



# Business Plan 2013-2017

*Approved by the LGANT Board of Directors on February 28, 2014 and submitted to the Department of Municipal and Community Affairs of the Government of the Northwest Territories for consideration of new multi-year contribution agreements.*

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## Executive Summary

LGANT has matured as a professional organization of the Local Government Administrators of the Northwest Territories and can proudly celebrate **33YEARS – 33STRONG** in 2014 as it becomes 33 years old and counts all 33 community governments delivering municipal services as members!

LGANT was formerly known as the Association of Municipal Administrators of the NWT (AMANWT), incorporated in 1981. In 2005 it changed its name to Local Government Administrators of the NWT. Much organizational growth took place over those 33 years earning LGANT the support of the GNWT and the Department of Municipal and Community Affairs in particular and fostering strong partnerships with other partners and stakeholders.

LGANT members are supported by the Executive Director position dedicated to provide member service, committed to operational best practices, and supporting the Board of Directors in pursuing the Society's vision and mission guided by established Core Values. LGANT's Strategic Plan (2012-2017) with its strategic priorities is now complimented by this Business Plan (2013-2017), Annual Reports, and Implementing Action Plans that all link to each other and will allow for yearly updates, results reporting and performance monitoring, transparency and accountability.

LGANT is increasingly recognized for its leadership role in local government capacity building and for its support to members through professional development opportunities, job and bidding opportunities posting, its annual conference as well as the data, tools and information resources it provides. The involvement with the Public Service Capacity Initiative for Community Governments (PSCICG) has contributed to these successes and growths and has also increased the expectations that put pressure on its operations.

The 2014-2015 Budget shows many restraints as LGANT's core funding has been stable without any forced growth since 2010. Expenses have been reduced and creating more revenue diversification is a major goal for this business planning cycle. The 2014-2015 Budget also has funding for a second position added recognizing the importance of local government capacity building and the need for continued and expanded programming delivery under the PSCICG. This increased organizational stability and will allow improved planning and program development as member support needs and growth potentials are identified.

Without the support of the GNWT, the Department of Municipal and Community Affairs, LGANT members and our many partners and stakeholders who encouraged and supported LGANT's evolution, the Society could not have achieved its accomplishments.

Through the implementation of this Business Plan the LGANT Board and staff are committed to successful work relationships and continued partner collaborations in service and support of the local governments and Local Government Administrators of the NWT.

## About LGANT

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### Vision

LGANT is recognized for its excellence in providing support and professional development for Community Officers in the Northwest Territories.

### Mission

The mission of the Association is to strive for and promote excellence and professionalism in the field of local government administration in the Northwest Territories through education and career development programs and to create awareness of the Community Officer's role in the community.

### Core Values

In pursuing its vision and mission, LGANT is guided by four core values:

- **Sustainability:** We value the importance of having a sustainable organization to serve the needs of a diverse membership.
- **Service to members:** We value service to all members that is respectful, responsive, knowledgeable and accountable.
- **Leadership:** We value ethical behavior and foster excellence, cooperation and partnership as well as promote the professional role of the Local Government Administrator.
- **Adaptability:** We value adaptability to help us achieve the best results for our members.

### Brief History

The Local Government Administrators of the Northwest Territories is a professional organization comprised of senior administrative staff of community governments that deliver municipal services in the Northwest Territories.

#### LGANT is 33 Years Old

LGANT was formerly known as the **Association of Municipal Administrators of the NWT (AMANWT)** and was incorporated on June, 23<sup>rd</sup> 1981 as Society 531. At that time, the Society was run by Senior Administrative Officers who volunteered their time and services, with some administrative support delivered by the NWT Association of Communities through a contractual arrangement.

On January 5<sup>th</sup>, 2005 the Society officially changed its name to **Local Government Administrators of the Northwest Territories**. This name change was related to the "division" of Nunavut and the Northwest Territories on April 1, 1999. It was felt the new name "Local Government Administrators of the Northwest Territories" would better reflect the community government structures and their evolving governance models; as well the term "municipal" was no longer perceived as an inclusive term because it excluded the First Nations bands delivering municipal services.

At that time, LGANT members and partners started lobbying the GNWT for funding to implement its business plan, which included a first ever part-time staff position. The main role for the staff position was to support LGANT Members by providing "*information that would assist SAOs in the delivery of their duties and the day to day operations of municipal operations, and becoming the organization to municipal employees that NWTAC is becoming to Council*" (Quotes from letters of support to the Minister, summer 2004).

LGANT and its predecessor, AMANWT, have been very much involved in the **development of training initiatives**, reflecting the unique needs of local government administrators in the NWT. AMANWT started the delivery of the **Senior Administrative Officer Certification Program** in 1995/1996, which became one of the core training programs offered by the School of Community Government (MACA). At that time the program was adapted with additional curriculum components to meet the training needs of Band Managers and Housing Managers of the Local Housing Authorities.

Over time LGANT's Board of Directors and members have been contributing to the evolution of governing legislation, municipal funding structures and its own evolution as a professional society.

LGANT's first business plan (1999/2000) included goals, objectives and tasks that were broad with the intent to "*help with any aspect in managing the community, concerned with development of the administration of community governments and in no way a conduit for political aspirations – the NWTAM (now NWTAC) is the organization that will attend to this aspect of community governance*". This business plan also included a memorandum of understanding between the SCG and LGANT addressing LGANT's role related to the professional development of their membership and agreeing to work together towards the development and delivery of community government council and staff training. In order to implement those objectives, the role of LGANT's first Executive Director was described as follows.

Addressing all administrative and operational aspects of the organization by:

- Assisting with the professional development of community managers, including helping the SCG in enrolling community managers in the SCG's Community Management Program and promoting other university local government programs available through distance education
- Assisting Council with the recruitment, retention and recognition of SAOs
- Supporting community managers in community development including researching training opportunities for community staff at the SCH and other learning centers in the NWT
- Facilitating a better understanding of administrative needs of community managers in serving the needs of communities
- Liaising between MACA and members and disseminating relevant program information
- Assisting with networking, communication and exchange needs of the membership.

The first two incumbents worked part-time as Executive Directors for LGANT and part-time for the NWTAC as Communications and Policy Officers reporting to both the LGANT Board of Directors and the CEO of the NWTAC. In 2009, the LGANT Executive Director negotiated an agreement with MACA to fund LGANT for a full-time position and adequate O&M, allowing LGANT to sublet dedicated office space from the NWTAC.

## Recent Years

In 2009 the GNWT introduced the Public Sector Capacity Initiative (PSCI) which acknowledged the needs of local governments and resulted in multiyear funding of one million Dollars annually to MACA in support of community government capacity building. From the beginning, LGANT was seen as a key partner of the Public Service Capacity Initiative for Community Governments (PSCICG). LGANT received \$805,000 over a five year period including a \$195,000 for a two-year term position with related O&M to assist with the design and start-up of the entire PSCICG initiative.

The newly funded programming allowed LGANT to grow and take on new responsibilities to improve its member services and supports. It also tested the capacity of LGANT to deliver those additional programs, as consistent staffing for the two-year term Program Design position funded under PSCICG proved to be a challenge. This left the LGANT Executive Director taking on a coordinating, implementing and delivery role for some of the PSCICG programming, as well as providing supports to its working group and steering committee meetings and providing collaboration and assistance to MACA's School of Community Government as the lead for the PSCICG. In addition to its own PSCICG program deliveries, LGANT staff participated in the ALGAP review and rewrite, development of a mentorship website, mentorship development program discussions, an evaluation framework, creating a pool of professionals, and LGA Essentials Program re-design and delivery.

At the same time, LGANT continued to focus on its member services as core business. Increased memberships and high turnover of Local Government Administrators demand a greater need for communication, updating of information on programs, contacts and information requests in order to maintain stable membership relations and a professional level of services.

## Current Situation

### Accomplishments

LGANT is increasingly recognized for its leadership role in local government capacity building and for its support to members through professional development opportunities, job and bidding opportunities posting, its annual conference as well as the data, tools and information resources it provides. The involvement with the PSCICG has contributed to these successes and growths and has also increased the expectations that put pressure on its operations.

LGANT's initiative to encourage tripartite working meetings with its key partners MACA and the NWTAC will assist future collaboration, allowing the partners to support and compliment their respective roles, responsibilities and mandates.

### Membership

Since 2011 all 33 Local Government Administrators have taken up regular membership with LGANT. Since 2012 the Society's bylaw allows Associate Membership from other senior community government positions, increasing total membership numbers to a record number of 53 in 2013. This is also reflected in higher revenues for LGANT of \$10,750 in 2013-2014, compared with \$6,875 in 2009-2010.

## Recognition

LGANT is being recognized by MACA and the GNWT as a professional partner and stakeholder organization. Over the past three years (the length of the most recent core contribution agreement) LGANT was asked to participate as a stakeholder in the following GNWT initiatives:

- Municipal funding formula review and PELLG (Partnership for Elected Leaders for Local Governance)
- New Deal
- Highway Rescue and Ambulance Services
- ICSP (Integrated Community Sustainability Plans) implementation
- Community Funding Policy Review
- NWT Labor Force Strategy
- NWT Water Stewardship Strategy
- Engagement and Consultation Guidelines of the MVLWB
- Fire Protection Strategy
- Public Service Capacity Initiative for Community Governments
- Good Governance Conferences
- Planning Act Review
- Municipal Statutes Replacement Act Review
- Municipal Dog Act Amendments
- Changes to Debt & Lenders Act Review
- Fire Protection Act Review
- Working Group to examine introducing ATIPP (Access to Information and Protection of Privacy legislation)

LGANT is also being recognized as a professional partner by its peer associations across the country and has successful working relationships, in particular with the Canadian Association of Municipal Administrators (CAMA), the Local Government Association of Alberta (LGAA), the Local Government Management Association of BC (LGM), CivicInfo, and the interprovincial working group who meets every year during CAMA's annual conference.

## Programming

With its core funding, LGANT provides the following Member Programs and Services:

- A network of professionals and access to an experienced community of practice
- Information, a calendar of events and direct links to the widest range of professional development, training and learning opportunities as well as post-secondary education for careers in community government
- An annual Professional Development Conference and AGM offering workshops and sessions relevant to the profession (scale of conference only possible through additional support from the PSCICG)
- LGANT provides free job advertising and bidding opportunities on LGANT's website
- LGANT offers the CAMA Bursary Program which provides financial assistance for a regular member to attend the annual Canadian Association of Municipal Administrators Conference

- LGANT members have opportunities to get involved and help shape the future of LGANT and the profession of Local Government Administrators in the NWT
- LGANT maintains its website and offers the following: the most extensive training, education and professional development listing relevant to community governments in the NWT, news relevant to LGAs and local governments, information on programs and funding, a document library containing bylaws, policies, best practices, job descriptions, interview question banks, templates, tools, links to sister organizations across Canada, an exclusive member section and more
- Supports and communication with, to, and between members
- Liaison with partner and sister organizations and the GNWT, in particular with the Department of Municipal and Community Affairs
- Representation of LGANT at interagency working groups
- Working towards LGANT's mission to strive and promote excellence and professionalism in the field of local government administration in the Northwest Territories through education and career development programs and to create awareness of the Senior Administrative Officer's role in the community
- Assists peer networking through member and community listings updates.

