

2015/16 Business Plan

Nunavut Economic Developers Association

5/28/2015

NEDA



The Nunavut Economic Developers Association (NEDA) is the professional association for economic development officers and practitioners in Nunavut. We are an active, membership driven, not-for-profit organization with a mandate to enhance the economic development position by providing support to our members in the areas of professional development, networking, advocacy, and information exchange. In partnership with the Governments of Nunavut and Canada, we are a leader in northern economic development.

Incorporated under the Societies Act in January of 2000, we have a staffed office in Iqaluit and have been very active in offering our members training and professional development opportunities, as well as access to tools and resources to assist them in their jobs.

One of our primary goals is to ensure that municipalities fully understand the Economic Development Officer (EDO) position, the role they play within the municipal structure and the important contributions they make in building a sustainable local economy. These are unique positions in the territory and require a well-rounded individual with a broad set of skills and knowledge to be effective. Employed by the municipality, the positions are funded through an agreement with the Government of Nunavut; however they are not government employees. They are the front line staff for community development and are responsible for a wide range of tasks; including development and implementation of the Community Economic Development (CED) plan, business development and retention, investment attraction, licensing, socio-economic assessment and monitoring, as well as initiating and leading community driven projects. A strong EDO means a strong community that is driven to fulfill its own economic means and become more self-reliant.

To support this position, NEDA has undertaken a number of projects and activities. These include but are by no means limited to the following:

- A staffed office in Iqaluit that acts as a “one-stop-shop” for assistance and services.
- Provided all EDO’s with laptop computers, software and digital cameras to assist them in their duties.
- An interactive website that provides members with access to tools and resources, as well as a discussion forum where information and ideas can be shared.
- A community profile database housed within our website that allows EDO’s and communities to input community data. This information has multiple uses including investment attraction, socio-economic monitoring, statistical evaluation, and a complete business listing.
- An EDO Tool-Kit (updated in 2015) which provides members with information on the EDO position, its roles and responsibilities, as well as information and forms on current programs.
- A continuously evaluated and updated CED Workshop Series which is a comprehensive training workshop designed to build community capacity. The aim is to ensure municipalities have the skills and ability to undertake the CED planning process and are the primary drivers behind their own development.

- A Socio-Economic Assessment and Monitoring guide which is designed to assist communities in collecting, analyzing, and monitoring consistent and reliable socio-economic data.
- An annual professional development conference which provides training and workshops on economic development related topics.
- Regular webinars to complement the professional development services we offer and provide additional training to our members.
- Hosted the Economic Developers Association of Canada's (EDAC) annual professional development conference in Iqaluit in 2012. The first time in the 45 year history of the national association that the conference has been held in the north.
- Build and maintain partnerships with EDAC, the Council for the Advancement of Native Development Officers (CANDO), as well as the other provincial and territorial economic development associations to ensure our members have access to a broad network of colleagues and support.
- Provide EDO's with an opportunity to meet face-to-face annually and discuss issues and challenges, as well as provide feedback on development programs and policy.
- Provide EDO's with financial, logistical and other assistance to attend trade shows and conferences where they can learn how to promote their community and attend sessions that can expand their skill sets.
- Provide access to nationally accredited training through both EDAC and CANDO to ensure that EDO's in Nunavut can become nationally certified. In addition to this, we support our members to undertake these programs, providing assistance, resources and expertise where possible.

To achieve our mandate and to provide value to our members, NEDA employs a fulltime Executive Director, who is responsible for the day-to-day operations as well as managing the numerous projects and activities undertaken. Providing guidance and direction to the organization is a volunteer board of directors which is elected by our members and is comprised of EDO's from each region in Nunavut, as well as representatives from the national economic development associations (EDAC and Cando) and the general membership. An Executive Committee is selected from the board which consists of a President, Vice-President and Secretary/Treasurer.

We receive core funding from Economic Development & Transportation (ED&T) and feel we have consistently demonstrated our value to the department by achieving significant, measurable results. By continually providing ED&T with considerable returns on their investment we were successful in securing an increase to our core funding in 2009/10 which we have used to leverage additional resources from other funding partners and agencies to deliver our programs and services.

