



LGANT

Local Government Administrators of the NWT

2013-2014 ANNUAL REPORT

MESSAGE FROM THE PRESIDENT

This past year was marked by many successes and the completion of some milestone projects directing our activities over the coming three to five years. Like in the rest of Canada the fairly high turnover rate of our profession continues while we also see some colleagues establishing themselves successfully in their roles as Local Government Administrators. I encourage members to take our professional challenges as opportunities and become familiar with the LGANT goals, tools and services and to take full advantage of the membership privileges and benefits.

I am proud of our successes during the past year; we continue 33STRONG! Our staff has accomplished several major projects: The **LGA Wage & Benefits Survey 2013** and the **LGA Training & Supports Needs Study**. You have received printed versions of these documents in the mail. They are also posted on the LGANT website and I urge you to read and use them. The newly designed and enhanced website is another accomplishment that our staff should be acknowledged for. The LGANT Board together with our Executive Director have also completed a new **Business Plan** based on the Strategic Plan, which helped to negotiate new funding agreements with MACA for the 2014 to 2017.

Our national organization, CAMA held a board meeting in Yellowknife and was impressed with our support and hospitality. LGANT continues to be recognized as a serious partner on the national level as we participate in interprovincial working groups and conferences of our sister organizations.

At the “home front” LGANT promoted local government career opportunities at NWT career fairs and participated in training for new and coming SAOs and other activities under the Public Sector Capacity Initiative for Community Governments. Successful work relationships with our main funder, the Department of Municipal & Community Affairs and with the NWTAC, representing the elected officials made for good partnerships and collaborations.

In concluding I would like 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 continue their great work on your behalf.

2013-2014 BOARD OF DIRECTORS

President: Grant Hood

Senior Administrative Officer (SAO), Town of Inuvik

Vice President: Larry Baran

Senior Administrative Officer (SAO), Tlicho Community Government of Whati

Treasurer: Dennis Kefalas

City Administrator, City of Yellowknife

Director: Susan Christie

Senior Administrative Officer (SAO), Hamlet of Fort Providence

Director: Bill Bennett

Senior Administrative Officer (SAO), Hamlet of Ulukhaktuk

Director: Dean Pickering

Senior Administrative Officer (SAO), Village of Fort Simpson

Ex-Officio Director: Sara Brown

Chief Executive Officer (CEO), NWT Association of Communities

Grant Hood, President

OPERATIONAL REPORT BY THE EXECUTIVE DIRECTOR

This past year's highlights included creating a **business plan** that follows the **LGANT Strategic Plan 2012-2017** and its **Strategic Priorities** that help guide the day-to-day operations while also guiding LGANT's future development.

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

1. Governance
2. Sustainable Operations
3. Membership
4. Career Development and Education
5. Partnerships

The **strategic planning principles** used by LGANT are now carried forward into its **2013-2017 Business Plan**:

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.

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.

IMPLEMENTATION OF THE LGANT BUSINESS PLAN

The **LGANT Business Plan 2013-2017** follows its **Strategic Plan 2012-2017** in its priorities, goals and objectives. The Plan is built to include an annual Operational Implementation and Action Plan that follows established Success Indicators. In addition, this core document also identifies future opportunities and obstacles to overcome. Please refer to the Business Plan document for complete details posted in the Planning and Reporting section of LGANT's website.

1ST STRATEGIC PRIORITY: 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.

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2ND STRATEGIC PRIORITY: 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.

3RD STRATEGIC PRIORITY: 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.

4TH STRATEGIC PRIORITY: 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.

5TH STRATEGIC PRIORITY: 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.

During this past year, LGANT conducted two major research projects: The ***NWT Community Governments 2013 Wages and Benefits Survey*** and the ***2014 Local Government Administrators (LGAs) Training and Support Needs Study***.

HIGHLIGHTS: NWT COMMUNITY GOVERNMENTS 2013 WAGES & BENEFITS SURVEY

The Community Government Wages and Benefits Survey collected data on the wages and benefits of community government staff with the intent to provide Local Government Administrators (LGAs), the Northwest Territories Department of Municipal and Community Affairs (MACA), community government councils, and other stakeholders with information on the range of wages and benefits currently paid to community government staff.