Member Services provided with funding from the PSCICG:

- Support and travel subsidy for members to attend the Annual Conference and AGM
- Exclusive member access to Human Resource Services through HR Downloads Inc., providing HR tools, forms, policy templates and best practices supported by an Account Manager who looks after LGANT members - documents and services are customized for NWT use available on demand through login access for LGANT members
- An automatic link of job advertising to the national CivicJobs.ca website
- An Awards of Excellence program for members in recognition of demonstrated excellence and professionalism in local government administration
- Promotes NWT Community Government career and employment opportunities at career fairs and trade shows
- Communicates community government capacity building initiatives and needs through stakeholder and member engagement, production of information, exhibition and public relations material and website updates and maintenance (on lgant.com and 33strong.ca)
- Creates and maintains the LGA WIKI and Handbook as a foundational information tool for SAOs - these tools have been integrated in the LGA Essentials curriculum and are the basis for the instructor and participant manual for the course
- Wage and Benefits Survey with community governments which will conclude as a report and with a permanent data base by March 31,2014
- SAO Training and Supports Needs Study which will conclude with a report by the end of March, 2014.

## Revenues

LGANT currently has two funding agreements with MACA that contribute about 95% to LGANT's revenues: One agreement provides core funding in the amount of \$180,000 per year and the other provides \$95,000 for programs and services delivered under the PSCICG per year. Self-generated revenue come from membership dues and totals \$10,875 and sponsorships and registrations for the annual conference with a record high of \$17,525.00 in 2013-2014.

## Staffing

The funding provided for staffing is for core services only and covers the position of the Executive Director. LGANT was able to stretch the funding for a two-year term position (originally intended for the initial two years of the PSCICG) and use additional deferred revenue from the initiative to support the programs and services currently delivered until March 31, 2014.

## Office

Since April of 2013 LGANT is occupying its own office on 52<sup>nd</sup> Street.

## Present Opportunities

LGANT was offered a greater role in the delivery of selected PSCICG programs, the administration of the Pool of Professionals, more customized HR services and supports to Local Government Administrators. LGANT is also interested to continue offering cross-linked job sites, the annual professional development conference, a recognition program that awards excellence in the profession and life-time achievements, targeted advertising and other promotional and communication activities promoting NWT community government opportunities and careers, and providing ongoing maintenance and upkeep for the LGA Essential Handbook and Wiki.

Furthermore, the SCG has expressed an interest to renew and strengthen a partnership with LGANT that would allow for LGANT to have a greater role in the delivery, review and development of courses offered under the Community Officer Management Program. Preliminary discussions about contractual agreements have not yet concluded and there is a need to continue to provide sufficient information for a business case that would be mutually beneficial and complementary in support of the missions/mandates for both LGANT and the School of Community Government

LGANT also sees the potential to offer niche programming to LGAs and community government staff where identified learning and training needs cannot be met by current offerings. These opportunities and their feasibility would be based on the SAO Training and Support Needs Study conducted in early 2014 and may be further explored in the coming years.

## Obstacles to Overcome

### Permanent Staffing Needed

In order to continue offering the Public Sector Capacity Initiative programming, permanent staffing is required. It is not sustainable for the Executive Director to support these programs alone in addition to supporting the management and operations of the Society, membership renewals and services and the organization of the annual conference. If LGANT is interested in maintaining its current levels of involvement and potentially taking on further programs under the PSCICG, permanent funding is needed for a second position. The stability created by a second position would allow LGANT to undertake efficient and sustainable program planning and development, and effective service delivery in support of community government capacity building. It would also allow LGANT to continue supporting the Steering Committee and Working Group of the PSCICG, in collaboration with the SCG as the program lead.

### Capacity Limitations

LGANT's capacity limitations stemming from a lack of human resources also make specialization difficult. Currently, staff must demonstrate a high generalist skill level, with constant multi-tasking including office administration, program development and management, services to member, communication and financial management, to name a few. To compensate for those challenges LGANT has a good track record of working with contractors where more expertise or specialization is needed.

### Inconsistencies in Demands

In addition to the above limitations, inconsistencies in demands for consultation and involvement of LGANT on behalf of its members – as well as stakeholder and partner expectations, often on short notice, can make project planning and delivery in a small organization very challenging.

### The Need for Clear Mandates

Insufficient communication, mandate creep and overlap may also become obstacles contributing to difficulties in program planning and delivery. The tri-partite meetings initiated in 2013 should prove to be helpful in dealing with those challenges. Concentration on fewer and more focused programs and member services may allow LGANT to specialize on member focused services that can be more customized, addressing the needs in local government administration in more depth.

### High Turn-Over Rates

High turn-over rates in the field of local government administration create instability at the membership and board level requiring repeated communication and orientation to familiarize members with existing services and programs available to them. The high turn-over is compounded by high demands on the members' time and impedes their availability to participate and contribute at the board level.

### Sustainability of the Society

Expectations from members and stakeholders are not always matched with resources to deliver and further put the sustainability of the society to a test. Options to increase revenues will continue to be a challenge for LGANT.

# LGANT's Strategic Plan 2012-2017

## Guiding Principles in Strategic Planning

In 2012 the LGANT Board of Directors along with its Executive Director met for a two-day facilitated workshop and developed its five year Strategic Plan using the following guiding principles:

The LGANT Strategic Plan is the unifying tool that optimizes the use of available resources and talent, thereby providing additional opportunities for all local government administrators to achieve greater success. The development and implementation of the LGANT Strategic Plan is guided by the following principles:

1. The LGANT Strategic Plan is the roadmap for allocating fiscal and human resources to focus on activities which will achieve LGANT's vision and mission.
2. LGANT seeks broad involvement from stakeholders in the development and during the implementation of its Strategic Plan.
3. LGANT establishes goals that are realistic in relation to its resources and capacity and based on needs, mandates and challenges faced by local government administrators in the NWT. These goals will provide the basis for assessing LGANT's effectiveness.
4. LGANT will communicate with all stakeholders offering transparency and accountability and report progress on the achievement of its strategic priorities.

## Summary of Core Strategic Priorities

### Governance

LGANT aims to be governed by an active and dynamic board which models excellence in board governance. This priority links to staff-council relationships in local governments as local government administrators are tasked with implementing the direction provided by council and must facilitate the connection between elected officials, the staff and public needs and interests. Out of this relationship comes the need for governance education, including council orientation which should involve the Local Government Administrator and their professional organization, LGANT. This also links to one of the constitutional objectives of the Society: to promote the role of the local government administrator in the community.

## **Sustainable Operations**

LGANT's operation is vulnerable due to its limited revenue generating opportunities in the NWT and its reliance on contribution funding from one major funder, MACA. There is a clear need for a more sustainable operation with reliable and ongoing core funding to support a planning framework that matches the implementation of goals and objectives and member expectations with adequate resources. The recognition of LGANT as a key organization in the field of local government administration in the NWT and a full regular membership of 33, combined with a growing associate membership, will support operational sustainability. In addition, this strategic priority can be complemented by member contributions to the organization's activities, participation in networking and professional exchanges and further supported by the use of best practices.

## **Membership**

LGANT, as a member service-driven organization, supports members through a range of services that adapt to new challenges in the field. The society aims to work in partnership with other professional organizations to implement its priority goals and to foster understanding for its mission and to build partnerships.

To further support these priorities, LGANT seeks to grow a broader membership that includes local government professionals other than the Senior Officer. Given the continued challenge of recruitment and retention in some key local government positions, LGANT aims to look for opportunities to assist its members with these HR challenges.

## **Career Development and Education**

This priority links directly to the society's mission and several of its objectives established in its constitution. It is of high importance that LGANT continues to offer professional and quality sessions at its annual professional development feature event, its conference and AGM. To further address this priority area, the Society seeks professional development opportunities for its members based on member needs and interests that were determined through learning and training needs surveys of local government administration.

MACA's role and commitment to training and occupational certification for community government occupation makes collaboration a priority for LGANT. This collaboration aims to further strengthen planning and delivery of productive and timely training programs. Further involvement with the School of Community Government will contribute to the development and updating of training programs and course content.

## **Partnerships**

Strong working relationships with key partners such as the GNWT, MACA, the NWTAC, sister organizations from other jurisdictions and professional organizations are a pre-requisite priority for the implementation of many of LGANT's mandate and strategic priorities overall.

Continuing to build on existing partnerships and foster new partnerships including federal and Aboriginal governments and organizations must remain a high priority, as it will contribute to LGANT's success, its sustainability and future potential.

**LGANT's Strategic Plan covers the five year period from 2012 to 2017** and provides strategic direction for the development of the 2013-2017 Business Plan and the annual implementation and action plan demonstrate the progress of achieving the established goals and objectives.

## Strategic Goals and Objectives

LGANT has adopted the following goals and objectives that guide the development of the operational - action plan. . **Goals** should be understood as what LGANT wants to achieve while **objectives** describe the "desired end-state".

### **GOAL: Demonstrating and Promoting Excellence in GOVERNANCE**

1. Objective: The LGANT Board is active, dynamic and models excellence in board governance.
2. Objective: LGANT supports Governance education and takes part in training of roles and responsibilities of LGAs and Council.

### **GOAL: Gaining SUSTAINABLE OPERATIONS through financial stability and effective operations**

1. Objective: LGANT will achieve financial sustainability.
2. Objective: LGANT will be operational efficient, responsive and innovative.

### **GOAL: Serving its MEMBERSHIP in accordance with its mission**

1. Objective: LGANT supports its membership by offering valuable services and fostering participation and exchange.

### **GOAL: Promoting CAREER DEVELOPMENT & EDUCATION that enhances excellence and professionalism**

1. Objective: LGANT will fulfill its mission by offering and assisting with education and career development programs that promote excellence and professionalism in the field of local government administration.

