



New North

Saskatchewan Association
of Northern Communities

Annual Report 2015-16

From the Chair, Al Sayn

On behalf of the New North Executive, I am pleased to present the New North Annual Report for 2015-16.

I came to the Chair position in November, 2015, after our former Chair, Georgina Jolibois, stepped up to the “big league” as the new Member of Parliament for the Desnethé–Missinippi–Churchill River riding.

A few months later, we had the terrible tragedy in La Loche.



It affected people everywhere. The leadership of that community in dealing with that tragedy has been nothing short of amazing. We all know, I think, as leaders of our communities, how the pressures of dealing with terrible

events can take its toll on you personally, how it can stretch you out, take you places you never thought you'd have to go, emotionally, mentally and physically.

La Loche will come out of this tragedy stronger than ever. I truly believe that. Its leadership will play a big role in achieving that.

Coming to the end of our terms as Mayors and Councillors, we are all probably reflecting back on what we have seen and done. I've been lucky as a member of the New North Executive to have worked with some very good people. In Gord Stomp, Duane Favel, Isidore Desjarlais, and Val Deschambeault you know you have people who won't step back from saying what they believe. We're very lucky to have strongly spoken individuals among us, and I count myself fortunate that I've had the chance to become a little more educated about things since I've come to know and work with them.

There's still plenty left to do, and so what we see in the pages that follow are updates on progress, and not any kind of final word. Anyone who says that there is not a lot more to achieve is kidding themselves.

Before I let you get on with reading the rest of this annual report, a quick word of appreciation for the work of the New North staff. I know the staff try very hard to make the Executive look good, and open the channels of communication, so that we can all be more effective.

Let's look back on a year filled with some rough things happening, take what lessons we can, and look forward with warm and open hearts to what lies ahead. •

From the CEO, Matt Heley

Without question the 12 months of 2015-16 were mostly very difficult and challenging. Not only did we lose a lot of the summer with the wildfires and evacuations in July 2015, we had the terrible incident in La Loche. It has not generally been a 12 months we would like to have back again.

It's also been challenging for a number of other reasons.

Federal and provincial elections, the late budget in 2016 and the fiscal context of the provincial government, created disruptions and delays for a number of our programs, led to uncertainty for municipal governments and for the partners we rely on so heavily in senior government to help push the agenda forward.

Uncertainty creates challenges of its own, and quite often we found ourselves planning in a vacuum. Even so, I believe that this year has been one of considerable progress and consolidation for New North, and for the communities we represent.

I am very proud that we have finally been able to launch our Finance and Administration Program. Partnering with Northern Municipal Services, I sincerely think that this program will create genuine opportunities for northern municipalities struggling with administrative capacity issues to break out of the vicious cycle that has held them back from reaching their optimum potential.

As well, I believe we are in the middle of an exciting time in building bridges between the northern municipalities and our First Nations neighbours. Many communities are coming together on all sorts of levels, and New North has been there as well, establishing partnerships with First Nations leadership to combat bootlegging, for example, and creating pathways for further meaningful collaboration. A great deal of credit needs to go to the New North Executive for clearing some of the obstacles to create these pathways.

The municipalities have also done quite well this year in the Northern Revenue Sharing. I believe that the ongoing Northern Revenue Sharing deal for northern municipalities—from about \$15 million in 2012 to more than \$20 million this year—shows the enormous confidence that government has in the northern municipal sector, especially in the capacity of each individual community to provide effective leadership and top-notch governance to the people of the north.

While this has been a tough year, I am optimistic about the future of the association, and the north. One reason I am optimistic is because of the calibre of leadership I see all around me. It's inspiring to work with so many passionate and individuals, and so many committed strategic partners who work with nothing but the best intentions in mind.

Long may it continue. •



[About New North]

NEW NORTH-SANC SERVICES INC is a non-profit organization, based in La Ronge, dedicated to serving the interests of the 35 municipalities of northern Saskatchewan.

