

Northern Association of Community Councils
(NACC)

2026-2028 Strategic Plan



Building Strong Northern Communities

www.naccmanitoba.com

Land Acknowledgement

The Northern Association of Community Councils office is located on the original territories of the Anishinaabe, Cree, Oji-Cree, Dakota, Lakota, and Dene peoples' lands known as Treaties One through Five --- and homeland of the Red River Metis. We are committed to respecting the treaties made on these territories while acknowledging the harms of the past and moving forward in partnership with indigenous communities and in the spirit of reconciliation. While we acknowledge that territorial acknowledgements are only one step in cultivating greater respect for and inclusion of Indigenous Peoples, these words will accompany actions invested in building a future and community better for all.

President's Message

It is with great pride that I share NACC's 2026–2028 Strategic Plan—a plan shaped by the voices, experiences, and aspirations of our northern and remote communities. This document is more than a roadmap; it is a reflection of who we are as an organization and what we believe our communities deserve. It represents our shared commitment to strengthening local leadership, supporting community-driven development, and ensuring that northern perspectives continue to guide the decisions that impact our people.

Over the next three years, we will focus on four key priorities: building community impact, enhancing sustainability, strengthening partnerships, and creating new opportunities for growth and development. Each priority reflects the realities facing northern Manitoba and the tremendous potential that exists when communities are supported with the tools, resources, and advocacy they need.

Our work is grounded in respect, collaboration, and integrity. We recognize the unique strengths and challenges of every community we represent, and we remain dedicated to walking alongside our members to create meaningful, lasting change. Whether through leadership training, enhanced communication, stronger partnerships, or new initiatives that support community wellness and economic development, NACC is committed to delivering measurable progress and celebrating successes—big and small.

I am grateful for the dedication of our Board, staff, community councils, and partners who continue to champion the well-being of northern Manitoba. Your resilience, insight, and determination inspire our work every day.

Together, we will continue to build a strong, connected, and sustainable North. The future of our communities is bright, and it is an honour to move forward in this work with you.

Sheryl Matheson

President

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Executive Summary

The Northern Association of Community Councils (NACC) is an advocacy group that represents and supports 48 northern and remote community councils across Manitoba. Together, we advocate for the needs of Northern communities, strengthen local leadership, and promote opportunities for sustainable growth and development throughout northern Manitoba.

The 2026-2028 Strategic Plan is designed to build strong northern communities while providing a defined roadmap and pathway forward for NACC over the next 3 years. It builds on the organization's strong foundation of advocacy and community service and support.

NACC reached out to communities, partners, and key stakeholders over the past year and identified **4 common strategic priorities** that we will focus on in order to advance the organization.

1. **Community Impact** –Strengthening leadership, engagement, and local capacity
2. **Sustainability** – Building long-term stability for northern communities and the organization
3. **Partnerships** – Deepening the collaboration with government, organizations, and industry partners
4. **Growth and Development** –Expanding NACC's capacity, influence, and services

Through this plan, NACC aims to improve the quality of life in the north, enhance opportunities for local governance, and ensure the voices of northern communities are not only heard but included in decisions that impact the communities.

About NACC

The Northern Association of Community Councils (NACC) is a non-profit organization that represents the interests of northern and remote community councils in Manitoba. NACC provides advocacy, education, training, and resources to support local governance and improve the services being delivered across the north.

First introduced as Community Councils and Committees in 1968 by the Commissioner of Northern Affairs. The name changes of Northern Association of Community Councils came into being in 1969. In 1970, the Association applied for and was given legal status.

The legalization meant that for the first time communities would have the legal right to receive funding and make decisions regarding the disbursement of tax dollars. The formations of NACC would mark the first time that Aboriginal and non-Aboriginal people would work together for the purpose of organizing, planning and developing their communities.

On November 15, 1971, the Northern Association of Community Councils incorporated as a non-profit agency with the province of Manitoba to represent the interests of northern and rural community councils that were under the jurisdiction of Manitoba Northern Affairs. The original objectives for incorporation of NACC were to promote, assist, and encourage the advancement of educational, agricultural, economic, social and historical activities in the areas and communities in which members reside.

NACC remains committed to working and acting on the best interests of the communities it represents. We recognize that each community is unique with their own strengths, opportunities and challenges. We remain dedicated to representing the interests of our communities with integrity, respect and inclusivity. The path forward for NACC is to ensure that we are the voice of community and that our voice is heard.

Our Purpose, Vision and Values

Our Purpose:

To support and strengthen northern and remote community councils through advocacy, training, and collaboration – improving the quality of life for the communities we represent and their constituents.