### **GOAL: Fostering PARTNERSHIPS that support LGANT's mandate and its strategic priorities**

1. Objective: LGANT will build and expand supportive and collaborative partnerships of mutual benefit.

## Operational Implementation - Action Plan and Success Indicators

Strategic Priority: GOVERNANCE			
GOAL: Demonstrating and Promoting Excellence in GOVERNANCE			
Objective	Implementing Actions	Timeline	Indicator of Success
The LGANT Board is active, dynamic and models excellence in board governance.	Create reporting template ED to Board	December 2013	Board receives frequent updates
	Board Roles and Responsibilities Workshop	2013-2014	All board members participate. Roles and responsibilities document prepared
	Board orientation binder (hardcopy & electronic)	Starting in 2012 2013-2014  2013-2015 edition for Board elected during September 2013 AGM	Orientation material available for new board members  Orientation material being used and best practices adhered to
	Strategic Planning Update and Board Workshop will be combined	2014-2015 And on-going every two years	Update of strategic plan in combination with On-going board development
	Board members are involved and bring ideas to further LGANT's mandate!	On-going	Board members involved in conference planning and in outreaching to new SAOs

Strategic Priority: GOVERNANCE

GOAL: Demonstrating and Promoting Excellence in GOVERNANCE

Objective	Implementing Actions	Timeline	Indicator of Success
LGANT supports Governance education and takes part in training of roles and responsibilities of LGAs and Council.	Orientation tool for new LGAs to understand their roles and how to work with council.  Support LGAs for their role in assisting with the orientation of their respective council	Strike working group after 2013 AGM  2014-2015 create work plan  Start implementing in 2014-2015	"Governance" education exists within all local governments, including new council orientation.
	Work with partners to allow for LGA involvement in governance orientation to further their credibility and promote respectful working relationships between council & administration	on-going	LGANT is part of the team that creates awareness of the roles and responsibilities of community government council and administration

Strategic Priority: SUSTAINABLE OPERATIONS

GOAL: Gaining Sustainable Operations through Financial Stability and Effective Operations

Objective	Implementing Actions	Timeline	Indicator of Success
LGANT will achieve financial sustainability	Request re-profiling of existing funding under the contribution agreement for the PSCICG to stabilize LGANT staffing, website update and integration and HR Survey	2012-2013	Intern position filled in September with MPA Grad until March 2014
	Negotiate new funding agreements with MACA.	2013-2014	Survey and website redevelopment under way.
		Winter/Spring 2013-2014	LGANT has adequate, reliable and ongoing core funding.

Strategic Priority: SUSTAINABLE OPERATIONS

GOAL: Gaining Sustainable Operations through Financial Stability and Effective Operations

Objective	Implementing Actions	Timeline	Indicator of Success
<p><i>... continued from previous page</i></p>	<p>Communicate (through various means, including survey, in person etc.) with members on their expectations and wants with regards to LGANT (limit to mandate as per constitution)</p> <p>Create summary of finding to determine need for further resources and potential additional funding sources including strategy on how to pursue</p>	<p>Kick-off at 2013 Conference</p> <p>Complete summary of findings before 2013- 2014 fiscal year end</p> <p>2014-2015 update strategy</p>	<p>Membership expectations are matched by resources.</p>
<p><b>Membership expectations are matched by resources.</b></p>	<p>Promote membership to include all community governments (currently generating 33 x \$250.00 = \$ 8250.00 of revenues)</p> <p>Promote new associate memberships and increase numbers</p> <p>Discuss option of increasing fees to generate more revenues (memberships and conference)</p>	<p>2013-2014 &amp; ongoing</p> <p>Expansion with membership renewal for 2013-2014 as per bylaw change – aim for 20 x \$125.00 = \$2500.00 of revenues</p> <p>2014-2015</p> <p>2015-2016</p>	<p>All 33 NWT community governments are LGANT members.</p> <p>Associate Membership from Senior administrative positions within community governments is increasing and promoted as a form of succession planning and capacity building from within.</p>
	<p>Explore accounting requirements and feasibility to allow for allocation of staff time to projects</p>	<p>2013-2014</p> <p>And on-going</p>	<p>LGANT has the opportunity to allocate staff time to projects as a basis for improved operational analysis that will allow for adequate resourcing of its programs and services and improved business decision making.</p>

Strategic Priority: SUSTAINABLE OPERATIONS

GOAL: Gaining Sustainable Operations through Financial Stability and Effective Operations

Objective	Implementing Actions	Timeline	Indicator of Success
LGANT will be operating efficiently, responsive and innovative	Promote and profile LGANT with its mission and strategic goals  Liaise with members, be responsive to requests, facilitate connections, exchange and collaboration	ongoing	LGANT is recognized as a key organization in the field of Local Government Administration in the NWT.
	Revise and improve integration of LGANT, 33strong and community websites  Change lay-out and use of E-news and member communication  Offer improved platform and access for member services and tools	2013-2014  2013-2014 (contract and changes implemented)  Redevelopment of website completed by March 2014  33Strong Program changes will require further changes in 2014-2015	LGANT will use best practices in technology to serve its membership.  Websites and newsletter functions streamlined  Member exchange platform in place and in use
	Promote member participation through exchange of best practices and other administrative tools, policies and bylaws	Ongoing  Launch new campaign with membership renewal for 14-15, website update and at conference	LGANT members will contribute to the organization's activities and participate in networking and professional exchanges.

Strategic Priority: MEMBERSHIP

GOAL: Serving its membership in accordance with its mission

Objective	Implementing Actions	Timeline	Indicator of Success
LGANT supports its membership by offering valuable services and through fostering participation and exchange	Improve existing member services	ongoing	LGANT offers a range of services to members, supporting them in meeting new challenges.
	Stabilize staffing	2013-2014 2014-2015	Number of LGANT staff will be adequate to maintain the current service level and to meet program delivery expectations from partners and members.
	Explore feasibility and interest of a "Buddy-System" for new LGAs, matching them with LGAs who have worked in the NWT for more than two years (?)  Use/link with new "orientation manual"	2013-2014 And beyond	New SAOs and SAOs new to the NWT feel supported and welcomed by their peers and gain a better understanding of where to find resources and assistance
	Collaborate with sister organizations from other jurisdictions in Canada  Collaborate with complementary organizations in the NWT	2011-2012 and ongoing	LGANT has partnerships with other professional organizations.  CAMA Board meeting and extended visit in YK in Sept, 2103 was a great success (see letters from CAMA president)  Ongoing support and resources from LGMA, NLAMA & CivicInfo
	Create a "spot" during annual conference for members to share and exchange their knowledge and benefits from affiliations with other organizations.  How LGANT could benefit from these affiliations and learning communities?	Start in 2013-2014  Expand at 2014-2015 conference	LGANT members who are affiliated with other professional organizations promote the mission of LGANT in order to foster understanding and build partnerships.

**Strategic Priority: MEMBERSHIP**

**GOAL: Serving its membership in accordance with its mission**

Objective	Implementing Actions	Timeline	Indicator of Success
<i>... continued from previous page</i>	Promote associate memberships to other senior staff of NWT community governments	Starting with 2013-2014 membership renewal and ongoing	LGANT has a broader membership that includes local government professionals other than the Senior Officers.
	Explore the expansion of HR services  Create business model and determine required resources	Research in 2013-2014  2014-2015 and ongoing for implementation	LGANT assists its members with their recruitment and retention challenges and in establishing professional HR Management practices.

**Strategic Priority: Career Development and Education**

**GOAL: Promoting career development and education that enhances excellence and professionalism**

Objective	Implementing Actions	Timeline	Indicator of Success
<b>LGANT will fulfill its mission by promoting, offering and assisting with education and career development programs that promote excellence and professionalism in the field of local government administration.</b>	Respond to members needs and expectations for conference sessions	2012-2013 and ongoing	LGANT offers relevant, professional and quality sessions at its Annual Conference and Annual General Meeting.
	Stay attuned to LGA learning and development needs, trends and best practices, and opportunities offered through partner and sister organizations.	2013-2014  2014-2015	Member participation in planning and conference well received
	LGANT offers partnerships and collaboration to MACA-SCG	2012-2013 and ongoing	LGANT collaborates and is a recognized partner in the development and delivery of training and development relevant to its membership and their local government staff.
	Explore further opportunities with MACA-SCG and other partners	2013-2014  And beyond	
	Update website and utilities	2013-2014 and ongoing	LGANT promotes the use of web tools in the delivery of professional development and training.
	Upgrade events tools of website		
	Introduce web tool model		Redeveloped website with

Strategic Priority: MEMBERSHIP

GOAL: Serving its membership in accordance with its mission

Objective	Implementing Actions	Timeline	Indicator of Success
... continued from previous page			enhanced tools, member services and accessibility
	Explore Conflict Resolution Training format, cost, availability of certified trainer/facilitator, delivery model and frequency	2013-2014  2014-2015	Workplace harassment workshop from the NWT Human Rights Commission at 2013 Conference was well received.  LGANT offers conflict resolution training for staff and elected officials.
	Create project plan for HR Survey and Community Government Learning Needs Assessment in consultation with MACA-SCG  Conduct Survey	2013-2014	HR survey will provide reliable information on wages and benefits at the local government level and will create a survey tool that can be used annually.  Learning needs survey will provide reliable information on learning and support needs of local government administrators.
	Explore improved communication and notification process for MACA training programs to ensure LGANT can assist in timely promotion and announce changes when they occur.  Canvass members to determine scheduling and delivery options that interfere least with the administration of community governments.	2012-2013  Ongoing  2013-2014  And beyond	LGANT collaborates with the GNWT, MACA in planning and delivering productive and timely training and professional development programs to meet the needs of its members.  Automatic links and improved events and member services on LGANT website
	Organize a meeting and to discuss working relationship with MACA –SCG. Explore how LGANT could better share info on SCG programming	2012-2013  Ongoing	LGANT is involved with the School of Community Government to develop and update course content for training programs.

Strategic Priority: PARTNERSHIP

GOAL: Fostering partnerships that support LGANT's mandate and its strategic priorities

Objective	Implementing Actions	Timeline	Indicator of Success
LGANT will build and expand supportive and collaborative partnerships of mutual benefit.	Open and collaborative communication, meetings, and exchange with MACA DM's office and SMT	ongoing	LGANT has a strong relationship with the GNWT, MACA.
	Communication, exchange and collaboration as appropriate with other professional associations, as well as sister organizations on territorial, provincial at a national level	ongoing	LGANT has partnerships with professional organizations whose mandate is complementary to that of local government administrations.  LGANT is recognized by peer organizations for its contributions to professionalism in local government administration.
	Open and collaborative communication, meetings, and exchange with NWTAC.  Referral of inquiries in accordance with mandate to avoid duplication and respect membership direction.	ongoing	LGANT has a strong working relationship with the NWTAC.  LGANT referred requests to facilitate Strategic Planning and create council enumeration survey to NWTAC.
	Identify potential partners, initiate meetings to explore potential and opportunity to work together and complementary	ongoing	LGANT has partnerships with federal and Aboriginal governments & agencies and non-government organizations.
	Identify potential partners, initiate meetings to explore potential mutual interest	Not formally started	LGANT has strengthened relationships with Designated Authorities to better understand their administration and operations.

