

# 2016/17 Business Plan

Nunavut Economic Developers Association

5/27/2016

NEDA

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**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.

## 2016-2021 Strategic Plan

Late in the 2015/16 fiscal year, NEDA undertook the revision of the association's Strategic Plan. The plan had not been updated since it was last developed in 2006.

The association undertook several strategic plan reviews (2011, 2012 and 2015) but did not develop a new Strategic Plan until late 2015/16. The plan was finalized and approved by the Board in May, 2016. During the most recent review at the 2015 AGC, the membership directed the Board to undertake the updating of the Strategic Plan to include the development of a Nunavut EDO Certification program and the review of the previous thematic areas. Other suggestions from the membership were also to be incorporated into the new plan.

During a workshop held in Iqaluit in March of 2016, the Nunavut Economic Developers Association (NEDA) board and Executive Director revised the existing mission and vision statements of the organization. These statements are standard and critical elements that form the foundation of the organizations five-year strategy (2016-2021). The mission and vision serve as guides in the establishment of the strategic priority areas and objectives of the organization.

### Mission

To build capacity and strengthen Nunavut's communities by providing programs and services to EDOs and other economic development professionals.

### Vision

To be recognized as the leading resource and authority actively engaged in promoting community economic development in Nunavut.

The NEDA Strategic plan focuses on five Strategic Priority Areas (SPAs).

1. Nunavut Economic Development Certification
2. Professional Development
3. Community Economic Development Resources
4. Communication
5. Organizational Development

**NEDA's Strategic Priority Areas** were developed and based on board and executive input gained during the workshop and research process. An important element of this process included the review of the priorities, objectives and action items from the last strategy document that expired in 2011, and identifying those that remained pertinent to the current strategy.

Each SPA is presented with an introduction providing some background and insight. The SPAs are accompanied by a table that outlines the main objectives under that SPA, action items identified for each objective, as well as a timeline for completing each task.

NEDA expects that this strategy document will undergo a detailed review in 2019 after 3 years of implementation. The completed Strategic Plan is included at the end of this Business Plan.

### 2016/17 Planned Activities

As outlined in NEDA’s new 5-year strategic plan, the Nunavut Economic Developers Association (NEDA) will focus our efforts for the current fiscal year on the five key thematic areas illustrated on the following page. They are **Professional Development, CED Resources, Communication, Organizational Development and Certification.**



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



**NuEcD Certification** – The territory of Nunavut covers 20% of Canada’s landmass, almost a third of its coasts, and is spread out over 25 isolated communities. It is fair to say that the economic development landscape in Nunavut is very vast and unique in many respects. Existing training programs that focus on economic development are often not relevant to Nunavut, and can have barriers to entry for Nunavut’s Economic Development Officers (EDOs).

The goal of the NuEcD certification was to create a program that was relevant and supported by all stakeholders, and to equip EDOs with all the tools and core competencies they need to better understand their role and successfully do their job. This would also result in higher employee satisfaction, better employee retention rates and increase the ease of recruitment.

The following are NEDA's goals in this strategic area and the specific actions (subject to available time and funds) the organization will strive to undertake this fiscal year as it strives to achieve these goals.

### **To certify all Economic Development Officers in Nunavut**

1. Develop courses that support core competencies.
  - a. NEDA will seek additional funding to develop additional courses for the remaining core competency courses. NEDA's goal this fiscal year is to develop 3-4 of the remaining courses required to complete the training program related to the NuEcD certification.
2. Implement Prior Learning Assessment and Recognition (PLAR).
  - a. This activity is scheduled for the 2017/18 fiscal year.
3. Provide a combination of distance education and face-to-face options.
  - a. NEDA will continue to update EDOs and other members on educational opportunities as they are brought to the attention of the association.
  - b. NEDA will seek funding to deliver at least one of the developed courses for the NuEcD program this fiscal year. Additional deliveries will be made subject to funding and sufficient enrollment levels.
  - c. NEDA will continue to include training sessions at the AGC.
4. Hire support staff.
  - a. NEDA will develop a proposal for the 2017/18 fiscal year to fund the hiring of a Training and Development Officer to assist EDOs in their certification programs.
5. Explore additional levels of certification for the NuEcD. designation.
  - a. This is scheduled for the 2018/19 fiscal year.
6. Provide support for EDOs to get national certification.
  - a. NEDA will continue to provide support to EDOs who strive to undertake national or international certification through Cando, EDAC or IEDC. This support will be in the form of direct support from the association's ED or financial support as funds are available.