A wages and benefits survey was previously conducted in 2007. The 2013 Wages and Benefits Survey took a different approach by standardizing data collection and release so that it can be repeated periodically in order to observe trends. It is suggested that the survey be repeated every two years. This will allow for comparisons of wages and benefits over time, with other sectors and employers in the Northwest Territories (NWT), and with the local government sector in other Canadian jurisdictions.

A total of 22 communities participated:

- Eighteen are Municipalities and four are First Nations Bands with *designated authority* to deliver municipal services. Two of the four participating First Nations Bands are in the Dehcho region.
- Nineteen participate in the Northern Employee Benefits Services (NEBS) and two participate in some other group insurance plan.
- Five are unionized and one has an employee association in place.

Regionally, the breakdown is as follows:

- Seven of eight (7/8) communities from the Beaufort Delta participated.
- Four of six (4/6) communities from the Dehcho participated.
- Four of seven (4/7) communities from the North Slave participated.
- Two of five (2/5) communities from the Sahtu participated.
- Five of seven (5/7) communities from the South Slave participated.

Population-wise¹, the breakdown is as follows:

- Six of nine (6/9) communities with a population under 150 participated.
- Six of nine (6/9) communities with a population between 151 and 550 participated.
- Six of nine (6/9) communities with a population between 551 and 1000 participated.
- Four of six (4/6) communities with a population over 1000 participated.²

The size of the workforce varies widely from between five and seven staff (including full-time permanent, part-time permanent and temporary) to between 210 and 250 staff. Half of the respondents report that some municipal services are contracted out with sewage and garbage collection, water delivery, and planning and engineering services as the most common.

In general, few regional differences emerge in the wages and benefits provided to all positions. Differences emerge relating to enabling statute and size of communities do emerge. Municipalities provide higher average wages and more benefits than First Nations with *designated authority*. With some exceptions, communities with a population over 1000 provide higher average wages and more benefits than communities of smaller size.

More details and analysis of the benefits including living allowances, leave and pension benefits can be found in the full report that is posted on the LGANT website.

¹ Population size was determined using data from the Northwest Territories Bureau of Statistics (www.statsnwt.ca).

² Of the six communities with a population over 1000, five are tax-based communities. All four participating communities are tax-based.

HIGHLIGHTS: 2014 LGA TRAINING AND SUPPORT NEEDS STUDY

The goal of the 2014 Local Government Administrators Training and Support Needs Study was to gather reliable information on the training and support needs of LGAs in the NWT. The results of the Study will inform LGANT as well as the Public Service Capacity Initiative for Community Governments (PSCICG) partners on where they can better support LGAs and community government capacity building. The Study was undertaken by LGANT and developed in consultation with the School of Community Government, Department of Municipal and Community Affairs (MACA) and funded through the PSCICG.

From the 33 invited communities 19 LGAs participated in the interviews that formed the basis for the study. All regions of the NWT as well as small, medium and large communities were represented.

Study participants contributions focused on the need **for community government to function as a team** and the implications this has on training, professional development needs for both senior administrators and their in order to enhance the overall operation of local governments. A **limited labour pool in a competitive job market** combined with considerable staff training and education needs make the essential supports that LGAs require a challenge. While Council is generally supportive of professional development, **resourcing and planning** of training remains challenging for many community governments. LGAs also spoke about their roles with regards to **relationships and capacity building** and suggested that further training and support to improve **interpersonal and communication skills** would be beneficial. Ongoing support and regular training are also needed to prepare for and keep up with a changing municipal sector with its evolving responsibilities.

Key Areas in Need of LGA Training and Supports were identified as: human resource management (HRM), communications and engagement skills, leadership competencies, financial management, legislation and policy drafting and implementation, plan implementation, procurement and contract management

Key Areas in Need of Staff Training and Supports were clearly identified by LGAs in the context of capacity building from the bottom up as a urgent need to strengthen community government operation and administration overall. They identified the following areas where their staff would benefit from additional or improved training: Financial and bookkeeping procedures, IT and community infrastructure technology, customer service and basic business communication as well as supervisory training for those who are ready to step up.