## Resource Implications – Future Funding Needs

### Core Funding Requirements to fulfill Basic Mandate

(Please note that due to lack of forced growth, multiple cuts will be indicated as per yellow highlights below)

<u>LGANT Core Budget</u>	2013-2014	<u>LGANT Core proposed Budget</u>	2014-2015
<b><u>REVENUE</u></b>			
MACA Contribution	\$180,000.00	MACA Contribution	\$180,00.00
Membership Dues	\$10,750.00	Membership Dues	\$10,750.00
AGM Sponsors and Registrations	\$10,000.00	AGM Sponsors and Registrations	\$15,000.00
LGANT Deferred Revenue	\$27,300.00	Deferred Revenue	7,500.00
LGANT Misc. Rev. (i.e. interest)		LGANT Misc. Rev. (i.e. interest)	1,000.00
<b>Total</b>	<b>\$228,050.00</b>		<b>\$214,250.00</b>
<b><u>EXPENDITURES</u></b>			
Salary & Benefits	\$123,000.00	Salary & Benefits	\$128,000.00
Lease Agreement	\$16,800.00	Lease Agreement	\$16,800.00
Postage	\$1,000.00	BASICS Insurance	\$1,000.00
Photocopier	\$1,000.00	BASICS Audit	\$9,000.00
Insurance	\$1,000.00	BASICS Bookkeeping	\$3,000.00
Telephone	\$4,000.00	BASICS Banking	\$750.00
Advertising	\$1,000.00	BASICS Office General (includes copier)	\$5,000.00
Office General	\$5,000.00	COM Web/Internet/E-mail	\$3,000.00
Travel President	\$5,000.00	COM – Postage (reduced)	\$750.00
Travel – Board Meetings	\$20,000.00	COM- Telephone (reduced)	\$3,000.00
Travel – CAMA	\$10,000.00	COM – PR & Advertising	\$1,000.00
Travel – Executive Director	\$5,000.00	Board Activities & Meetings (reduced)	10,000.00
Bank Fees	\$750.00	President Travel (reduced)	\$4,000.00
Audit Fees	\$7,500.00	CAMA Travel (reduced)	\$8,000.00
Annual General Meeting	\$10,000.00	CAMA Member Bursary (reduced)	\$4,000.00
Website/Internet/Email	\$3,000.00	AGM	\$10,000.00
Bookkeeping Fees	\$3,000.00	Travel Executive Director (reduced)	\$4,000.00
Professional Development	\$3,000.00	Professional Memberships (reduced)	\$700.00
CAMA Bursary	\$5,000.00	Professional Development (reduced)	\$2,000.00
Membership Fees	\$1,000.00		
Special Projects	\$2,000.00	Special Projects (reduced)	250
<b>Totals Core</b>	<b>\$228,050.00</b>		<b>\$214,250.00</b>
<b>Revenues - Expenditures</b>	<b>0</b>		<b>0</b>

## PSCICG Funding

<u>LGANT PSCICG Budget</u>	2013-2014	LGANTPSCICG proposed Budget	2014-2015
<b><u>Total</u></b>			
<b><u>Revenue – PSCICG</u></b>	<b><u>\$95,000.00</u></b>	<b><u>Revenue – PSCICG</u></b>	<b><u>190,000.00</u></b>
<b><u>Deferred Revenue – PSCICG</u></b>	\$89,000.00		
<b><u>Expenses PSCICG</u></b>		<b><u>Expenses PSCICG</u></b>	
Contracted Services (HR)	\$15,000.00	HR Services (HR Downloads Bulk Licenses)	14,875.00
Cross-Linked Job Sites (CivicJobs & GNWT)	\$5,000.00	Cross-linked Jobs (CivicJobs)	\$5,125.00
Professional Workshops (Annual Conference)	\$30,000.00	Annual Professional Dev. Conf.	\$35,000.00
LGA Recognition Program	\$10,000.00	LGA Recognition Reduced	\$5,000.00
Targeted Advertising & Marketing	15,000.00	NWT Community Governments Career Promotions	\$10,000.00
Brochure Development & Production	5,000.00	Communication & PR, O & M	\$10,000.00
SAO Handbook/Toolkit/WIKI	15,000.00	LGA Handbook & WIKI Ongoing maintenance and review	\$10,000.00
Program Support Coordinator		Pool of Professionals	\$5,000.00
Position related O&M		Funding for second position	\$95,000.00
		<b>Subtotal</b>	<b>\$190,000.00</b>
<b><u>Total</u></b>	<b><u>\$184,000.00</u></b>	<b><u>Total</u></b>	<b><u>\$190,000.00</u></b>
<b>Revenues - Expenditures</b>	<b>0</b>		<b>0</b>
<b><u>Core &amp; PSCICG Total</u></b>	<b><u>\$412,050.00</u></b>	<b><u>Total</u></b>	<b><u>\$404,250.00</u></b>
<b>Revenues - Expenditures</b>	<b>0</b>		<b>0</b>

### LGANT's Core Budget:

- This budget is based on MACA's indication that core **funding at status quo level** will be maintained in the new contribution agreement for a three-year period.
- Even though the budget is shown for 2014-2015 only, it is hoped that the **next core funding** contribution agreement will be a multi-year funding agreement similar to the past agreement (three fiscal years).
- Over time this budget is **not sustainable** without increasing revenue and/or cutting programming
- To **balance the core activity budget for 2014-2015** LGANT did use a small portion of its deferred revenue and cut back \$15,000 in expenses.
- To increase its revenues the LGANT Board will bring forward a motion for a membership fee change, to be approved by the members during the next Annual General Meeting in the fall of 2014. Registration and other fees, as well as supplementary funding sources, are further revenue options to be explored over the life of this Business Plan

### LGANT's Human Resources

- The core funding includes **funding for one position including salary and benefits**.
- **LGANT's basic mandate** with its activities can be fulfilled by one position, the Executive Director, who looks after the **operation and administration** (including bookkeeping) of the society, supports the Board of Directors, prepares its meeting documents as well as filing and reporting requirements of the Society with the Registrar's Office, Canada Revenue Agency, GST Office, GNWT payroll taxes and WSCC and its main funding agency, MACA.
- In addition, this position also looks after basic **member needs** responding to calls, e-mails for information, services and support, membership renewals and promotion, regular and frequent website updates, news and updates circulation, linking and liaising with government departments, partner agencies and stakeholders.
- The Executive Director would also be able to organize a scaled down version of an **annual networking meeting and AGM** without member travel subsidy or paid speakers as well as connect with CAMA and attend an interprovincial meeting.

### LGANT's PSCICG Budget

- This **proposed budget** is based on MACA's indication that they are willing to continue working with LGANT as a key partner in the PSCICG. Currently the evaluation of the first five years of the initiative is underway. This evaluation will inform potential program and budget changes starting in 2014-2015 as determined by the Steering Committee.
- Details shown in the PSCICG budget are based on two PSCICG working group meetings finalizing the program evaluation and making recommendation to it Steering Committee including the allocation of the overall PSCICG budget of which LGANT received only a portion.
- Even though the budget is shown for 2014-2015 only, it is hoped that the **next core funding** contribution agreement will be a multi-year funding agreement similar to the past agreement (five fiscal years).

## Additional Revenue Potential

Other activities that have revenue potential include the delivery of Community Officer Management Courses for the SCG on a contract basis. Most of the contract amount would be spent on contracting services, unless there are courses that LGANT could deliver in house through its members or staff. There may also be an opportunity to review and develop curricula for the Community Officer Management Program. While these opportunities are directly linked to LGANT's mandate, further discussions with MACA's SCG will determine the feasibility of these undertakings for LGANT.

The delivery and coordination of other short-term professional development courses for community government staff has future growth potential and should be explored while respecting and supporting the School of Community Government's mandate. Funding sources from other government departments and agencies to complement existing activities, or to pursue other projects as per board direction, can also be explored. It is anticipated that the Executive Director would have time to research the feasibility of these options within the term of the new Business Plan.

Service diversification within the current mandate also allows for future potential and growth especially where service pooling is feasible for NWT's smaller community governments. The option of expanding current HR services delivered by LGANT to include more customized human resource management support particularly to local governments without designated HR staff will be further explored during the life of this business plan.

## Conclusion

LGANT has tremendously matured as a professional organization of the Local Government Administrators of the Northwest Territories and can proudly celebrate **33YEARS – 33STRONG** at its 2014 Annual Conference!

LGANT's focus will remain on serving its members and supporting community government capacity building. Through involvement and participation of its growing and involved membership there is much potential for growing the Society's member services and programming.

## Appendices

Bylaws and Constitution

List of Board of Directors

Strategic Plan

Annual Plans



## CONSTITUTION

1. The name of the organization shall be "**The Local Government Administrators of the NWT**" (the Association). The office for this organization shall be located in Yellowknife, Northwest Territories.
2. The **Mission** of the Association is to strive for and promote excellence and professionalism in the field of local government administration in the Northwest Territories through education and career development programs and to create awareness of the Community Officer's role in the community.
3. **The objectives of the Association are:**
  - (a) To provide a network for members to actively share information, ideas and expertise regarding the economical, efficient and effective administration of community governments in the Northwest Territories;
  - (b) To ensure that relevant, high quality educational and training programs are available to all members.
  - (c) To provide considered technical and administrative advice to Community Councils, the Department of Municipal and Community Affairs and other Territorial Departments and to the Northwest Territories Association of Communities when required and appropriate;
  - (d) To establish and encourage adherence to ethical and professional standards of performance for all members; and
  - (e) To promote public awareness of and confidence in local government administration as a profession and as a career.



## **BYLAWS**

### **Section 1 - Interpretation**

#### **1. Defined Terms**

- (a) For the purposes of these bylaws, the terms set out below shall have the following meaning.
- (b) *"Association"* means the Local Government Administrators of the Northwest Territories".
- (c) *"Board of Directors"* means the Board of Directors of the Association.
- (d) *"Executive Committee"* means the Board of Directors of the Association.
- (e) *"Charter Community"* means the Municipal Corporation established or continued with a community charter as set out in the Charter Communities Act.
- (f) *"Community Government"* means a council, self-government group or other group of persons in respect of an area where a Municipal Corporation does not exist, which carries out activities that include, but are not restricted to, the provision of services similar to those provided in or for a Municipal Corporation.
- (g) *"Delegate"* means a designated representative of a senior manager from a community government that may include a Finance Director, Finance Officer, Municipal Clerk, Department Head, or other senior Director. Delegation must be given in writing by a Regular Member. Delegates can vote on behalf of the senior manager, but cannot hold office.
- (h) *"Director"* means a regular member who holds office on the Board of Directors of the Association. Only the Senior Manager of a Community Government shall be entitled to be elected as a Director or any other office of the Association.
- (i) *"Hamlet"* means a municipal corporation with the status of a Hamlet and is defined in the *Hamlets Act*.
- (j) *"Regular Member"* means a Senior Manager representing her or his Municipal Corporation or Community Government that has complied with the requirements of Section 2.2 of the Bylaws.
- (k) *"Municipal Corporation"* means a corporation established under or continued by or under the *Cities, Towns and Villages Act*, *Hamlets Act*, *Charter Community Act*, or the *Tłı̄çhō Community Government Act*.
- (l) *"Group A"* means those regular members from a Municipal Corporation that is a City, Town, or Village.
- (m) *"Group B"* means those regular members from a Municipal Corporation that is a Hamlet, Tłı̄çhō Community, Charter Community or a Community Government.