### **Promote and legitimize the Economic Development Profession**

1. Conduct an analysis and assessment of EDO impacts on communities.
  - a. This activity is scheduled for the 2017/18 fiscal year.
2. Promote the NuEcD. certification program.
  - a. NEDA will strive to promote the NuEcD program including its benefits and courses, to EDOs, stakeholders and others as opportunities present themselves.
  - b. NEDA will plan to make a presentation on the program at the 2016 NAMA AGM to inform the SAOs on the progress of the program.
3. Develop a detailed job description of EDO.
  - a. With input from EDT and Hamlets, NEDA will develop a standard job description for all EDOs and share the job description with stakeholders to help ensure that all EDOs

across the territory are able to focus on the tasks where they can have the greatest impact for their community.

4. Recommend a standardized salary grid for EDOs.
  - a. NEDA will work to develop a standardized salary grid for EDOs across the territory and share this information with EDT and Hamlets to help ensure that EDOs are fairly compensated in comparison to their peers.
5. Develop communication material to educate Senior Administrative Officers and council on the role of an EDO and importance of CED plan.
  - a. NEDA will develop orientation materials for hamlet staff and councilors to help them better understand the role of the EDO and the CED plan within their community.
6. Determine, through performance indicators, the effectiveness of EDO activities.
  - a. NEDA will strive to develop standardized performance indicators for EDOs across the territory to help indicate their relative effectiveness on an annual basis.
7. Develop an awards and recognition policy (Awards to be presented at AGC and regional conferences)
  - a. This activity is scheduled for the 2017/18 fiscal year.



**Professional Development** – Well-crafted and delivered professional development (PD) is important because it delivers benefits to the individual, their profession, and the community they represent. One of the objectives of this strategic plan is to “legitimize” the economic development profession, and one of the keys to accomplishing this will be to provide meaningful PD to Economic Development Professionals (EDPs), especially EDOs. The proposed NuEcD will ensure ongoing development and certification requirements reflecting new issues and challenges, as well as

promote a learning community where EDPs can support each other and learn together. Ongoing and relevant PD has also been known to help in the retention of employees, another objective of this plan.

The following are NEDA’s goals in this strategic area and the specific actions (subject to available time and funds) the organization will strive to undertake this fiscal year as it strives to achieve these goals.

**Ensure EDOs receive relevant and timely professional development.**

1. Ensure staff are properly trained on the use of PLAR.
  - a. This activity will begin in the 2017/18 fiscal year.
2. Seek funding to assist EDOs to access PD activities.
  - a. NEDA will strive to secure additional funding to assist EDOs in this area. Funding to aid in this may come from the CEDO Training fund or other sources.
  - b. NEDA will strive to develop annual funded projects that support EDOs in this area.
3. Promote webinars that discuss current issues and trends in economic development.
  - a. NEDA will deliver a minimum of 4 webinars during the current fiscal year.
4. Organize and support the regional conferences for EDOs.
  - a. NEDA will work with EDT staff to develop additional regional EDO conferences based on the template created in the Kivalliq region.

- b. To aid in this initiative, NEDA will hold its AGC in conjunction with the Kivalliq Regional EDO Conference and invite regional EDT staff so they can discuss plans to hold their regional conferences in the 2017/18 fiscal year.
- 5. Hold an Annual General Conference (AGC) and symposium.
  - a. NEDA will host an annual training conference (AGC), subject to available funding and confirmation of EDOs ability and desire to attend such an event.
    - i. The 2017 AGC is schedule for March 2017 in Rankin Inlet.

