	NCLGA Executive Committee
		Establish targets for NCLGA to meet with MLAs (4 times) per quarter and MPs (quarterly). Could include attendance at NCLGA Board meetings with feedback loop to members.	4 times per quarter	Refer to Guiding Statements.	Ongoing	NCLGA Executive Committee

APPENDIX A

GOOD GOVERNANCE



Specific WHAT DO WE WANT TO ACCOMPLISH? 	Attainable IS THIS REALISTIC AND HOW WILL WE ACCOMPLISH IT? 	Measurable HOW WILL WE MEASURE PROGRESS AND SUCCESS? 	Relevant WHY IS THIS GOAL WORTHWHILE? 	Timely WHAT IS THE DEADLINE TO ACCOMPLISH THIS GOAL? 	Accountability WHO IS RESPONSIBLE TO MAKE IT HAPPEN? 
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PRIORITIES	GOALS	ACTIONS	TARGETS		TIMEFRAME	RESPONSIBILITY
To operate a resilient and transparent organization that is sustainable over the long-term.	Track all active and non-active resolutions and report back progress at AGM.		# of resolutions tracked	Foundation / Core Service.	Updated annually.	NCLGA Resolutions Committee
	Enhance the value of the NCLGA for members through the development of resources and tools that have practical merit for members.		# of new tools + resources	Refer to Guiding Statements.	Ongoing	NCLGA Executive Committee
	Evaluate Board of Director representation across the north. Review and refresh Part 4, in the Constitution and Bylaws, 24 (4) such that the composition of the directors will be fair representation across the North and as per 25 (5) nominations from the floor should require a representational analysis prior to proceeding. Representation from First nations also recommended.		Updated bylaws and policies	Mission/Vision/Values. Responsive to membership needs.	Q1	NCLGA Governance Committee
	Build the capacity of the NCLGA to provide ongoing support for members in achieving the priorities identified.		Fund development strategy	Responsive to membership needs.	Ongoing	NCLGA Finance Committee
	Respond to general inquiries from membership, public, government, partners with an open and engaging approach.		# per quarter	Responsive to membership needs.	Ongoing	NCLGA Executive Committee
	Seek ongoing funding opportunities to advance the NCLGA mandate (e.g. operational staffing, outreach opportunities).		# per quarter	Refer to Guiding Statements.	Ongoing	NCLGA Finance Committee
	Develop a revolving multi-year Financial Plan for annual review which proactively identifies needs and outreach growth accommodation.		1x per year	Refer to Guiding Statements.	Annual (Q4)	NCLGA Finance Committee
	Track and update progress on Strategic Plan Action items on a quarterly basis and communicate achievements to membership.		4 x per year	Refer to Guiding Statements.	Annual (Q4)	NCLGA Planning and Priorities Committee
	Maintain and improve internal processes to ensure that the NCLGA continues to be an accountable, valuable, and credible organization.		2 x per year	Refer to Guiding Statements.	Q1/Q3	NCLGA Executive Committee
	- Prepare and circulate meeting agendas and minutes in a timely manner. Assume one week. Update policy to reflect transparency rather than on a requested basis. Include Committee highlight reels.		Meeting packages	Refer to Guiding Statements.	Ongoing	NCLGA Executive Committee
	Review NCLGA bylaws to include all non-treaty First Nations as eligible members of the NCLGA.		Updated bylaws and policies	Mission/Vision/Values	Q2	NCLGA Governance Committee / Indigenous Committee
	Create membership profiles to track and document needs and progress in a measurable way.		12 member profiles completed per quarter (incremental)	See also in <i>Relationship Actions</i> .	Ongoing	NCLGA Board
	Explore opportunities and challenges within the current AGM format and identify new framework / approach. This could include:		# of AGM bids received	Responsive to membership needs.	Q2	NCLGA AGM Committee
	- First Nation to host NCLGA AGM.		# of AGM bids received	Responsive to membership needs.	Q2	NCLGA AGM Committee
	- Review of resolution status - open, closed, deferred, achieved.		# of resolutions per category	Responsive to membership needs.	Q2	NCLGA Resolutions Committee
- Resolutions not received from the floor (bylaw review).		# of resolutions per category	Responsive to membership needs.	Q2	NCLGA Resolutions Committee	
- Conduct concurrent Strategic Planning session during AGM.		1x per year	Responsive to membership needs.	Q1	NCLGA Planning and Priorities Committee	