2015/16 Planned Activities

As directed by our membership during the review of our 5-year strategic plan during NEDA's AGC, the Nunavut Economic Developers Association (NEDA) will focus our efforts for the 2015/16 fiscal year on the (now) five key thematic areas illustrated below. They are **Advocacy**, **Community Economic Development (CED)**, **Professional Development**, **Operations** and (added in 2015) **Certification**.



All of the projects and activities undertaken by the association will fall under one or more of these categories.

One of the key priorities for NEDA for the 2015/16 fiscal year is to find the funding to undertake a facilitated strategic planning session with the entire Board and additional members. During the strategic review during the 2015 AGC, several new key areas for NEDA were identified and a long term strategy must be developed to help ensure that the wishes of the membership are realized.

Advocacy – NEDA also remains a dedicated and tireless advocate for Economic Development professionals working in Nunavut. Our objective is to ensure our members are provided an effective method to provide feedback and input on economic development related policy and programs. We also strive to address the lack of understanding of the role of the Economic Development Officer (EDO) within the municipal structure, and facilitate multi-level discussions between economic developers at the community level and all levels of government to create a better environment for community based economic development.

Professional Development – One of the more significant area of focus for us this fiscal year will be Professional Development. This year NEDA will be taking strides to become the leader in economic development training and development. Subject to funding approval, NEDA plans to undertake an updating of the EDO courses originally developed by MTO and others for eventual online delivery. This course redevelopment will be coordinated with one of NEDA’s more ambitious undertaking, the development of a Nunavut certification program for economic development professionals.

NEDA we will also position ourselves to hire an additional staff person at the beginning of the 2016/17 fiscal year (subject to funding) dedicated to a establishing an integrated professional development program that will meet the individual needs of our members. These advancements will complement our current training activities, such as our conference and webinars, and ensure support and buy-in from EDO’s.

CED – NEDA will also work to continue our efforts in Community Economic Development (CED). The principles of CED (community engagement and involvement in its own development) are the keys to building a sustainable, locally based economy in Nunavut. To this end we will continue to promote the CED Workshop Series as a means of building community capacity and ensuring municipalities across the territory are adequately prepared to undertake the CED planning process and become an active player in their economic and social development. We will work with the department of Economic Development & Transportation (ED&T) to ensure the importance of CED is understood and that community priorities are incorporated in decisions on policy and programs.

NEDA will also be applying for funding from ED&T to undertake an updating of NEDA’s CED Workbook to include the consideration of areas of influence around a community when developing their CED Plans. After the revision is completed, the new workbook will be piloted in two to three communities in Nunavut that are adjacent to development opportunities and have begun or are preparing to begin the CED planning process.

As in previous pilots, following each delivery, an evaluation survey will be distributed soliciting feedback on the workshop overall and suggestions for improving the content and delivery. This feedback, along with feedback from the workshop facilitator, will be reviewed by NEDA’s board of directors and where possible, incorporated into the workshop materials for future deliveries.

Operations – As a non-profit association we rely heavily on government support for our projects and operations. To this end we continue to work with ED&T to obtain an increase to our core funding and secure long-term access to the Community Economic Development Officer Training Fund which we will use to leverage additional funds for professional development activities and projects aimed at community EDO’s. In return for this commitment, we will ensure the department sees clearly measurable results for their investment, demonstrating support for community development in an effective and efficient manner.

During this fiscal year, NEDA will explore funding options to hire a Training and Development office on a 2-3 year term beginning in early 2016/17. The goal is to be able to provide the Government of Nunavut

a report demonstrating the tangible benefits of having that position at NEDA filled in order to secure an increase to the association's Core funding to ensure that the position is permanently staffed.

These activities comprise our work plan for the 2014/15 fiscal year which is explained in greater detail within this document including the measurable outcomes expected for the organization. Also included is a budget which illustrates the planned revenue, sources of funding, and expected expenditures for each of our planned projects.



As discussed previously, NEDA is first and foremost a dedicated advocate for the economic development profession in Nunavut. Our focus is to facilitate the flow of information between those working at the community level and governments who set policy and manage programs in economic development. We also strive to address the lack of understanding of the role of the Economic Development Officer within the municipal structure and how they can contribute to the development of a sustainable local economy. These positions are key to community development and must be supported by all levels of government to ensure they are able to perform their duties effectively and efficiently.