New North's governance is supplied by a Board of Directors (the "Executive"), which is elected from among the Mayors and Councillors of the 35 municipalities. New North's Executive is Councillor Al Sayn (Stony Rapids), Deputy Chair Mayor Duane Favel (Ile a la Crosse), Treasurer Mayor Gord Stomp (Air Ronge), Val Deschambeault (Cumberland House), and Member at Large Isidore Desjarlais (Buffalo Narrows).

New North has a staff of two: Chief Executive Officer, Matt Heley, and an Executive Assistant, Emily Ross.

[New North Communities]

New North's members are the 35 municipalities of northern Saskatchewan. They are: The Northern Villages of Green Lake, Beauval, Buffalo Narrows, Pinehouse, La Loche, Ile a la Crosse, Denare Beach, Cumberland House, Sandy Bay, Pelican Narrows and Air Ronge; the Northern Hamlets of Dore Lake, Cole Bay, St. George's Hill, Michel Village, Turnor Lake, Timber Bay, Black Point, Weyakwin, Jans Bay and Patuanak; the Northern Towns of Creighton and La Ronge; and the Northern Settlements of Sled Lake, Bear Creek, Brabant Lake, Camsell Portage, Garson Lake, Descharme Lake, Missinipe, South End, Stanley Mission, Uranium City and Wollaston Lake.



[New North Mission Statement]

New North - SANC Services Inc. (Saskatchewan Association of Northern Communities) is organized to:

Advocate the issues and concerns on behalf of the Northern Communities within the Northern Saskatchewan Administrative District (NSAD) of Saskatchewan;

Organize and co-ordinate capacity building, training and development activities for the municipal governments and organizations; and

Build and maintain strategic relationships.

Advocacy includes identifying the issues of importance to

northerners and northern municipalities and communicating with other governments and organizations to inform them of the issues and ways to resolve them. It includes acting and speaking on behalf of northern municipalities in meetings and activities set up by governments to discuss issues that affect the northern people and municipalities.

Capacity Building is about improving the knowledge, skills and abilities of northerners and northern municipalities. It includes governance, management, and community economic development. There is a need to raise the capacity to some minimum level and to look at structural means of building capacity for the municipal governments of small communities.

Strategic Relationships are constructive relationships, partnerships and cooperative arrangements with other organizations and governments to promote the interests of northerners or to achieve mutual benefits.



New North Highlights

In a year marked once again by provincial belt tightening, there were still plenty of reasons for us to look back on 2015-16 as a year of significant achievements.

New Sask. Housing Purchasing Options Unveiled

Following more than two years of hard work by the Northern Housing Advisory Group, Sask. Housing finally launched its new social housing home-ownership program, aimed at making more than 50 families in the north homeowners after they were given the option of purchasing their Sask. Housing rental. The proceeds of the program will enter a revolving fund accessible by communities wanting to add to their own rental stock.

The program has the potential to create more than \$10 million in additional housing investment in some of the fastest growing communities in the north.



New North Financial and Administration Services Program

Working in partnership with Northern Municipal Services, New North launched our new Financial and Administration Program, helping to bring communities into compliance with their financial reporting obligations, and unlocking many thousands of dollars in provincial and federal grants.

Northern Revenue Sharing at Record Levels

With help from our partner associations, SUMA and SARM, we've seen Northern Revenue Sharing increase

Top Issues for 2015-16

1. Northern Revenue Sharing
2. Conflict of Interest Amendments
3. Wildfire Policy, Emergency Management Planning and Response, and Fire Protection for Northern Communities
4. Mental Health and Addictions
5. Food Security
6. Roads and Transport
7. Economic Development
8. Water and Sewer Upgrades
9. Lateral Violence
10. Police Service Levels

from \$15 million in 2011 to more than \$20 million this year.

Municipal Capacity Development

The annual Waterworks Workshop and the New North Administrators Conference signalled our continued commitment to building capacity in the municipal sector and helping support the efforts of our hard-working clerks and administrators.