## Section 2 – Membership

### 2.1 Terms of Admission

All applications for membership shall be submitted to the Executive Director who administers the membership on behalf of the Board of Directors. Upon payment of dues an applicant who is eligible for membership shall receive a copy of the Bylaws and be enrolled as a member of the Association. A new member confirms his or her adherence to the Association's Bylaws by accepting a copy of them.

### 2.2 Members

The following constitutes classes of membership in the Association:

- (a) **Regular Membership** may be extended by the Board of Directors to a community government's Senior Manager in the Northwest Territories. Senior Manager shall mean a person holding the position of Senior Administrative Officer, Band Manager, Chief Administrative Officer, Town Manager, Council Manager, Chief Executive Officer or City Administrator. Only regular members who are Senior Managers may vote and hold office. There can be only one vote per community. Senior Managers may designate a **Delegate** in writing to represent them at all meetings of the Association including the Annual General Meeting.
- (b) **Associate Membership** may be extended by the Board of Directors to a person employed in a senior position in the Department of Municipal and Community Affairs or in other government departments, a senior positions in a Municipal Corporation or Community government and any society or board with a close interest in community government or to a person employed by an educational institution or public training body involved with improving the quality of Local Government in the Northwest Territories. Associate Members may attend annual general meetings and may have the privilege of the floor, but shall have no vote, nor shall their representatives be entitled to be elected to any office in the Association.
- (c) The Board of Directors may extend **Honorary Life Membership** to a person of renown and distinction who has made a significant and major contribution to the field of community administration in the Northwest Territories or Canada. The contribution of this person should be such that it is clearly seen to go beyond the normal, high standards of professional conduct, dedication and ethical manner expected of all persons associated with the field of community administration. Honorary Life Membership is considered to be a high honor and the awarding of a Certificate of Honorary Life Membership will normally take place at an Annual General Meeting of the Association. Honorary members may vote, but may not hold office.

### 2.3 Withdrawal from Membership

A person shall cease to be a member of the society:

- (a) By delivering his or her resignation in writing to the Executive Director of the organization or by mailing or delivering it to the address of the organization,
- (b) On his or her death or in the case of a corporation on dissolution,
- (c) On being expelled, or
- (d) On not having been a member in good standing for more than three consecutive months.

## **2.4 Expulsion from Membership**

- (a) A member may be expelled by a special resolution of the members passed at a general meeting.
- (b) A brief statement of the reason or reasons for the proposed expulsion shall accompany the notice of special resolution for expulsion.
- (c) The person who is the subject of the proposed resolution for expulsion shall be given an opportunity to be heard at the general meeting before the special resolution is put to a vote.

## **2.5 Member Status**

All members are in good standing except a member who has failed to pay his or her current annual membership fee or any other subscription or debt due and owed by him or her to the society and he or she is not in good standing so long as the debt remains unpaid.

## **2.6 Certificate of Membership**

Every member shall be entitled to receive a Certificate of Membership, and such a certificate shall designate if the class of membership as per Section.

## **Section 3 – Dues**

### **3.1 Time for Payment**

The fiscal year of the Association shall be from the first day of April to the thirty-first Day of March in the following calendar year.

### **3.2 Establishment of Dues**

- (a) The annual dues of all classes of members shall be determined by the Board of Directors for approval by members at the annual general meeting or any special meeting.
- (b) Membership fees shall be due and payable on April 1st of any given year. Any member who is in arrears of fees as of April 1st in any given year shall be suspended from membership in the Association, and may be reinstated by the Executive Director upon payment of all monies due the Association by such member. If such fees remain unpaid for 3 months after they fall due, the member may be deemed to have terminated his membership, and the Executive Director on behalf of the Board of Directors may direct that person's name be removed from the directory of members.
- (c) The Association may not budget for an annual deficit. Any deficit incurred is a first charge against the revenues of the immediately following fiscal year.

## **Section 4 – Board of Directors**

### **4.1 Board Composition**

- (a) The Board shall consist of a President, a Vice-President, a Treasurer, and three (3) Directors, and the Immediate Past President of the Association subject to Section 2.2.
- (b) Members shall elect one (1) President from either Group A or Group B and one (1) Vice President from the alternate Group A or Group B. The Treasurer may be elected from either Group A or Group

B. Members shall elect one (1) Director from Group A, one (1) Director from Group B, and one (1) Director from either Group A or Group B, at an annual general meeting of the Association.

(c) In addition, the Chief Executive Officer from the NWT Association of Communities shall be entitled to attend as an Ex-Officio member and participate at all Board Meetings, except she/he shall not be entitled to vote on any matter put before the Directors.

(d) The Executive Director will provide a full range of administrative and research services to the President and Board of Directors of the Association. He/she will be responsible for managing the Association's operational affairs including its budget. The Executive Director will act as the primary contact for Association members and outside agencies. He/she shall issue or cause to be issued notices of meetings of the Association when directed by the Board, and shall be responsible for the preparation and custody of the Minutes of the Association and Directors, correspondence, operational and financial records. He/she shall conform to all lawful orders given to him or her by the Board of Directors and shall at all reasonable times, give to the Board of Directors, Regular Members, and Honorary Life Members information which they may require regarding the affairs of the Association.

#### **4.2 Qualifications of the Board**

Only a Senior Manager who is a regular member as per section 2.2.(1) and not their delegates shall be entitled to be elected to any office of the Association.

#### **4.3 Nominations for Directorship**

During the annual general meeting each year, a call for nominations for Director positions that are available on the Executive Committee will be made from the floor. Nominations may also be submitted to the Executive Director in advance of the annual general meeting by a nomination form. Members shall recommend persons for offices of the President, Vice-President, Treasurer and Directors in accordance with the provisions in Section 2 of these Bylaws. In no case shall a member be nominated unless he or she has given their consent to act if elected.

#### **4.3 Election and Duties of Board Members**

The **President** shall be elected at the annual general meeting of the Association, and shall hold office for two (2) years following the annual general meeting at which he/she was elected. The President shall be Chairperson of the Executive Committee and preside at all meetings of the Association. He/she shall perform such duties, as may be prescribed for him/her by the Association or the Executive Committee.

The **Vice President** shall be elected at the annual general meeting of the Association, and shall hold office for two (2) years following the annual general meeting at which he/she was elected. In the absence or inability to act of the President, the Vice-President shall perform the duties and have the powers of the president.

A **Treasurer** shall perform such duties and have such powers as may be assigned to him/her by the Executive committee. The Treasurer shall be elected at the annual general meeting of the Association and shall hold office for a two (2) year period.

Three (3) **Directors** shall be elected at the annual general meeting of the Association each year, and shall hold office for a period of one (1) year. The Directors shall have such powers and duties as may from time to time

be assigned to them by the members.

The *Immediate Past President* of the Association at the annual general meeting, as long as he or she is still a Regular Member as per section 2.2.(1) of these bylaws, shall be appointed as a voting member of the Board of Directors for a term of one (1) year.

#### **4.4 Disqualification of a Board Member**

A Board member is disqualified and a vacancy on the Board shall exist if:

- (a) A Board member resigns in writing;
- (b) A Board member ceases to hold a position as described in Section 2; and
- (c) A Director who, without notice to the Executive Committee, is absent from three consecutive regular meetings shall thereby vacate his/her office. The Executive Committee may appoint another regular member of the association to serve the term remaining of the Director who has vacated the office.

#### **4.5 Board Vacancies**

Whenever a vacancy occurs on the Board of Directors, the Executive Committee shall fill such vacancy by appointing a regular member. The Director so appointed shall hold office until the next annual general meeting of the Association.

#### **4.6 Remuneration and Expenses**

Any remuneration to be provided to the Board members shall be determined for the immediately ensuing year by the members of the Association at the annual general meeting.

Subject to this Section and the approval of the Board, except attendance at the annual general meeting and any Board meetings held in conjunction with the annual general meeting, Board members traveling on authorized Association business may be reimbursed for:

- (a) hotel room costs or per day private accommodation reimbursed as per GNWT reimbursement policy and rates in effect at that time;
- (b) economy class return airfare to the meeting attended by the Board member;
- (c) meals and incidentals reimbursed as per the GNWT reimbursement policy and rates in effect at that time; and
- (e) ground transportation as per the GNWT reimbursement policy and rates in effect at the time.

All claims for reimbursement of out of pocket expenses must be set out on the Association's expense form, accompanied by reasonably acceptable receipts, invoices or vouchers and submitted the Executive Director within thirty (30) days from the date upon which such expenses are incurred. Claims that are delayed without cause or notice may not be reimburse.

Notwithstanding any provision within these bylaws to the contrary, if a Board member is absent from a Board meeting without the permission of the Board, the Board member shall not be entitled to reimbursement for any expenses set forth herein relating to the day(s) of such absence. For the purposes of these bylaws, absent means absent from all or any portion of a Board meeting without the consent of the Executive Committee.

#### **4.7 Board Meeting**

The Board of Directors shall from time to time schedule meetings of the Board. Members of the Board may participate in any Board meeting by conference telephone call, videoconference or other electronic means that permits each Director to hear and be heard at such meetings. Any resolution passed by the Directors at such meeting shall have the same effect as if the members of the Board were physically present at such meeting.

#### **4.8 Voting**

At Board meetings, each Board member, including the President, shall have one (1) vote. Every matter to be voted upon shall be decided by a show of hands, or an oral vote by telephone conference call. In the case of a tie, the motion shall be lost.

### **Section 5 – Committees**

#### **5.1 Executive Committee**

The Executive Committee as elected, shall be the executive body of the Association and shall direct and oversee the affairs of the Association between annual general meetings.

#### **5.2 Quorum**

Four (4) members including the President or Vice-President shall constitute a quorum of the Executive Committee.

#### **5.6 Special Purpose Committees**

Special purpose committees may be appointed, from time to time, by the Executive Committee to work on special project that may involve government agencies of other organizations. At least three members must form a Special Purpose Committee; one of the members must be a member of the Executive Committee. Staff support is provided from the Executive Director. A Special Purpose Committee reports to the Board of Directors. A Special Purpose Committee shall establish a Terms of Reference approved by the Board of Directors who may also establish a committee budget. A Special Purpose Committee shall report on its activities at the annual general meeting.