As an advocate for the economic development professionals in Nunavut, NEDA has established the following goals and objectives:

- Work to ensure the Economic Development Officers have input into, and are able to provide feedback on, programs and policies being implemented by all levels of government. Including their budgets as outlined in the Community Capacity Building (CCB) funds through ED&T.
- Communities understand the role of the Economic Development Officer and fully utilize the position to implement community development priorities within the CED plan.
- Provide feedback and information to municipal, territorial and federal governments on the Economic Development profession in Nunavut including a discussion of issues, challenges, best practices, etc.
- Provide our members with access to information on new trends, resources, tools and best practices in the Economic Development profession.
- Maintain a network of professionals which our members can use to share information, request and offer assistance, seek and provide guidance, and discuss current issues.
- Establish effective partnerships with colleagues from around the North with an aim to share information and best practices.

In an effort to achieve these objectives, NEDA is planning on undertaking the following initiatives within the 2014/15 fiscal year:

1. Throughout the year, NEDA will encourage discussion amongst our members on issues and challenges they face. Further to this, at our professional development conference, NEDA will

provide the EDOs the opportunity to hold a closed-door session so they can discuss their concerns in a confidential environment.

2. NEDA will continue to gather information from multiple sources on economic development trends, resources, tools, best practices, activities and projects and provide this information directly to our members through regular email notices, a newsletter, and regular posts on our website. We will participate in economic development related events, conferences and activities to gather this material, as well as solicit information from our partners which will be distributed to our membership.
3. In addition to gathering information and providing it to our members, NEDA will continue to participate in these events to ensure the input and feedback of our members is presented in discussions. These events include but are not limited to the Nunavut Mining Symposium, Nunavut Trade Show, Economic Developers Association of Canada's annual conference, and the Council for Advancement of Native Development Officers conference.
4. NEDA will continue to work with ED&T to ensure that EDO's have greater input and control over the CCB funds provided to communities for economic development purposes. This fund is to provide communities with a staffed EDO position and to cover expenses such as travel, professional development, operations and management as well as seed funding for community based projects. Currently, the majority of EDO's have little or no control over these funds and not able to provide input into their own budgets. As identified in NEDA's State of the Profession report from 2014/15, for the position to truly be effective within the community, they must have better access to resources such as the CCB fund to respond to opportunities that exist. NEDA will also take the additional step of providing professional development for EDO's on the CCB fund, the policies associated with it, as well as training on how to manage a budget. Subject to available funding, NEDA will work to create a discussion paper that will outline the need for greater control at the community level over CCB funds as well as the need to increase the current level of funding made available through the CCB fund.



**Community
Economic
Development**

Community economic development (CED) is the process by which a sustainable, locally based economy will be developed in Nunavut. Its guiding principles ensure that communities are the driving force behind development and are fully engaged and active in building their economy. As Premier Taptuna stated shortly after his election:

"Most of our communities have to be more involve with finding ways of becoming self-reliant ... making things happen for themselves and their families."

The Government of Nunavut and Inuit organizations have recognized that the best way to involve communities in development and becoming self-reliant is through community economic development. Its bottom-up approach ensures full participation and control by local people. Continuing on our work began in 2006, NEDA will work with the Government of Nunavut and communities to ensure the principles of CED are promoted to all regions and fully understood by municipalities. Our CED goals for the 2015/16 year include:

- Work with communities to ensure they understand the importance of their CED plans and see them as a roadmap for development, rather than a simple funding requirement.
- Engage in discussions with ED&T and the Canadian Northern Economic Development Agency (CanNor) so that they are able to work with communities requesting assistance with redeveloping CED plans.
- Work with communities to have the CED Workshop Series incorporated as part of the CED plan renewal process, ensuring they fully understand the concepts and principles required to develop an effective plan.