Northern Justice Initiatives-Community Police Boards

Between November 2015 and March 2016 New North administered \$14,000 in funds to northern Community Police Boards and other northern community justice initiatives.

An Increase in Funding for Northern Roads

Intense lobbying by New North and the northern communities saw a \$55 million for northern roads and transport in the 2015-16 provincial budget.

New North Executive Driving the Change Agenda

Even in its 4th year, the New North Executive continues to work aggressively to meet the needs of our members.

Although scheduled to meet quarterly, the Executive came together far more frequently than that, working as a team to present a united front to government and other stakeholders on a whole range of issues, from policing, to food security, to wildfire protection and many others.

Member Engagement Continues as Priority

It was another year of New North building on its communications and engagement strategy to ensure our members are kept in the loop on all our goings on, and can see their interests reflected in the association's activities. •

Capacity Building AdminCon2015

New North Administrators Conference, Prince Albert, November 2015

Although there was a lot more shrieking, traumatic replaying of past events, knee hugging and gentle reassuring than we'd normally expect at an Administrators Conference—and to be fair, almost all of that was due to the emergency evacuation at the Holiday Inn Express and the karaoke at Movado's next door (that rendition of Copperhead Road still stalks us in our nightmares)—administrators and clerks from across the north nevertheless seemed to enjoy New North's offerings at this year's only Administrators Conference, in November 2015.

With provincial Conflict of Interest Commissioner, Justice Ron Barclay, QC, opening the show we were guaranteed at least one highpoint, as he provided a meaty assessment of the RM of Sherwood Inspection and Inquiry (which he led), the recommendations from which are the basis of the recently introduced changes to the conflict of interest provisions for municipal councillors. Ron sliced and diced his presentation with anecdotes from his long and distinguished career as a Queens Bench judge, and his background, erudition and personal warmth anchored his analysis of the chief actors of the squalid Sherwood affair, in which he characterized the Reeve of the RM as an "overbearing bully" blinded by money to his principles, and the CAO Rachael Kunz, as a "courageous woman," if not for whose actions, the judge said, the Reeve would still be there. Brad Henry from Northern Municipal Services had a tough act to follow, and so didn't try to, and instead with an enthusiasm all his own ran through the different programs that NMS oversees, which includes the Northern Revenue Sharing program, the Capital Grants program and the Northern Water and Sewer Program.

After the break Roger Parenteau from the Saskatchewan Housing Corporation jumped in with an overview of the Northern ECHO program, which will enable northern municipalities to access funds for housing needs assessments.

Following the lunch break—and with only a brief intermission on account of the aforementioned emergency evacuation—Victoria McDonald delivered a highly original dissertation in which she discussed how governance policies brought in from the non-

profit corporations sector could be put to good use in the way municipal councils organize themselves. Martine Smith then took us through the looking glass of the complaints process as respondent to the Freedom of Information requests from Briarpatch magazine.

Dee John's and Hasan Aktar from Northern Municipal Affairs focused their session on the more common FAQs they get, with Dee showing everyone how



useful the ISC website can be in helping with land transfers and other related tasks (looking up your neighbour's assessment is probably what we'd all use it for, of course); and Hasan sparking some pretty good discussion about what to do with deceased estates—a problem a lot of communities have, apparently (what are you putting in the water, by the way?). It was an interesting topic to talk about because it highlighted big gaps in the different "legal" and cultural understandings of property ownership in northern Saskatchewan, that administrators have to deal with.

The day ended with Roy Anderson leading the administrators in a little focus group.