### **Section 6 – Meetings**

#### **6.1 Annual General Meeting**

The Annual Meeting of the Association shall be held at such time and place as the Executive Committee may decide. The Executive Committee shall have its initial meeting immediately following the annual meeting of the Association. Other meetings of the Executive Committee shall be held at such time and place as the President may determine.

#### **6.2 Notice of Annual General Meeting**

The Executive Director shall give at least **twenty (20) days'** notice in writing of the time and place of the annual general meeting to all members of the Association. The Executive Director shall give notices of

meetings of the Executive Committee or Special Purpose Committee to all members of such Committees. The notice shall be in writing and state the time, place and purpose of the meeting. Notice in writing shall include the following methods: mail, e-mail, e-newsletter, and electronic posting on the Association's public website.

### **6.3 Quorum at the Annual General Meeting**

One-third of the voting members in good standing constitutes a quorum of any annual meeting of the Association.

### **6.4 Voting – Number of Votes –Voting by Proxy & Delegation**

At the annual general meeting or any special meeting of the Association, each Regular Member in good standing shall be entitled to vote on the basis of one (1) vote per community government.

One (1) Voting card shall be issued to the Regular Member or his/her designated Delegate. A Regular Member who is not able to attend or to send a Delegate, may participate by Proxy Vote in writing to a Regular Member. E-mail, fax or letter proxies are accepted.

### **6.5 Majority Vote**

Subject to any provisions to the contrary which may be contained in these Bylaws or may be prescribed by law, all questions arising at any meeting of the Association shall be decided by a simple majority of votes cast. In the case of a tie, the motion shall be declared lost. Voting shall proceed by a show of voting card(s). At any time a Regular Member or a designated Delegate may ask for a vote by secret ballot. The Meeting Chair or President supervise the voting and report the results of the secret ballot.

### **6.7 Special Meetings**

A special meeting of the Association may be called by the Executive Committee at any time, or upon the failure of the Executive Committee to call a special meeting, the Executive Director shall, within three days, call such a meeting upon the petition of a majority of the membership of the Association. At least **thirty (30) days'** notice in writing of the time and place of the special meeting should be given by the Executive Director to all members of the Association. Special meetings may be held by videoconference or teleconference.

### **6.8 Quorum at a Special Meeting**

A quorum at a special meeting shall consist of fifty-one percent (51%) of the members in good standing.

### **6.9 Representation of Members**

Each Regular Member in good standing may be represented at the annual general meeting or any special meeting of the Association by a Delegate designated in writing.

Delegate shall have the right to take part in all discussions at the meeting. However, Voting Rights as per Section 6.4 shall apply.

## **Section 7 – Accounts**

### **7.1 Financial Records**

All Financial records of the Association shall be maintained in a manner accepted by general accepted accounting principles in an approved manner and shall be retained for the legal period prescribed by the *Income Tax Act*, Canada.

### **7.2 Financial Report**

The Executive Director at the annual general meeting shall present the financial records of the Association.

### **7.3 Auditor**

At each annual general meeting an auditor shall be appointed for the ensuing year.

### **7.4 Financial Statement**

At each annual general meeting a financial statement for the preceding year, duly certified by the auditor, shall be available for the inspection of the members at the annual general meeting.

### **7.5 Budget**

At each annual general meeting, the Executive Director or Treasurer shall present to the Association, an operating budget for the current fiscal period that has been approved by the Board.

### **7.6 Borrowing Powers**

- (a) The Board of Directors may by majority vote, borrow funds for the current operations of the Society, but the total of such funds shall not at any time exceed one-half the Society's revenues in the preceding fiscal year.
- (b) The Board of Directors may, with the approval of a majority of the Regular Members present at a special meeting, or at the annual general meeting, borrow funds for capital expenditures.

### **7.7 Execution of Documents**

Documents shall be executed in the following manner:

- (a) Cheques, drafts or orders for the payment of monies, notes, acceptances and bills of exchanges may be drawn, accepted, endorsed, signed and electronically approved via enhanced banking security features by one (1) Director of the Executive Committee and the Executive Director;
- (b) Contracts, documents or any instruments in writing requiring the signature of the Association may be signed by the President, Vice-President, or Treasurer, and the Executive Director. All contracts, documents and instruments in writing so signed shall be binding upon the Association without any further authorization or formality. The Board of Directors shall have the power from time to time by resolution to appoint any other member of the Association to sign specific contracts, documents or instruments in writing generally.

## **7.8 Disposal of Funds**

All monies received by or on behalf of the Association must be deposited in the Association's bank account in trust for the Association, which account must be with one of the chartered banks of Canada.

## **7.9 Distribution of Assets**

The Association may not distribute any part of its income to any of its members. This does not preclude the payment of reasonable salaries or employee benefits, nor does it preclude the reimbursement of reasonable out-of-pocket expenses. On a winding-up of the Association, all remaining assets of the Association, after payment of all debts and liabilities, must be distributed among Canadian registered not-for-profit societies with similar objectives pursuant to the *Income Tax Act* (Canada).

## **Section 8 - General Powers of the Association**

In addition to the powers given to the Association, its officers and members by the foregoing bylaws, the Association may:

- (a) Acquire and take by purchase, donation, devise, bequest or otherwise, real estate and personal property, and hold, enjoy, sell, exchange, lease, let, improve and develop the same, and erect and maintain buildings and structures;
- (b) Contract and be contracted with and sue or be sued in its corporate name;
- (c) Use its funds and property for the attainment of its objectives and purposes;
- (d) By resolution of not less than fifty percent of Regular Members in good standing, subscribe to or become a member of any other society or association whether incorporated or not whose objectives are in whole or in section similar to its own objectives.

## **Section 9 - Fiscal Year**

The fiscal year of the Association shall run from April 1 of one year through to March 31<sup>st</sup> of the following year.

## **Section 10 - Minutes and Records**

The Executive Director, or his or her designate, shall record legibly and in writing, the Minutes of the proceedings of the annual general meeting, special meetings, and all Board meetings. The books and records of the Association may be inspected at the offices of the Association by any Regular Member and Honorary Life Member at any time during business hours upon giving reasonable notice and arranging a time satisfactory to the Executive Director.

### **Section 11 - Altering, Rescinding or Repealing Bylaws**

The Bylaws of the Association may be made, altered, rescinded, repealed, varied, added to or amended at the annual general meeting of the Association or by extraordinary resolution as defined in the *Northwest Territories Societies Act* at any special meeting called for the purpose provided that notice has been given to the members of the Association in accordance with the provisions of this Bylaw. The changes are not effective until filed and approved by the Registrar.

### **Section 12 – Interpretation**

Any question or dispute relating to:

- (b) the interpretation and application of any provision contained in these Bylaws or any other documents of the Association;
- (c) the eligibility of any applicant to become a member, Associate Member or honorary life member of the Association;
- (d) the compliance of a member, Associate Member or Honorary Life Member with these Bylaws or any other documents of the Association, or;
- (e) any matter related to the operation of the Association pursuant to these Bylaws shall be referred to the Board of Directors, whose written decision shall be final.

These bylaws have been reviewed and approved by ordinary resolution at the annual general meeting by the membership on September 25, 2013 and will become effective upon registration with the Registrar of Societies.



## Board of Directors 2013-2015

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**President: Grant Hood**

Senior Administrative Officer, Town of Inuvik  
P.O. Box 1160, Inuvik, NT X0E 0T0  
Phone: (867) 777-8608  
Fax: (867) 777-8601  
E-mail: sao@inuvik.ca

**Vice President: Larry Baran**

Senior Administrative Officer, Community  
Government of Whati  
PO Box 71, Whati, NT X0E 1P0  
Phone: (867) 573-3401  
Fax: (867) 573-3018  
Email: sao@whati.ca

**Treasurer: Dennis Kefalas**

City Administrator, City of Yellowknife  
PO Box 580  
Yellowknife, NT X1A 2N4  
Phone: (867) 920-5600  
Fax: (867) 920-5649  
Email: dfekalas@yellowknife.ca

**Director: Bill Bennett**

Senior Administrative Officer, Hamlet of Ulukhaktok  
Box 157  
Ulukhaktok, NT X0E 0S0  
Phone: (867) 396-8013  
Fax: (867) 396-8010  
Email: ulukhaktok\_sao@northwestel.net

**Director: Susan Christie**

Senior Administrative Officer, Hamlet of Fort  
Providence  
PO Box 290  
Fort Providence, NT X0E 0L0  
Phone: (867) 699-3441  
Fax: (867) 699-3360  
Email: sao@fortprovidence.ca

**Director (Group A): Dean Pickering**

Senior Administrator Officer, Village of Fort  
Simpson  
PO Box 438  
Fort Simpson, NT X0E 0N0  
Phone: (867) 695-2253  
Fax: (867) 695-2005  
Email: sao@vofs.ca

**Ex-Officio Member: Sara Brown**

CEO, NWT Association of Communities  
#200, 5105 - 50 Street, Yellowknife, NT X1A 1S1  
Phone: (867) 873-8359  
Fax: (867) 873-3042  
E-mail: sara@nwtac.com

**Executive Director (STAFF): Regina Pfeifer**

P.O. Box 2083, Yellowknife, NT X1A 2P6  
5018-52nd Street, 2nd Floor  
Phone: (867) 765-5630  
Fax: (867) 765-5635  
E-mail: rpfeifer@lgant.com

*Please note that Directors at large are elected for a one year term  
Last Updated: February 27, 2014*



# Strategic Plan 2012-2017

## VISION

LGANT is recognized for its excellence in providing support and professional development for Community Officers in the Northwest Territories.

## MISSION

The mission of the Association is to strive for and promote excellence and professionalism in the field of local government administration in the Northwest Territories through education and career development programs and to create awareness of the Community Officer's role in the community.

## CORE VALUES

In pursuing its vision and mission, LGANT is guided by four core values:

- **Sustainability:** We value the importance of having a sustainable organization to serve the needs of a diverse membership.
- **Service to members:** We value service to all members that is respectful, responsive, knowledgeable and accountable.
- **Leadership:** We value ethical behaviour and foster excellence, cooperation and partnership as well as promote the professional role of the Local Government Administrator.
- **Adaptability:** We value adaptability to help us achieve the best results for our members.



## STRATEGIC PRIORITIES FOR THE NEXT 5 YEARS

### ➤ **Governance**

Success Descriptors:

- The LGANT Board of Directors is active and dynamic.
- The LGANT Board of Directors models excellence in board governance.
- “Governance” education exists within all local governments, including new council orientation.
- LGANT is part of the team that creates awareness of the roles and responsibilities of community government council and administration.