## **Establish an innovative and pro-active approach to developing and sourcing PD opportunities**

1. Consider holding AGC in locations outside of Nunavut that may have strategic benefit to economic development or partnership opportunities.
  - a. NEDA will include this topic for discussion at the 2017 AGC and develop a plan for the 2018 and future AGCs.
2. Provide a link to Canada wide economic development resources.
  - a. This activity is scheduled for the 2017/18 fiscal year.
3. Conduct research and develop a list of relevant training opportunities for EDOs.
  - a. NEDA will work to develop an online resource on the association’s website that will include a listing of all of the relevant educational opportunities (both online and in-person) for EDOs.
    - i. This activity is scheduled for the 2017/18 fiscal year.



**CED Resources** – There are a variety of existing resources available to EDPs now, such as the EDO Orientation Guide, the EDO Toolkit, the CEDO workbook, and the Socio-economic Assessment and Orientation Guide to name a few. It is important that these resources be kept current to reflect the ever-changing economic development landscape and best practises in Nunavut.

Having forms and templates readily accessible for EDOs is important, as well as gathering their input and feedback to assist with regular revisions.

The key document that guides economic development at the community level is the Community Economic Development (CED) plan. It is crucial that a new CED template be developed, shared, and consistently used throughout the territory with available support and guidance from NEDA.

The following are NEDA’s goals in this strategic area and the specific actions (subject to available time and funds) the organization will strive to undertake this fiscal year as it strives to achieve these goals.

## **Monitor and review existing resources and materials to ensure they are relevant and current.**

1. Secure adequate funding to maintain and update existing resources.
2. Conduct a bi-annual review of materials and resources.

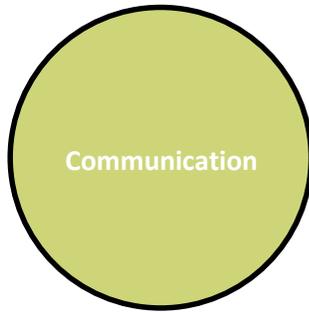
- a. Several existing resources have recently been updated. NEDA will undertake a review of these resources and update as required (subject to available resources and funding if required) during the 2017/18 fiscal year.
- 3. Ensure input from EDOs to assist with revisions of resources, templates and forms.
  - a. NEDA will survey EDOs to see what resources they utilize and what suggestions they have for changes to existing resources and/or the development new resources.
- 4. Incorporate best practices in current resources.
  - a. This activity is scheduled for the 2017/18 fiscal year.
- 5. Ensure resources and materials are available electronically or delivered in a cost effective way.
  - a. NEDA will maintain and update its current website as required so materials can be accessed by all EDOs.
  - b. NEDA will supply newly developed materials to EDOs through project funding when relevant and available.
- 6. Revise existing CED workbook.
  - a. NEDA will submit a proposal for funding to update the existing CED Workbook to include consideration of the areas surrounding their community over which they have influence.

**Design and develop new resources and materials to assist Economic Development Professionals.**

- 1. Continue to hold and record webinars that can be archived for future access and use.
  - a. This is an ongoing activity.
- 2. Conduct an environmental scan for new technologies, resources and trends.
  - a. This activity is scheduled for the 2017/18 fiscal year.
- 3. Develop resources to help EDOs with basic tasks such as tracking project expenses, filling out grant applications, recording financial information, writing a letter of support, etc.
  - a. This activity is scheduled for the 2018/19 fiscal year.

**Assume an active role in the development and implementation of community driven and achievable CED plans.**

- 1. Develop a new template for innovative and achievable CED plans.
  - a. This activity is scheduled for the 2018/19 fiscal year.
- 2. Conduct a NEDA administered pilot project to provide multiple communities with assistance in developing their CED plans.
  - a. This will be achieved through the CED Workbook Revision project previously mentioned. If this project is funded, it will include the delivery of 2 pilot workshops using the revised materials. These pilots will help communities to review and begin the process of revising/updating their current CED Plans.
- 3. Ensure best practices are followed when communities develop CED plans. (Ex: How to effectively gather feedback from the community)
  - a. This activity is scheduled for the 2017/18 fiscal year.