Day two was all about the responsibilities of clerks and administrators as the "permit holders" (or, at least, the one's carrying the can for it) of the municipal waterworks. This session was so popular that we aim to continue to invite Kerry and the gang from the Water Security Agency back to do it again. •

Capacity Building New North Waterworks

New North Waterworks Conference, Prince Albert April 2015

Exchanging wellington boots for sneakers and raw sewage for cream puffs, water operators from across the north congregated late April for two days in the elegant surrounds of the Prince Albert Inn to enjoy fine dining, sophisticated conversation and the elevating milieu of the Annual New North Waterworks Conference and *Affair Gastronomique Magnifique!*

Upon checking in at New North's *tableaux des registration*, delegates whetted their intellectual appetites by soaking in the atmosphere created by a dialogue with the top minds in government from the *bureaux aux d' eaux securitie*, who spoke on *d' eau hydraulique, évacuation des eaux usées* and *un poo poo bid adieu! adieu!* to the delight and delectation of everyone there.

At the stroke of midday, delegates retired to enjoy a buffet of *Lasanges Maison, blanché-wheat baguettes et garlic, sachet deux biscuit*, washing it down with sparkling *verre d'eau* and *café au lait al la urn*. For dessert delegates were treated to a once-in-a-life-time

chance to sample the delicate mysteries of Chef's famous *profiteroles des fattening*.

Following a brief repose wherein they partook of *cigarettes au grande air*, delegates returned to spend an afternoon in one of the *l'ecole sessions du jour*, having a choice to don their lab coats for *Scientifique Experimentation* (Jar Testing) or experience the corporeal splendours of *Maintenance de Pompe à eau* (Pump Maintenance).

The final day-long session stoked the flames of intellectual inquiry and discovery once again as delegates bent their minds to visiting Professor Bertrande Gaudet's Potable Reservoir Design, Operation and Maintenance (*Potable Reservoir Design, Operation and Maintenance*), dining at the noon hour in rustic provencal style on *soupe aux légumes et sandwich*.

Enunciating their rapturous and unbridled satisfaction with the event, delegates overwhelmingly declared New North's Waterworks Conference and *Affair Gastronomique Magnifique* to be this season's *grande affaire!* •



New North Scholarship

The New North Executive was once again pleased to award three New North Public Administration and Leadership Scholarships this year.

The recipients were: Crystal Banting, Lawdown Deschambeault, and Laurie Stomp.

Each received \$1000 toward expenses related to post-secondary study. Two recipients are using the money to help them complete their LGAs, and one has ambitions to be a nurse.

The New North Scholarship began back in 2013, and has so far awarded almost \$10,000 in scholarships to students enrolled in courses as diverse as Nursing, Law, Local Government Administration, and the Arts.

While the scholarship is not based on a student's academic performance necessarily, to receive the award students do need to show in their application that they are aspiring to be future leaders in their communities and have a commitment to northern Saskatchewan. •

Capacity Building Admin & Finance Program

Report after report has recommended the establishment of a third party business or organization to provide direct assistance to those northern municipalities who need further help in developing their administrative capacity. With government grants being more closely tied to financial compliance, a number of our municipalities are finding it increasingly more difficult to access funding to meet the growing capital and operating needs of their residents.

As one small step to helping communities meet their compliance needs, New North has partnered with Northern Municipal Services in initiating a program that is unique not only to the north, but to Saskatchewan: New North's Financial and Administration Program.

Although the set back by last year's evacuations, New North's program has already helped one community achieve financial compliance, to the

extent of being able to access the federal Gas Tax Fund and the Northern Capital Works program, unlocking millions of dollars in current and future funding, and saving that community hundreds of thousands of dollars in future auditing fees. New



North's Admin. and Finance Program is just one of the ways we are striving to develop innovative, northern-centred programs to help communities meet their residents' expectations for accountable and transparent local government. •

Supporting Community Police Boards

Community Police Boards (CPBs) have been an important avenue for communities to address local policing issues and improving and maintaining positive relations between communities and the RCMP since the late 1990s.

However, CPBs have not always had the ongoing support they need to be effective and to overcome the barriers for community members to participate in regional boards.

CPBs have had the benefit of funding from the provincial government to cover the cost of meetings, honoraria and travel expenses for members, ensuring that everyone has a chance, not just those with mobility or who are already on council, to participate in the activities of the CPBs.