In an effort to achieve these objectives, NEDA is planning on undertaking the following initiatives:

1. NEDA will continue to play an active role in the Nunavut Economic Forum (NEF) as the NEDS2 document is finalized. We will work to provide the forum with our member's perspectives with respect to the overall strategy and the importance of including CED as the preferred development process. We will also provide our members with regular progress updates on the strategy renewal and the impact it will have on them.
2. We will continue discussions with ED&T regarding CED plans and how to best utilize them as tools for development. The aim will be to work with the department and communities to ensure the document is not seen as simply a requirement for funding. This will include working to have the CED workshop series included as a required part of the CED planning process to ensure municipalities have the capacity to fully comprehend the importance of their CED plans. These discussion will be expanded and include CanNor to ensure all levels of government are on the same page with respect to development.
3. NEDA will also be applying for funding from ED&T to undertake an updating of NEDA's CED Workbook to include the consideration of areas of influence around a community when developing their CED Plans. After the revision is completed, the new workbook will be piloted in two to three communities in Nunavut that are adjacent to development opportunities and have begun or are preparing to begin the CED planning process.



Professional Development

Traditionally NEDA has not been a training organization. Previous strategic and business plans highlight our role as a facilitator; identifying training gaps and locating suitable programs and trainers to address the needs of our members. The primary vehicle through which professional development was delivered was our professional development conference. This is an annual gathering of NEDA members and partners for 4-5 days of discussions and workshops on various economic development related topics.

Beginning in the 2013/14 fiscal year, NEDA looked to take a more active role in professional development and began laying the groundwork to become a leader in training and capacity building. We introduced new technology to deliver webinars on various topics, allowing us to reach our members on a regular basis rather than once a year.

During the 2014/15 fiscal year, NEDA's efforts to take a greater role in professional development stalled as we continued to wait for the previous ED's thesis on the development of a "**learner-informed**" curriculum. This is a new and innovative approach to program design which to our knowledge has never before been attempted in Nunavut. It focuses on the learner as the primary stakeholder; advising on both content and process for training. This approach to learning has been successful elsewhere and has increased ownership in the program, thus resulting in improved engagement and support. While NEDA still hopes to receive this thesis, the completion date is unknown and as such, NEDA will begin to work in the absence of this document to better take on its role in professional development.

NEDA will submit an ambitious comprehensive funding application to ED&T to develop a Nunavut EDO certification program, based on models used by EDAC, CANDO and provincial economic development associations across Canada, which would include the MTO EDO and (possibly) some CANDO courses revised through a Technical Advisory Committee (TAC) as well as other elements. This would result in several key changes;

- Establish a recognition that the EDO job duties in Nunavut are different than those in the majority of Canada.
- Develop a slate of courses to train the EDOs, developed by EDOs and other stakeholders, fully supported by EDOs and SAOs.
- Establish a first level of certification for EDOs in Nunavut that will give them the skills and confidence to proceed to other more advanced levels of national certification.
- Establish the need to include ongoing training/professional development for EDOs as part of their expected work plans through the requirements of ongoing certification.
- Allow NEDA to have a greater role with measurable results in the training and certification of EDOs.

With the successful completion of this project, NEDA will be a leading expert in professional development in Nunavut. Taking this initiative a step forward, we will also be looking to expand the professional development services we offer our members and work directly with them to develop individualized training plans, as well as deliver additional training that is both effective and relevant to the profession beginning in the 2016/17 fiscal year.

Should NEDA receive the final thesis on the development of a "**learner-informed**" curriculum, NEDA will work to incorporate those concepts and recommendations into the certification and training program that will be in development once the funding has been approved.

NEDA has established the following professional development goals and objectives;

- Update and/or create courses for online delivery that are required and supported by economic development professional across Nunavut and other stakeholders
- Develop a certification program that will be administered by NEDA, based on other national models, that recognizes existing certification systems and is supported by all stakeholders.
- Become the leading expert in Nunavut with regards to economic development training and professional development.

- Expand the services and resources we provide our members with respect to professional development.
- Continue to provide regular professional development opportunities and;
- Look to incorporate new training initiatives as opportunities present themselves.

To ensure success is achieved, NEDA will undertake the following initiatives, subject to funding approval:

1. Establish a Technical Advisory Committee (TAC) to review and modify existing MTO courses to make them currently relevant and ready to be converted to online courses.
2. Establish a TAC to review and modify existing CANDO courses to make them currently relevant and ready to be converted to online courses.
3. Develop at least 4 of the reviewed/modified courses for online delivery.
4. NEDA's will review and incorporate where possible, NEDA's previous Executive Director's thesis into the certification and training program that will be under development.
5. Host an annual professional development conference which will provide members with an opportunity to engage in networking opportunities, discuss best practices and common challenges, provide feedback and input on programs and policies, and receive training on topics identified as required.
6. Host regular webinars on economic development topics which will allow members to engage in professional development and capacity building from their respective communities.
7. Provide EDO's with an support (logistical and financial when available) to attend the trade shows and conferences where they can attend informative sessions, as well as learn important skills such as how to promote their community at a trade show.
8. NEDA we will develop a plan to fund and hire an additional staff person at the beginning of the 2016/17 fiscal year (subject to funding) dedicated to a establishing an integrated professional development program that will meet the individual needs of our members.



