

2024 - 2026

STRATEGIC PLAN



NORTHERN
DEVELOPMENT

In 2004 and 2005, the Province of British Columbia created the Northern Development Initiative Trust, entrusting the region and its leaders with \$185 million to work together to build a stronger North. Northern Development's service area covers four regions that span nearly three quarters of the province and serves communities, First Nations, businesses and non-profit organizations.



What Drives Us	3
Our Strategic Pillars, Our Mission, Vision and Values	3
Strategic Goal 1: Governing a sustainable, responsive organization	4
Strategic Goal 2: Stimulate inclusive, thriving communities	6
Strategic Goal 3: Support the development of resilient and profitable small and medium businesses	8
Strategic Goal 4: Enhance community capacity throughout the Northern Development service area	10

WHAT DRIVES US

Our Strategic Pillars

Organizational Excellence
and Sustainability

Business Development

Community Development

Capacity Development

Our Vision, Mission and Values

VISION STATEMENT

Northern British Columbia is recognized as a global leader in innovative, inclusive rural development.

MISSION STATEMENT

Northern Development acts as a catalyst for transformative rural development that stimulates entrepreneurial creativity and community resiliency.

OUR VALUES

We strive to be trusted for our integrity, accountability, collaboration and passion. We are responsive, yet responsible.

Our Ethics

As stewards of a public trust incorporated under legislation by the Province of British Columbia, we promise to:

- Dedicate ourselves to building economic capacity and sustainability throughout the Trust's service area
- Responsibly steward a capital base to support Trust area communities in perpetuity
- Develop strong partnerships throughout the region and uphold the values of the communities we serve

But not to:

- Favour one region, community or business over another
- Adopt or promote a political affiliation or put our interests ahead of central and northern B.C.'s

Strategic Goals and Objectives

Pillar: Organizational Excellence and Sustainability

Strategic Goal 1

Govern a sustainable and responsive organization

Strategic Objective 1.1

Develop and maintain positive working relationships and reputation within our regions and the province.

Metrics:

- Client satisfaction surveys, media coverage and engagement measurements
 - Attendance rates at RAC, Board, and committee meetings
 - Frequent, positive interactions, communication and collaboration with all levels of government, other funding and project partners, and industry
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Strategic Objective 1.2

Use Truth and Reconciliation principles to advance the draft Indigenous Engagement Plan themes for collaborative relationships with Indigenous, Metis, and Inuit communities in the Northern Development service area.

Metrics:

- Develop and implement leadership within the organization to advance the Indigenous Engagement Plan
 - Systems, processes, and documents reviewed and updated
 - Advance of Declaration Act Action Plan item 4.39 in partnership with the Province of B.C. and Indigenous communities
 - Identify opportunities to better align programming with Indigenous economic development priorities
 - Create opportunities for the Board and Regional Advisory Committees to engage with Indigenous leaders
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Strategic Objective 1.3

Incorporate best practices in corporate governance, operations, and sustainable financial management.

Metrics:

- Alignment with Best Practice Guidelines for Public Sector Organizations Manual (British Columbia)
- Alignment with Northern Development Bylaw and Policy Manual
- Alignment with the Trust's Statement of Investment Policies and Procedures
- Investment returns
- External financial audits and legislative reviews

Strategic Goals and Objectives

Pillar: Organizational Excellence and Sustainability

- Administrative costs
- Project and funding approvals
- A sustainable number of programs aligned with the Trust's mandate
- Employee satisfaction and engagement scores
- Functional, efficient and up-to-date Information Technology systems
- Opportunities and methods identified to grow the Operating Endowment Account

Strategic Objective 1.4

Provide professional support to partner programs that are appropriately resourced and align with the Northern Development Vision and Mission.

Metrics:

- Human and financial resources needed and committed to partner program delivery
- Responsibilities and reporting outlined in partner program agreements
- Partner programs serve the Northern Development region and align with the Trust's mission
- Board and Regional Advisory Committees engaged to advise and advocate for future partner program opportunities



Strategic Goals and Objectives

Pillar: Community Development

Strategic Goal 2

Stimulate inclusive, thriving communities

Strategic Objective 2.1

Improve sustainability and resiliency of community infrastructure.

Metrics:

- Number and dollar amount approved for community infrastructure projects and leveraging ratios
- Geographic dispersion and applicant types of approved projects
- Consistent rate of support and approval for projects between RACs and Board
- Project key deliverables
- Program reviews
- Inclusive programming

Strategic Objective 2.2

Provide opportunities for the development of employment, housing and community facilities that appeal to current and potential residents.

Metrics:

- Number of projects and dollars approved for initiatives that support labour force development, housing and community facilities, and leveraging ratios
- Improvements to community infrastructure and housing that appeal to current and potential residents are considered and measured within project review and decision making
- Workforce development initiatives supported
- Geographic dispersion and applicant types of approved projects
- Project key deliverables
- Program reviews
- Inclusive programming



Strategic Goals and Objectives

Pillar: Community Development



Strategic Goals and Objectives

Pillar: Business Development

Strategic Goal 3

Support the development of resilient and profitable small and medium businesses.

Strategic Objective 3.1

Help small and medium businesses build capacity.

Metrics:

- Number of projects and dollars approved for initiatives that support business scaling, and leveraging ratios
- Improvements to fundamental business structure and acumen are considered and measured within project review and decision making
- Workforce development initiatives supported
- Geographic dispersion of approved projects
- Project key deliverables
- Program reviews
- Inclusive programming

Strategic Objective 3.2

Drive traffic and revenue to small and medium businesses.

Metrics:

- Number of communities and dollars approved for Business Façade Improvement grants and the number of businesses that benefit from the program
- Geographic dispersion of approved projects
- Transition out of Love Northern BC program by end of 2024 and oversee community transition to new shop local initiatives
- Promote new shop local initiatives through social media channels and website
- Inclusive programming



Strategic Goals and Objectives

Pillar: Business Development

Strategic Objective 3.3

Incentivize technology adoption and innovation in small and medium businesses.

Metrics:

- Number of projects and dollars approved that support the implementation of innovative approaches, technology, or products in regional industries
- Build and maintain working relationships with regional/provincial/federal organizations to unlock co-funding and/or referral opportunities.
- Geographic dispersion of approved projects
- Inclusive programming



Strategic Goals and Objectives

Pillar: Capacity Development

Strategic Goal 4

Enhance community capacity throughout the Northern Development service area.

Strategic Objective 4.1

Develop leadership capacity, succession and retention within local and Indigenous governments in the Northern Development service area.

Metrics:

- Number of local and Indigenous governments that have hosted an intern
- Number of interns who have found permanent careers in Northern BC immediately following internship
- Geographic dispersion of intern placements
- Inclusive programming

Strategic Objective 4.2

Assist local and Indigenous governments to identify and pursue economic and community development opportunities.

Metrics:

- Workforce development initiatives supported
- Number of local governments that access the Economic Development Capacity Building program annually
- Number and geographic dispersion of local governments that use funding to support Economic Development Officer positions
- Number and geographic dispersion of local and Indigenous governments that access the Grant Writing Support program
- Amount of funding approved / received from grant submissions
- Dollar amount of funding requests



Strategic Goals and Objectives

Pillar: Capacity Development





ABOUT NORTHERN DEVELOPMENT

Northern Development Initiative Trust combines funding with smart thinking to help Northern British Columbia thrive. The Trust was created for the north and is led by the north. Northern Development is proud to work with communities and partners throughout central and northern B.C. to find ways to say "yes" to economic diversification in our region.

www.northerndevelopment.bc.ca

Building a
Stronger North