This year, New North lobbied the government to enable us to hold and distribute the money, to take some of the administrative weight off the

communities where that was required, but also to bear some of the responsibility, as a key stakeholder, in ensuring the sustainability and longevity of the CPB concept going forward.

Between November 2015 and March 31 2016, New North distributed almost \$14,000 to CPB across the north. During that time we also worked with the Ministry of Justice to help develop policy around the CPBs, with the intent of coming up with ways of enabling the CPBs to shape how they would like to respond to local criminal justice issues, and to make the CPB initiative as community-driven and responsive to local priorities as possible. We are very proud of the work we have done with the CPBs, and of the work undertaken by the CPBs, and hope to see them continue to flourish for many years to come. •

Capacity Building Northern Health Conference

New North Northern Health Conference, Prince Albert, September 2015

With the northern communities being home to the most challenging rates of chronic disease in the country, there is always a need for the northern communities to check in with the northern health regions and the provincial government to see how they are delivering modern, innovative and culturally-appropriate levels of health services to our residents.

The New North Executive teamed up with all the major players in northern health delivery, including the Health Regions, NITHA, and the government, to bring together mayors, councillors, the public and many from the health services for New North's 2015 Northern Health Conference.

Although attendance was slightly down from expectations, the New North Northern Health Conference met all expectations for the high quality of the presentations, and the passion and commitment both evident and on display by northern health workers throughout the course of the event.

While the conference was marketed as way of creating dialogue between northern health regions and communities on some issues in northern health



Rural and Remote Health Minister, Greg Ottenbreit, brings greetings from the province.

care, the conference also heard from "health futurist" Dr Ken Coates

from the U of S on the opportunities and challenges wrought by technology in the field of health care. We also saw through a presentation by Dr Mendez from the Saskatoon Health Region what can be achieved in the use of robotics to perform operations remotely, demonstrating the "Doc in Box" technology by undertaking the remote removal of someone's appendix thousands of miles away as we all watched in horror via the big screen (just kidding, but an awesome agenda item

idea for next year).

We also heard from northern health workers on the battle to control chronic illness in the north, as well the successes they've had in lowering the rate of HIV infections. •



Russ Mirasty and Duane Favel emceeding the Northern Health Conference in September of 2015.



Advocacy Representing Northern Municipal Interests

A significant part of New North's role as an advocate for northern municipal interests is to participate in consultations with the provincial government and other stakeholders. Quite often, through these consultations, New North can have a positive impact on government's position on a particular policy or position. New North is in daily and ongoing contact with many government ministries with an interest in northern Saskatchewan, and through this contact we are able to provide government with the unique perspective of the northern municipal sector. As well, the New North Executive and staff quite often work alongside our fellow municipal associations, SUMA and SARM, on a number of provincial committees. Here are some of the highlights of the activities of the Executive and staff as advocates of northern interests this year:

New North Executive & Staff Committee Representation

Police Advisory Committee

Gas Tax Oversight Steering Committee

Solid Waste Advisory Team

Northern Justice Committee

Gas Tax Communication Committee

Northern Housing Advisory Committee

Taskforce on Policing

... and many others

Since early last year the provincial government has been very determined to reform conflict of interest provisions for municipal officials. New North worked with government to provide consultation on the legislative reforms, as well as to help municipalities understand their obligations when the legislation dropped in November.

Municipal Legislative Reform: Conflict of Interest

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Infrastructure

With infrastructure spending now accounting for so much of senior government's economic growth agenda it has become even more important for the

infrastructure-starved northern communities to have a voice at the table to ensure that the interests of small and regional municipalities are not overlooked. New North sits as a member on a number of provincial committees that provide oversight to provincial and federal government grant programs, including the New Building Canada Plan and the Gas Tax Fund.