**Communication** – Effective external and internal communication will continue to be very important for NEDA to help create a more inclusive, vibrant and participatory economic development atmosphere in Nunavut. Individual EDOs and EDPs are often not the first point of contact for external stakeholders wishing to do business in their communities. These stakeholders are often not familiar with the landscape, and need a reliable source of information. NEDA can provide that voice, and be the link between the stakeholder and the community EDOs.

Internal communication between NEDA and EDOs and their communities is also vital in order for NEDA to function most effectively. Community level feedback will assist NEDA in the design of programs and in their advocacy work. All of the above points will be covered by the development of a comprehensive communications strategy.

The following are NEDA's goals in this strategic area and the specific actions (subject to available time and funds) the organization will strive to undertake this fiscal year as it strives to achieve these goals.

**Serve as the clearinghouse for information and communication for stakeholders.**

1. Maintain communication with stakeholders through a newsletter distribution list.
  - a. NEDA will connect with economic development stakeholders to request their addition to the NEDA newsletter distribution list.

**Employ practical tools and strategies to effectively communicate with EDPs & communities.**

1. Investigate various social media platforms to identify which could be used to effectively communicate with EDOs, communities and stakeholders.
  - a. This activity is scheduled for the 2017/18 fiscal year.
2. Secure funding to develop a comprehensive communication plan for NEDA.
  - a. This activity is scheduled for the 2017/18 fiscal year.
3. Make use of PLAR as a strategy to open lines of communication with EDOs.
  - a. This activity is scheduled for the 2017/18 fiscal year.

**Receive effective and timely input from EDPs to guide all of NEDA's activities.**

1. Conduct exit surveys and interviews with departing EDOs.
  - a. NEDA will develop an exit survey for departing EDOs and begin to survey EDOs when they leave their positions once the survey is complete.
2. Conduct regular brief electronic surveys to solicit feedback from EDPs. Executive Director will follow up with direct calls to ensure EDPs engaged in process.
  - a. NEDA will develop a series of short surveys (through Survey Monkey) to distribute to EDOs on a regular basis.
  - b. NEDA's ED will follow up directly with EDOs as required.
3. Receive feedback from EDOs and other stakeholders on potential action items to achieve strategic plan objectives.

- a. NEDA will present the new strategic plan to the membership during the 2016 AGM, requesting feedback and suggestions.
- b. NEDA will utilize the (to be developed) regular surveys to solicit feedback on the strategic plan.
- c. NEDA will include a discussion on potential action items for future fiscal years, that address the goals of the strategic plan, during the 2017 AGC.

**Proactively advocate on issues that impact community economic development.**

- 1. Identify and analyze key issues with Community Economic Development in Nunavut.
  - a. NEDA will request feedback on this topic during the 2016 AGC.
  - b. NEDA will utilize the (to be developed) surveys to solicit feedback from EDOs.
  - c. NEDA will also include this topic during discussions (EDO Roundtable) at the 2017 AGC.
- 2. Using issues identified above, develop a living policy document with NEDA’s stance and position on various issues.
  - a. This activity is scheduled for the 2017/18 fiscal year.
- 3. Develop specific guidelines for the use of the policy document listed above.
  - a. This activity is scheduled for the 2017/18 fiscal year.



**Organizational Development** – From an organizational perspective, the most important need for NEDA is to ensure that it maintains a full time staffed office, and does not become a volunteer driven organization. Continual support and quick response times to EDOs and communities from NEDA staff will continue to be the type of support that is needed at the community level. Retaining current staff, and pursuing avenues to add additional staff will also be important to the viability and effectiveness of NEDA.

Maintaining good governance through a board that is reflective of the population it serves is an important objective of this plan, and will be actively pursued by NEDA.

The following are NEDA’s goals in this strategic area and the specific actions (subject to available time and funds) the organization will strive to undertake this fiscal year as it strives to achieve these goals.