Operations

NEDA continues to place a great deal of emphasis on sustainability, particularly with respect to our projects and activities. NEDA conducts ongoing internal reviews to ensure that our operations are as efficient as possible, identifying potential improvements and implementing them as and when possible. As a non-profit, government funded organization; our primary goal for operations is to ensure that our funders (the Governments of Nunavut and Canada) are provided a satisfactory return on their investment and that we conduct ourselves in a manner that demonstrates

our dedication to responsibility.

We have repeatedly shown our ability to manage numerous projects and produce measurable, tangible results using limited funds and resources. We have continued to grow steadily and have enjoyed strong leadership and stability which has contributed significantly to our dependability.

However we are quickly reaching the limit of what our funding and internal capacity allows us to accomplish. For this reason we will be laying the groundwork to eventually seek an increase to our core funding through ED&T to ensure we can grow and provide our partners and stakeholders with an increased return on their investment. In the meantime, NEDA will continue to utilize available resources to the best of our ability and leverage additional resources where possible to ensure we are able to achieve our mandate in an effective manner.

To ensure we are able to continue to be a sustainable and effective organization, we have established the following goals and objectives:

- Work towards the eventual securement of additional funding to ensure we are able to:
 - Leverage additional resources to fully achieve our mandate.
 - Considerably increase the number and quality of services we offer to our members, stakeholders, and partners.
 - Provide our funders with a significant return on their investment and increase the value of our organization.
- Continue to be a sustainable and responsibly managed organization.
- Continue to be accountable and transparent with regards to all operations and activities.
- Continue to meet our obligations under the language act.

To achieve these objectives, NEDA will undertake the following initiatives:

1. Enter into discussions with ED&T to have the CEDO Training Fund (\$50,000) permanently allocated to NEDA so that we can make long term plans to utilize it to leverage additional resources and provide effective professional development opportunities and services to EDO's as outlined previously.
2. Continue to engage a chartered accounting firm selected by our membership to review our annual operations and complete audited financial statements. This will ensure that NEDA continues to be fiscally responsible, operates in a transparent manner and is accountable to our members, funders, partners and supporters.
3. NEDA will hold an Annual General Meeting (AGM) in accordance with our bylaws to review and approve our audited financial statements and elect a board of directors which will be tasked with guiding the association. Tabled at our AGM will be an annual report outlining our operations, activities, projects, outcomes and results.
4. As stated previously in the Professional Development section, NEDA we will develop a plan to fund and hire an additional staff person at the beginning of the 2016/17 fiscal year (subject to funding) dedicated to a establishing an integrated professional development program that will meet the individual needs of our members. The goal will be to fund the position for 2-3 years while building a case for the GN to increase the level of Core funding to NEDA to make the position permanent.



As noted, all of the planned activities discussed in this business plan fall within the five main themes presented in our strategic plan; **Advocacy, Community Economic Development, Operations, Professional Development** and **Certification**, which is the theme that can theoretically be found at the intersection of the other four themes. These themes represent the mandate given to NEDA as of the 2015 AGC by our membership. Ultimately we are accountable to our members for ensuring their priorities and needs are met through our actions and the results communicated back to them.