Some of the most often identified **barriers** to accessing training and development were: location, accessibility, travel expenses, budget limitation, scheduling and time commitments and low literacy levels of some of the staff. LGAs most commonly reported **learning preferences** as training available locally or regionally, shorter training during the working week, workshop format, hands-on and one-on-one training. LGAs also said that expanded partnerships or additional sources for training, including part-time and continuing education, would increase learning opportunities.

Training and supports are critical to local governments as these programs provide the knowledge, skills, and professionalism that all staff need to do an exemplary job. The study clearly showed that training and support is needed in the communities to build capacity at the local level. For the complete version of the study report including its recommendations go the LGANT website or request a copy from the LGANT office.

STATEMENT OF FINANCIAL OPERATIONS 2013-2014

For the year ended March 31, 2014

	(Restated)		
	2014	2014	2013
	Budget	Actual	Actual
REVENUES			
Government of the Northwest Territories	\$ 417,000	\$ 403,716	\$ 324,883
AGM sponsorships & Registrations	10,000	17,525	14,142
Membership dues	10,750	10,750	8,875
Interest income	2,300	2,406	2,215
	440,050	434,397	350,115
EXPENSES			
Advertising & Promotion	1,000	909	951
Amortization	-	491	7,907
Annual general meeting	10,000	9,767	1,311
Auditor fees	7,500	8,144	7,688
Bank charges	750	778	861
Bookkeeping fees	3,000	3,161	3,186
Bursaries	5,000	2,904	-
Insurance	1,000	953	886
Membership fees	1,000	720	463
Office supplies and other	9,000	7,320	6,529
Professional development	3,000	2,800	453
Rent	8,400	8,610	8,310
Salaries & Benefits	123,000	127,380	122,415
Special Projects – External (note 10)	245,400	223,716	144,883
Special Projects – Internal	-	-	231
Telephone	4,000	2,961	2,739
Travel – Board	25,000	11,338	17,188
Travel – CAMA Conference	10,000	6,272	8,301
Travel – Executive Director	5,000	4,237	1,308
Website	3,000	3,161	1,144
	465,050	425,622	336,754
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES FROM OPERATIONS	(25,000)	8,775	13,361
OTHER EXPENSES			
Loss on disposal of tangible capital assets	-	-	2,739
Write down of capital assets	-	3,635	3,805
	-	3,635	6,544
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES	\$ (25,000)	\$ 5,140	\$ 6,817

LGANT 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);
- Free job advertising and bidding opportunities on LGANT's website;
- 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;
- Website offering 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, document library containing bylaws, policies, best practices, job descriptions, interview question banks, templates, tools, links to sister organizations across Canada, exclusive member section and more;
- Facilitation of 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 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;
- Assistance with peer networking through member and community listings updates;
- 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;
- Promotion of NWT Community Government career and employment opportunities at career fairs and trade shows;
- Communication of 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);
- Creation and maintenance of the LGA WIKI and Handbook as a foundational information tool for SAOs;
- Wage and Benefits Survey , and
- SAO Training and Supports Needs Study.



The LGANT Board of Directors are, from left, Treasurer Dennis Kefalas, LGANT Executive Director Regina Pfeifer, Vice President Larry Baran, Director Susan Christie, Director Bill Bennett and President Grant Hood. Missing from the photo are Director Dean Pickering and Ex-Officio Director Sara Brown.

Our new office offers a work space with wireless connection for visiting SAOs. If you haven't done so, please stop by for a visit us above Fiddles & Stix Music on the second floor. We are always interested in hearing from you directly and getting member feedback and input!

Staff: Executive Director, Regina Pfeifer, executive@lgant.com
Program Coordinator, Annette Hastie programs@lgant.com
Communications and Member Outreach Coordinator, Brad Heath, information@lgant.com

All other LGANT office contacts remain the same:

Phone: 867-765-5630
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programs@lgant.com

Please welcome Annette Hastie our new Program Coordinator and Brad Heath our interim Communications and Member Outreach Coordinator who are both long-term northerners with NWT experience in the municipal and public sector. They are committed to the mandate of LGANT and made the 2014 Conference possible as they stepped in on short notice in a time of need.

Please stay in touch, participate, contribute and help make LGANT YOUR professional organization!