Landfills: Solid Waste Management Team

New North is going along with the Ministry of Environment's entering of a new pragmatic phase in assisting the municipal sector achieve both compliance with solid waste regulations and/or move to regional waste systems, as a part of the ministry's Solid Waste Management Team (SWAT). **The Executive Won't Stop Meeting on Northern Issues**

In a year marked by wildfires and issues around policing in the north—and plenty else—the New North Executive entertained and were entertained by the ministers of Environment, Health, Government Relations, Highways, Policing and Corrections, in a variety of settings, including meetings on their own turf and in locker rooms of the ministries' choosing.

Northern Strategic Planning: "For the North, by the North"

Perhaps the Executive's most significant achievement this year has been the bringing together of stakeholders from across the political and jurisdictional spectrum to begin developing a homegrown northern strategy for dealing with northern social issues, which we believe will be the basis of our lobbying agenda for a number of years to come. •

Below: The Premier Mr Wall praised the leadership of municipal officials at this year's SUMA Convention, which the New North Executive attended on behalf of those northern communities that couldn't make it.



The New North Executive went to any lengths required to meet with government ministers. Here we see the Executive catching Environment Minister Herb Cox between courts at the SUMA Convention in Regina in February 2016.

Member Events Mayor & Councillor Gatherings

New North holds a minimum of three Gatherings a year, usually in Summer, Fall and Mid-Winter. For full accounts of the Gatherings, take a look at the newsletter for the month in which the Gathering was held, available on our website, www.newnorthsask.org.

June 2015 Gathering

At the June Mayor and Councillor Gathering following the AGM, members heard Saskatchewan Housing's Roger Parenteau announce the plan to sell 100 units of social housing to northerners. 50 units will be sold to current tenants, and another 50 units in chronically-vacant communities will also be up for grabs. The proceeds of the sales will be made available to communities for housing construction

Ministry of Environment

The ministry updated communities on changes made in the new *Wildfire Act*. With a hot summer predicted, the communities expressed continuing concern regarding the ministry's attitude to fire suppression costs in communities.



Although we have an unofficial policy of writing-off costs for fire-fighting, municipalities in the north

would still like to see something in writing.

New North's long-standing position is that fire-fighting should be a dual responsibility, similar to how the RMs and the ministry operate in the burn permit areas.

Transfer Stations

Greenland Waste, based out of Prince Albert (not Greenland, as previously hoped), made a pitch for communities to consider the value of

switching to transfer stations to fulfil their solid waste management needs.

New North Financial and Administration Capacity Building

Northern elected were also formally introduced to New North's program aimed at helping communities with their compliance under *The Northern Municipalities Act* with financial reporting. •

September 2015 Gathering

Noted for their politeness and punctuality, the Ministers of the Crown attending New North's Mayor and Councillor Gathering on September 10 didn't disappoint the more than 110 northern elected officials and government personnel as they took to the figurative podium almost exactly on time to listen patiently and attentively to questions from the northern elected, find different ways of saying they'll get back to us on that, and then mingle with the crowd during a lunch of roast beef, tossed salad, coleslaw and assorted desserts.

In his introductory remarks, Minister Reiter (Government Relations) said that the government had spent more than \$200 million on municipal infrastructure in northern Saskatchewan, and announced that a further \$30 million had been allocated to the north under the New Building Canada Plan as part of the northern water and sewer program. The minister said that projects will be announced over the next few months. Other ministers at the event included Hon. Herb Cox (Environment), who missed an auction for this, Hon. Donna Harpauer (Social Services), who brushed-off with endearingly good humour the fact that her staff had abandoned her there (we know the feeling), and Hon. Nancy

Heppner, Minister for Highways and Something Else, who for some reason was asked all sorts of questions about infrastructure.

The ministers expressed appreciation for the efforts of the northern elected during the fire emergency and evacuations. Government also revealed that there will essentially be three separate reviews of the fire and emergency responses going on, with consultation with northern elected being a part of that process.