The expected results (some, subject to funding approvals) which can be measured and reported for the 2015/16 fiscal year are as follows:

- Undertake a facilitated strategic planning session with the entire Board and additional members. If time and funding permits, also develop a communication strategy for the association.
- Ongoing discussions with ED&T and municipalities on how to ensure EDO's are able to provide greater input on and have more control over CCB funds.
- An annual report highlighting our operations, activities and projects for the year.
- Audited financial statements outlining all revenue and expenditures for the fiscal year.
- A series of webinars to provide additional training, support and the dissemination of information to the EDOs on a timely basis.
- Participation in various events to ensure the input and feedback of our members is presented in discussions. These events include but are not limited to the Nunavut Mining Symposium, Nunavut Trade Show, Economic Developers Association of Canada's annual conference, and the Council for Advancement of Native Development Officers annual conference.
- Undertake an updating of NEDA's CED Workbook to include the consideration of areas of influence around a community when developing their CED Plans. After the revision is completed, the new workbook will be piloted in two to three communities in Nunavut that are adjacent to development opportunities and have begun or are preparing to begin the CED planning process.
- Establish a Technical Advisory Committee (TAC) to review and modify existing MTO courses (and possibly others) to make them currently relevant and ready to be converted to online courses.
- Develop at least 4 of the reviewed/modified courses for online delivery.
- Host an annual professional development conference which will provide members with some or all of the following; an opportunity to engage in networking opportunities, discuss best practices and common challenges, provide feedback and input on programs and policies, and receive training on topics identified as required.
- Host regular webinars on economic development topics which will allow members to engage in professional development and capacity building from their respective communities.

- Provide EDO's with an support (logistical and financial when available) to attend the trade shows and conferences where they can attend informative sessions, as well as learn important skills such as how to promote their community at a trade show.
- Develop a plan to fund and hire an additional staff person at the beginning of the 2016/17 fiscal year dedicated to a establishing an integrated professional development program that will meet the individual needs of our members.
- Enter into discussions with ED&T to have the CEDO Training Fund (\$50,000) permanently allocated to NEDA so that we can make long term plans to utilize it to leverage additional resources and provide effective professional development opportunities and services to EDO's as outlined previously.
- NEDA will hold an Annual General Meeting (AGM) in accordance with our bylaws to review and approve our audited financial statements and elect a board of directors which will be tasked with guiding the association. Tabled at our AGM will be an annual report outlining our operations, activities, projects, outcomes and results.

Appendix A: 2015/16 Budget

Please see the following page for a breakdown of the 2015/16 budget for NEDA. This budget includes proposed projects which ultimately may or may not receive funding. For this reason, this budget is subject to change. Any revisions will be submitted to ED&T for approval.

Revenue	Core	CEDO Training	2016 AGC	Strategic Planning	Language Act Implementation	CED Workbook Revision/Pilot	Certification & Course Dev.	Total
ED&T (Core)	210,000	-	5,000	10,000	-	-	-	225,000
ED&T (CEDO Training)	-	40,000	5,000	-	-	5,000	-	50,000
ED&T (Other Funding)	-	-	-	-	73,081	85,000	125,000	283,081
Cannor	-	-	40,000	40,000	-	-	-	80,000
Membership Fees	1,300	-	-	-	-	-	-	1,300
Other Revenue	<u>30,400</u>	-	-	-	-	-	-	<u>30,400</u>
TOTAL	\$ 241,700	\$ 40,000	\$ 50,000	\$ 50,000	\$ 73,081	\$ 90,000	\$ 125,000	\$ 669,781
Expenses								
Salaries, Benefits & Admin Expenses	128,800	5,000	-	-	7,830	9,000	12,000	162,630
Communication and Marketing	1,200	-	-	-	-	-	-	1,200
Registrations, Facility and Office Rental	18,600	7,000	3,000	1,500	-	-	-	30,100
Insurance & Accounting	13,600	-	-	-	-	-	-	13,600
Office Supplies & Expenses	14,300	-	-	-	12,308	4,000	-	30,608
Interest and Bank Charges	400	-	-	-	-	-	-	400
Meeting Expense	3,600	-	5,000	1,200	-	20,000	-	29,800
Licenses and Fees	3,500	2,000	-	-	-	-	-	5,500
Training	7,800							
Travel and Accommodations	16,400	6,000	9,000	41,300	-	12,000	-	84,700
Translations and Interpretations	3,500	-	-	-	10,403	11,000	-	24,903
Professional Fees	<u>1,500</u>	<u>20,000</u>	<u>33,000</u>	<u>6,000</u>	<u>42,540</u>	<u>34,000</u>	<u>113,000</u>	<u>250,040</u>
TOTAL	\$ 213,200	\$ 40,000	\$ 50,000	\$ 50,000	\$ 73,081	\$ 90,000	\$ 125,000	\$ 633,481