### ➤ **Sustainable Operations**

Success Descriptors:

- LGANT has adequate, reliable and ongoing core funding.
- Membership expectations are matched by resources.
- All 33 NWT community governments are LGANT members.
- LGANT is recognized as a key organization in the field of Local Government Administration in the NWT.
- LGANT will use best practices in technology to serve its membership.
- LGANT members will contribute to the organization’s activities and participate in networking and professional exchanges.

### ➤ **Membership**

Success Descriptors:

- LGANT offers a range of services to members, supporting them in meeting new challenges.
- LGANT has partnerships with other professional organizations.
- LGANT members who are affiliated with other professional organizations promote the mission of LGANT in order to foster understanding and build partnerships.
- LGANT has a broader membership that includes local government professionals other than the Senior Officers.
- LGANT seeks opportunities to assist its members with their recruitment and retention challenges.



## STRATEGIC PRIORITIES continued....

### ➤ **Career Development and Education**

Success Descriptors:

- LGANT offers relevant, professional and quality sessions at its Annual Conference and Annual General Meeting.
- LGANT seeks other opportunities for professional development.
- LGANT promotes the use of web tools in the delivery of professional development and training.
- LGANT offers conflict resolution training for staff and elected officials.
- LGANT conducts learning and training needs assessments for its membership.
- LGANT collaborates with the GNWT, MACA in planning and delivering productive and timely training programs to meet the needs of its members.
- LGANT is involved with the School of Community Government to develop and update course content for training programs.

### ➤ **Partnerships**

Success Descriptors:

- LGANT has a strong relationship with the GNWT, MACA.
- LGANT has partnerships with professional organizations whose mandate is complementary to that of local government administrations.
- LGANT has a strong working relationship with the NWTAC.
- LGANT builds partnerships with federal and Aboriginal governments and non-government organizations.
- LGANT has strengthened relationships with Designated Authorities to better understand their administration and operations.



## **LGANT'S GUIDING PRINCIPLES IN STRATEGIC PLANNING**

The LGANT Strategic Plan is the unifying tool that optimizes the use of available resources and talent, thereby providing additional opportunities for all local government administrators to achieve greater success. The development and implementation of the LGANT Strategic Plan is guided by the following principles:

1. The LGANT Strategic Plan is the roadmap for allocating fiscal and human resources to focus on activities which will achieve LGANT's vision and mission.
2. LGANT seeks broad involvement from stakeholders in the development and during the implementation of its Strategic Plan.
3. LGANT establishes goals that are realistic in relation to its resources and capacity and based on needs, mandates and challenges faced by local government administrators in the NWT. These goals will provide the basis for assessing LGANT's effectiveness.
4. LGANT will communicate with all stakeholders offering transparency and accountability and report progress on the achievement of its strategic priorities.

**LGANT's Mission** is to strive for and promote excellence and professionalism in the field of local government administration in the Northwest Territories through education and career development programs and to create awareness of the Community Officer's role in the community.

**LGANT's Objectives** are stated in its constitution, they are:

1. To provide a network for members to actively share information, ideas and expertise regarding the economical, efficient and effective administration of community governments in the Northwest Territories;
2. To ensure that relevant, high quality educational and training programs are available to all members.
3. To provide considered technical and administrative advice to Community Councils, the Department of Municipal and Community Affairs and other Territorial Departments and to the Northwest Territories Association of Communities when required and appropriate;
4. To establish and encourage adherence to ethical and professional standards of performance for all members; and
5. To promote public awareness of and confidence in local government administration as a profession and as a career

## Message from the President



This first year as the Association's President was marked by great efforts of our team, the Board of Directors and the new Executive Director, to establish working relationships and focus on LGANT's core business. We have successfully reached out to our funders, stakeholders and partners, and have reconnected with our supportive network from other Canadian jurisdictions.

Our membership subscription is stronger than ever with 32 of 33 NWT communities participating. We plan for a new Strategic Plan and more member engagement to make sure we continue to meet our members' needs and expectations as best as our resources allow.

We were involved in several program activities that support public service capacity of community governments. This past year we also went to all NWT regional career fairs promoting local government opportunities to the youth of our territory. By continuing to plant the seed now and building local capacity, future succession challenges for our profession will be eased and we will be able to hire locally.

On that note, I am looking forward to serving you for a second year and encourage you to share your ideas and suggestions for LGANT's future with myself, my fellow board members, and our Executive Director. Thank you!

*Grant Hood, President*

## Executive Director Report

It has already been over a year since I started working as your new Executive Director. Now that the new is wearing out I must admit that I enjoy serving LGANT's membership and connecting with our stakeholders. I would like to thank the LGANT Board and especially the President for their continuous support and direction. I would also welcome and thank Heather Hall, who accepted a term position with us and supports our operation, web and member services and the PSCICG programing.

2011-2012 had good membership uptake with 32 of 33 communities participating. Members are encouraged to stay in touch with the office. We are usually able to respond to member requests within one day, sending resources, links, references, placing job ads and events, or providing access to our sites that require sign-in. We also facilitate networking and exchange of best-practices through member-to-member requests that can be kept confidential and contribute to our growing document library hosting for example existing bylaws from NWT community governments.

LGANT's events calendar is the most complete professional development and training calendar for education events offered in the NWT that are relevant to local government.

One of my goals is to serve LGANT member needs better. In order to do that short questionnaires or surveys were send out encouraging feedback and suggestions.

In my first year I have also developed collaborative work relationships with our major funder, the Department of Municipal and Community Affairs. I am confident that this will

lead to productive collaborations in order to serve you and LGANT's mandate to its fullest potential. It was an eye-opening experience that provided many opportunities for learning, networking and exchange when meeting our provincial sister organizations during the annual CAMA meetings. A big thank-you goes to the staff and board of the Canadian Association of Municipal Administrators, to the Local Government Administrators of Alberta, and especially the Local Government Management Association of BCs for their ongoing support and willingness to share their experience, resources and wisdom with us.



I am looking forward to implementing some of ideas that formed on the basis of this first year experience and your feedback.

Please stay in touch and help LGANT be YOUR professional organization.

*Regina Pfeifer, Executive Director*

### Board of Directors:

*Grant Hood*, President, SAO, Town of Inuvik,  
*Evelyn Storr*, Vice President, SAO, Hamlet of Aklavik

*Ruby Jumbo*, Treasurer & Secretary, Band Manager, Sambaa K'e Dene Band

*John McKee*, Past President, CAO Hamlet of Fort Liard

*Debbie Gordon-Ruben*, Director, SAO, Hamlet of Paulatuk

*Robert A. Long*, Director, City Administrator, Yellowknife

**Vacant** Director, previously held by Kowesa Etitiq SAO Trainee Sachs Harbour

*Yvette Gonzalez* followed by *Sara Brown*, ExOfficio, CEO NWTAC

### Financial Standing

The books of LGANT are in order and the fiscal year ending March 31, 2012 received a “clean audit”.

LGANT’s revenues come largely from the Government of the Northwest Territories through two separate multi-year contribution agreements: one for \$180,000.00 as core funding, the other \$95,000.00 through the Public Service Capacity Initiative. About 5% of LGANT’s revenue are generated through membership fees and conference sponsorships and registrations.

In 2011-2012 revenues were budgeted for \$334,867.00 compared to expenses of \$361,266.00. The difference was covered through previously earned and deferred revenues.

While LGANT is presently in a secured financial situation, LGANT’s Executive Director and Board of Directors need to look into opportunities to make LGANT sustainable into the future and particularly beyond 2014 when the current contribution agreements will come to an end.

### What is coming?

Board and staff have worked hard and will be presenting LGANT’s first five –year *Strategic Plan 2012-2017*. This plan is setting five big picture strategic priority areas with success descriptors for each. The plan also establishes core values for LGANT.

A new **Business Plan** will be developed based on this directional document. This will be an important step as we prepare for negotiations

of new contribution agreements and search for means to make our operation more sustainable.



LGANT will be conducting a new and updated HR Survey for Community Governments that will be comparing wages and benefits of key positions in NWT Local Governments. Member participation is crucial to make this undertaking useful for all!

The LGANT website is now five years OLD and its technology is becoming outdated. Increasingly frequent technical problems make us aware of its need to be overhauled in the near future.

### Get Involved – it’s fun, not just work!



Photo: Grant Hood, Sebastien Goyer, Christopher Parker, and Eleanor Young in the background

## PSCICG - Highlights of 2011-2012



LGANT was involved in the Working Group and Steering Committee of the initiative that involves the Departments of Municipal and Community Affairs and Human Resources, the NWTAC and LGANT.

We took the lead on redeveloping the **Local Government Administrators Handbook**, which can be accessed on the program section of the 33strong.co website or even better as a **wiki** on [www.lgant.com/wiki](http://www.lgant.com/wiki). Along with this project came the redevelopment of the **LGA Essentials workshop** that was piloted last year from the School of Community Government. Further fine-tuning will happen before the course's next delivery in February of 2013.



LGANT went to four **regional career fairs** at NWT high schools, four **University career fairs** mostly in partnership with the GNWT "Come Make Your Mark Campaign", to the tradeshow of CAMAs and FCMs to promote opportunities and careers with the Local Governments of the NWT.

Photo: Heather Hall being swarmed by students in Fort Smith, who participated in our community government trivia quiz to win a memory stick.

LGANT continues its group web license with **HR Downloads**, a **resource website** and **HR specialist team** offering a huge selection (several hundred) of easy accessible HR Policy templates, forms, best practices and much more. Members need to request a sign-in name and password to access this expert resource that is continuously updated to include changes relating to legislation and case law.

LGANT also continued its contract with **Civicjobs.ca** allowing all LGANT job postings to be automatically posted to this national site specializing in the municipal sector. In 2011-2012 there were 43 NWT community employment postings on the LGANT and Civicjobs site.

LGANT also hosts and maintains the **33strong website** and all **33 community websites**. Even though communities have been offered training and a manual to look after their site, most rely on LGANT.



## 2012-2013 ANNUAL REPORT

### MESSAGE FROM THE PRESIDENT

This past year was marked by many successes and also many changes, giving us reasons to celebrate and causes for concerns particularly because of the higher turnover of local government administrators that also affected our governing board. I urge you to see these changes as opportunities that reinforce the need for LGANT's existence and point to our future growth potential.

These opportunities lead me to encourage all LGANT members to actively participate in your professional organization to ensure that both the Board of Directors and the staff are enabled to set future direction and lend needed supports.

I am proud of our successes during the past year; we have increased our membership and continue to grow while all community governments providing municipal services continue their membership and make us stay 33STRONG!

Our recognition as a serious partner on the national level continues as we participate in interprovincial working groups and conferences of our national and provincial sister organizations. LGANT also continued to promote local government career opportunities at NWT career fairs. We participated in training for new and coming SAOs, workshops on governance and elected officials training.

We continued building strong tri-partite NWT partnerships with our main funder, the Department of Municipal & Community Affairs and our northern sister organization representing the elected officials of community governments, the NWTAC. I am looking forward to the evolution of our future collaboration in mutual respect for our complementary roles in supporting NWT's community governments.