Minister Reiter also said that the Northern Planning for Growth program—which helps communities with their OCPs—had been extended. •

February, 2016

The minute's silence for the people of La Loche (and the passing of Michel Village Mayor Ernest Sylvestre) was followed by hours of fruitful talking at New North's Mayor and Councillor Gathering in Prince Albert on February 18. Presided over by New North Deputy Chair Duane Favel, the meeting's purpose was to gather the thoughts and impressions of the northern elected on a "way forward" in dealing with the most pressing and top of the mind social issues in northern Saskatchewan.

The New North Executive met on the Friday to consider how they will incorporate the messages from the northern elected into some kind of northern strategic plan.

The Gathering was greatly assisted by Dr Ken Coates, who although unable to make the meeting, sent along a briefing note outlining his thoughts about a "pan-

northern solution" in dealing with issues that are "deep and complex." Dr Coates indicated that there are "no simple solutions for

problems created over a century or more."

Prior to the Gathering, the New North Executive was fortunate to be able to call upon the wisdom and advice of SUMA Board members, Barry Gunther, Bruce Fidler, Darren Hill and Ron Osika, who also joined in the discussion on Thursday.

Following the event, the New North Executive released a statement to the press, acknowledging not only the efforts of government in dealing with the immediate crisis in La Loche, but the ongoing commitment to work with the northern communities.

The statement also thanked the northern elected for "making this [one] helluva good gabfest."

Lunch was a grain-fed baked ham, scalloped potatoes and assorted salads and desserts. Coffee was available all day and fruit was put out in the afternoon. •



Address the Capacity Needs of the Northern Municipal Sector

Continue to work with our partners to expand the New North Administration and Finance Program with the aim of providing a solid foundation for communities to meet their financial compliance objectives

Build upon the success of last year's Administrators Conference, scheduling further conferences for late-Summer and late-Winter 2017, to continue our support for building northern administrative capacity

Maintain our commitment to support northern water operators and northern water and sewer infrastructure with the New North Waterworks Workshop, in April 2017

Support the building of northern governance capacity with a newly-elected workshop in November 2016

Work with stakeholders, including the Ministry of Government Relations and the Northern Municipal Trust Account (NMTA), to identify and act upon opportunities as they arise to further help develop northern municipal capacity

Assist northern municipalities in gaining access to federal, provincial capital and other funding to support the development of local infrastructure

Work with municipalities and government to help resolve solid waste management compliance issues

Advocate and Lobby in Support of Northern Interests

Complete the "For the North, by the North" strategy and present to government

Continue to support the work of the northern municipalities to provide safer and healthier communities for northern residents by continuing to advocate for improved policing services, provincial government support for community justice initiatives, and creating opportunities for greater stakeholder engagement and consultation through the facilitation of the Northern Justice Symposium

Work with the provincial government and our partner municipal associations, SUMA and SARM, to ensure that the Northern Municipal Revenue Sharing program continues to meet the needs of the northern municipalities

Represent northern interests at provincial and federal government tables to ensure northern municipal interests are given an adequate and appropriate hearing

Continue to bring forward the problematic state of northern road and broadband Internet infrastructure to provincial and federal governments, to overcome the market barriers experienced by communities in the north

Monitor the provincial and federal government's commitment to northern food security strategy

Work with the northern municipalities to help develop short- and long-term strategies to address issues of concern to communities as they arise

Communications and Stakeholder Engagement Activities

Continue our work with stakeholders to build trusting, long-term relationships based around achieving mutually beneficial objectives

Enhance the association's avenues of communications by continuing to evolve New North's newsletter and website to reflect the needs and interests of our members and stakeholders

Work closely with media outlets to ensure that northern municipal interests are adequately and appropriately covered, and with communities to help build media profiles around issues as required

Provide Members with Transparency and Accountability

Continue to maintain order of the association's financial affairs to ensure members receive the best value for money from New North

Be vigilant in identifying ways of "doing business" more efficiently and more effectively to improve the value proposition of New North to our member communities