Our Vision:

Thriving, sustainable, self-reliant northern communities with strong leadership, equal opportunities for growth and development

Our Values:

1. Transparency
2. Respect
3. Collaboration
4. Accountability
5. Inclusion
6. Sustainability

SWOT Analysis

Northern Manitoba continues to experience both challenges and opportunities that shape and influence the work of NACC and its members. A SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) was conducted resulting in the foundation of the strategic plan and the priorities needing to be addressed. Our findings:

Strengths	Weaknesses
• Strong network of Community Councils	• Limited financial resources
• Established positive relations with government partners	• Geographic distance and travel costs impact collaboration opportunities
• Experienced dedicated staff and leadership	• Reliance on government funding for core operations
• Recognized as a resource for community	• Communication barriers due to accessibility and limited services
Opportunities	Threats
• Growing public and government interest in northern development	• Economic uncertainty and inflation pressures
• Potential for new partnerships with Indigenous and economic development groups	• Competition for limited funding among non-profit
• Enhanced communication avenues through social media, newsletters, and new website	• Change in government results in change in priorities and policies
• Additional and alternate funding opportunities through grants and corporate support	• Decline in population
• Northern Healthy Foods Initiative	• Sustainability of trained qualified workers

Strategic Priorities (2026-2028)

Community Impact

Goal : Strengthen leadership, governance , and engagement in northern communities

Objectives and Measurable Outcomes:

- Deliver a regional leadership and governance training session annually
- Increase member engagement with programs and communities by 15% over 3 years
- Enhance communication avenues with communities through promotion of the website, newsfeed stories and social media platforms increasing subscriptions, “likes”, and “following” by 10% by the end of 2026
- Develop a Community Leadership Tool by 2027

Sustainability

Goal: Build long term organizational and financial sustainability for NACC and its members.

Objectives and Measurable Outcomes:

- Achieve a 15% increase in funding and revenue diversification by 2028
- Support and explore with 3-5 member councils an economic development plan for future sustainability
- Based on the strategic plan introduce an organizational sustainability framework by 2027
- Develop a northern resource of economic development opportunities by the end of 2026

Partnerships

Goal: Strengthen partnerships for shared northern priorities

Objectives and Measurable Outcomes:

- Formalize 5 new partnerships by 2028
- Host a Partnership Forum
- Increase joint initiatives with government departments and external stakeholders by 15% over 3 years
- Ensure consistent advocacy through regular meetings and submissions

Growth and Development

Goal: Expand NACC's Capacity and create new opportunities for member communities and their constituents

Objectives and Measurable Outcomes:

- Develop and launch two new member health and wellness support programs/ initiatives by 2028
- Expand Northern Healthy Foods Initiative Program to 3 additional communities and 1 additional program option by 2028
- Increase resource capacity through increase staff or volunteer base by 15%
- Support, promote, assist and encourage communities to explore economic development projects through grant and funding opportunities (2 per year)

Implementation Framework

NACC will implement this plan through an action plan process assigning responsibilities to staff, the Board and the development of some external committees that will be led by Board members.

Key Implementation Steps:

- Each of the 4 strategic priorities will have an **annual work plan** that will identify “action Items” that must be completed annually.
- Allocation of resources and budget should align with each priority.
- Progress reports will be submitted quarterly to the Board for review and adjustments may be made at this time.
- We will celebrate our successes publicly, big or small. This will be done through ministerial updates, community impact, and by sharing stories on NACC’s social media platform and website. It will be the responsibility of the Board member responsible for the initiative to share successes with staff to post.

NACC is committed to work in collaboration with our stakeholders, and continues to be transparent and accountable in our actions with our membership communities. NACC’s work is and remains focused on meaningful outcomes for its membership and their constituents.

Evaluations

Evaluation will be built into NACC’s regular operations and semi-annually at the full board meetings.

Performance Monitoring

- Annual review of goals and measurable outcomes to allow for modification
- Mid –term check-in (mid-2027) to assess progress and adjust strategies if needed
- End of cycle evaluation (end of 2028) to measure results and set priorities and direction for next cycle

Reporting

- Annual Reporting to the Board and funding partners
- Clear plain-language summaries provided to the membership and summaries posted on website for all community members

Conclusion

The Northern Association of Community Councils (NACC) Strategic Plan 2026-2028 outlines a clear, measurable and practical roadmap to building strong northern communities. NACC continues to be the voice of northern community councils dedicated to supporting community leadership and promoting sustainable development across the north.

With commitment from the Board, staff, community councils, partners and stakeholders, NACC will continue to build a stronger , more connected and sustainable north.