I am also looking forward to continue contributing to the implementation of our Strategic Plan to reach our vision and strengthen our ability to lend professional support to the Community Officers of the Northwest Territories.

#### 2012-2013 BOARD OF DIRECTORS

**President: Grant Hood**

Senior Administrative Officer (SAO), Town of Inuvik

**Vice President: Evelyn Storr**

Senior Administrative Officer (SAO), Hamlet of Aklavik

**Treasurer: Ruby Jumbo**

Band Manager, Samba K'e Dene Band, Designated Authority

**Director: Tom Matus**

Senior Administrative Officer (SAO), Hamlet of Tuktoyaktuk

**Director: Christopher Parker**

Town Manager, Town of Norman Wells

**Director: Terry Testart**

Senior Administrative Officer (SAO), Hamlet of Enterprise

**Ex-Officio Director: Sara Brown**

Chief Executive Officer (CEO), NWT Association of Communities

Grant Hood, President

One of the highlights of the year is that we started putting *LGANT Strategic Plan 2012-2017* into action. This Annual Report follows the plan's **Strategic Priorities** that help guide the day-to-day operations while also shaping LGANT's future development.

The **Five Strategic Priorities** of the Plan are:

- Governance
- Sustainable Operations
- Membership
- Career Development and Education
- Partnerships

The **strategic planning principles** used by LGANT are now carried forward into its **implementation, operational activities and business planning** as our multi-year funding agreements will come to an end in March 31, 2014:

- The LGANT Strategic Plan is the roadmap for allocating fiscal and human resources to focus on activities which will achieve LGANT's vision and mission.
- LGANT seeks broad involvement from stakeholders in the development and during the implementation of its Strategic Plan.
- LGANT establishes goals that are realistic in relation to its resources and capacity and based on needs, mandates and challenges faced by local government administrators in the NWT. These goals will provide the basis for assessing LGANT's effectiveness.
- LGANT will communicate with all stakeholders offering transparency and accountability and report progress on the achievement of its strategic priorities.

The Strategic Plan will be updated annually to provide the new Board an opportunity to emphasize or correct the course taken and adjust it if necessary to the available resources. The next business plan will be based on this strategic direction.

### VISION

LGANT is recognized for its excellence in providing support and professional development for Community Officers in the Northwest Territories.

### MISSION

The mission of the Association is to strive for and promote excellence and professionalism in the field of local government administration in the Northwest Territories through education and career development programs and to create awareness of the Community Officer's role in the community.

### CORE VALUES

In pursuing its vision and mission, LGANT is guided by four core values:

- **Sustainability:** We value the importance of having a sustainable organization to serve the needs of a diverse membership.
- **Service to members:** We value service to all members that is respectful, responsive, knowledgeable and accountable.
- **Leadership:** We value ethical behaviour and foster excellence, cooperation and partnership as well as promote the professional role of the Local Government Administrator.
- **Adaptability:** We value adaptability to help us achieve the best results for our members.

The *LGANT Strategic Plan 2012-2017* helps LGANT operations stay on track, monitor progress and inform where energy and resources need to be focused. It will also help inform the business planning process that is imminent with the conclusion of our existing three-year funding agreements at the end of the current fiscal year. The Annual Report will follow the implementation of the strategic priorities set out in this five-year plan.

## **1<sup>ST</sup> STRATEGIC PRIORITY: GOVERNANCE**

The outgoing Board's commitment to a two-day workshop facilitated by Sandy Osborne resulted in our five year strategic plan.

The Executive Director created and distributed board orientation binders containing foundational documents including legal obligations under the Societies Act (NWT) and Accounting Rules for non-for-profit organizations. The newly elected board will also be involved in a workshop on board roles and responsibilities and a strategic planning update.

In addition, LGANT participated in two events supporting governance education of elected officials: One was a panel session on best practices on hiring senior staff at MACA's Good Governance Conference and the second was a presentation at the Elected Officials Training prior to the NWTAC AGM on Personal Responsibilities of Elected Officials.

## **2<sup>ND</sup> STRATEGIC PRIORITY: SUSTAINABLE OPERATIONS**

The books of LGANT are in order and the fiscal year ending March 31, 2013 received a "clean audit". LGANT's revenues come largely from the Government of the Northwest Territories through two separate multi-year contribution agreements: one for \$180,000.00 as core funding, the other \$95,000.00 through the Public Service Capacity Initiative.

About 5% of LGANT's revenue is generated through membership fees, conference sponsorships and registrations. LGANT already increased these year's revenues from growing its associate membership and surpassed the sponsorship goals for this year's conference.

While LGANT is presently in a secure financial situation, and is using some of the funds previously earned through multi-year agreements to continue employing one support staff in addition to the Executive Director, LGANT's leadership need to look into opportunities to make LGANT sustainable into the future.

Revenue options that may be considered are reviewing fees, such as memberships, and looking into further operational efficiencies as well as seeking additional funding sources particularly to afford a second position in order to maintain and expand on current services and activities.

*(continued on next page)*

(continued)

### 3<sup>RD</sup> STRATEGIC PRIORITY: MEMBERSHIP

We are proud to report that we are **33 communities strong** with all communities providing municipal services in the NWT allowing their senior officers to take up regular membership. In addition, we have grown our **associate membership** to **19** mostly through allowing other senior staff of local governments to participate. Please see this as an opportunity for succession planning and capacity building from within and encourage your senior staff to participate if you have not already done so.

Both the LGANT Board and staff encourage Members to **stay in touch**. The office is usually able to respond to **member requests** within one day, sending resources, links, and references, placing job ads and events, or providing access to our sites that require sign-in. We also facilitate networking and exchange of best-practices through member-to-member requests that can be kept confidential and contribute to our growing document library, which hosts many tools, templates, documents and Human Resource Management resources for exclusive use of our members.

LGANT was involved in coordinating the Local Government Administrators Essentials course along with MACA's School of Community Government. The feedback from the participants was overwhelmingly positive and LGANT has been invited to continue this collaboration.

### 4<sup>TH</sup> STRATEGIC PRIORITY: CAREER DEVELOPMENT AND EDUCATION

**LGANT's events calendar** continues to be the most complete professional development, education and training calendar for events relevant to NWT local government administrators. The site is updated constantly, making frequent checks and sharing worthwhile.

### 5<sup>TH</sup> STRATEGIC PRIORITY: PARTNERSHIPS

LGANT continues to have **collaborative work relationships** with our major funder, the Department of Municipal and Community Affairs as well as the Department of Human Resources.

LGANT's involvement and presence at the annual conference of the Canadian Association of Municipal Administrators, the interprovincial working group of our provincial sister organizations, opening doors and offering network opportunities and support. The most recent CAMA national board meeting that brought 11 City Administrators from across the country to Yellowknife is recognition of LGANT as a respected partner in the Canadian Local Government Administrator landscape.

LGANT continues to be very much involved with the **Public Sector Capacity Initiative for Community Governments**, for example through our participation at regional career fairs reaching out to NWT youth. As phase I of this initiative comes to an end, we are also participation in its evaluation.

# STATEMENT OF FINANCIAL OPERATIONS 2012-2013

For the Year Ending March 31, 2013

	2013	2012
<b>REVENUES</b>		
Government of the Northwest Territories	\$ 324,883	\$ 313,845
AGM sponsorships & Registrations	14,142	9,400
Membership dues	8,875	9,350
Interest income	2,215	2,272
	350,115	334,867
<b>EXPENSES</b>		
Advertising & Promotion	951	2,925
Amortization	7,907	9,273
Annual general meeting	1,311	9,899
Auditor fees	8,000	9,237
Bank charges	861	319
Bookkeeping fees	2,874	4,734
Bursaries	-	4,996
Insurance	886	874
Membership fees	463	758
Office supplies and other	6,529	3,823
Professional development	453	-
Rent	8,310	9,239
Salaries & Benefits	122,415	126,738
Special Projects—External (note 11)	144,883	133,845
Special Projects—Internal	231	-
Telephone	2,739	2,688
Travel—Board	17,188	26,866
Travel—CAMA Conference	8,301	8,690
Travel—Executive Director	1,308	4,769
Website	1,144	1,593
	336,754	361,266
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FROM OPERATIONS</b>	13,361	(26,399)
<b>OTHER EXPENSES</b>		
Loss on disposal of capital assets	2,739	-
Write-down of capital assets	3,805	-
	6,544	-
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<u>\$ 6,817</u>	<u>\$ (26,399)</u>

## NEWS FROM THE LGANT OFFICE

Our new office offers a work station with wireless connection for visiting SAOs. If you haven't done so, please stop by for a visit in our new digs above Fiddles & Stix Music on the second floor.

### STAFF:

**Regina Pfeifer, Executive Director**  
[rpfeifer@lgant.com](mailto:rpfeifer@lgant.com)

**Karan Riarh, Intern**  
[programs@lgant.com](mailto:programs@lgant.com)

All other LGANT office contacts remain the same:

Phone: 867-765-5630

Fax: 867-765-5635

Emails: [information@lgant.com](mailto:information@lgant.com)

### *WE'VE MOVED!*

Please take note of our new mailing address and office location:

**Mailing Address:**

PO Box 2083  
Yellowknife, NT  
X1A 2P6

**Office Location:**

5018 52<sup>nd</sup> Street, Second Floor  
Yellowknife, NT

Please welcome Karan Riarh, who accepted an intern position with LGANT, supporting our operation, website, communications and member services and the PSCICG programing. Karan comes well equipped with a Master's degree in Public Administration, a keen interest in local government administration, and previous experience in policy, communications and administration. Please welcome Karan to LGANT and the NWT! Many thanks and well-wishes go to Heather Hall who left us to pursue her original career goal in speech and language pathology.

### HIGHLIGHTS FOR 2013-2014

As LGANT continues to implement its' strategic plan, some priority activities are worth highlighting. Accessing and managing the **LGANT website** with its many member services will become easier with the redeveloped website that will go live in the fall/winter of 2013. This re-development will also allow LGANT to expand certain member services, such as the currently hidden "classified" function which will become more prominent as "bidding opportunities". Like the employment postings, these will give members privileged advertising and access opportunities.

LGANT has secured funding through the Public Sector Capacity Initiative for Community Governments for conducting a new and updated **HR Survey for Community Governments** comparing wages and benefits of key positions in NWT Local Governments. We will also be including community government training and learning needs assessment. The project will be underway this fall with the final report available before the end of the fiscal year.

**Member participation is crucial** to make this undertaking useful for all! **Please support this project by participating in the survey.** It will give us quality information and allow comparisons between community governments and will allow us to discuss with our partners how to best address the training needs at the community government level.

**Please stay in touch and help make LGANT YOUR professional organization!**