**Ensure adequate levels of core funding to maintain a full time staffed office.**

- 1. Ensure all reporting to EDT is timely and highlights the positive impacts of the organization using quantifiable data whenever available.
- 2. Justify revision to core funding for a full time training and development officer. (Use project money to fund the position initially).
  - a. As mentioned previously, NEDA will develop a project proposal for the 2017/18 fiscal year to fund the hiring of a Training and Development Officer (TDO) to assist EDOs in their certification programs.

- b. During the project years (ideally 2017/18 through to 2019/20) NEDA will maintain performance records of EDOs' certification progress to help quantify the TDO's effectiveness in order to support a request for an increase in core funding to permanently fund the position if the results from the project warrant it.

#### **Maintain accountability to stakeholders through sound governance practices.**

1. Increase EDO and Inuit participation at board level (review bylaws).
  - a. A revised bylaw to encourage greater Inuit participation will be presented at the 2016 AGM.
2. Develop a board orientation manual.
  - a. This will be done late in the current fiscal year or in the next fiscal year, depending on available time and resources.

#### **Provide relevant professional development opportunities for NEDA staff and board.**

1. Ensure NEDA Executive Director undertakes a variety of professional development opportunities including Economic Developers Association of Canada certification and Cando's certification.
  - a. NEDA's ED will attend the EDAC Year 2 program to continue his national certification.
2. Include provisions for professional development of staff and board in HR policy.
  - a. NEDA's HR Policies will be updated during the current fiscal year.
  - b. Secure funding for ongoing board governance workshops.
    - i. This activity is scheduled for the 2017/18 fiscal year.

#### **Leverage core funding to develop/manage/fund programs and projects.**

1. Maintain dialogue with funders that require little or no core contribution to fund projects.
2. Explore funding opportunities with federal government department with aboriginal focused mandates.
  - a. This activity is scheduled for the 2017/18 fiscal year.
3. Continue building a reserve fund to be utilized when the association is required to contribute funds towards a project.

#### **Ensure annual business plans are reflective of the continually evolving strategic plan.**

1. Ensure the board does an annual review of the objectives and action items of the strategic plan.
  - a. This activity is scheduled for the 2017/18 fiscal year.
2. Annual business plan deliverables will be linked to specific objectives and action items from the strategic plan.



**Measurable Outcomes** - As noted previously, the Nunavut Economic Developers Association (NEDA) will focus our efforts for the current fiscal year on the five key thematic areas of **Professional Development, CED Resources, Communication, Organizational Development and Certification.**

These themes represent the mandate given to NEDA by the membership and outlined in the 2016-20121 Strategic Plan.

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

1. NEDA will seek additional funding to develop additional courses for the remaining core competency courses. NEDA's goal this fiscal year is to develop 3-4 of the remaining courses required to complete the training program related to the NuEcD certification.
2. NEDA will seek funding to deliver at least one of the developed courses for the NuEcD program this fiscal year. Additional deliveries will be made subject to funding and sufficient enrollment levels.
3. NEDA will develop a proposal for the 2017/18 fiscal year to fund the hiring of a Training and Development Officer to assist EDOs in their certification programs.
4. NEDA will continue to provide support to EDOs who strive to undertake national or international certification through Cando, EDAC or IEDC. This support will be in the form of direct support from the association's ED or financial support as funds are available and will be tracked and reported.
8. NEDA will strive to promote the NuEcD program including its benefits and courses, to EDOs, stakeholders and others as opportunities present themselves.
9. NEDA will plan to make a presentation on the program at the 2016 NAMA AGM to inform the SAOs on the progress of the program.
10. With input from EDT and Hamlets, NEDA will develop a standard job description for all EDOs and share the job description with stakeholders to help ensure that all EDOs across the territory are able to focus on the tasks where they can have the greatest impact for their community.
11. NEDA will work to develop a standardized salary grid for EDOs across the territory and share this information with EDT and Hamlets to help ensure that EDOs are fairly compensated in comparison to their peers.
12. NEDA will develop orientation materials for hamlet staff and councilors to help them better understand the role of the EDO and the CED plan within their community.
13. NEDA will strive to develop standardized performance indicators for EDOs across the territory to help indicate their relative effectiveness on an annual basis.
14. NEDA will deliver a minimum of 4 webinars during the current fiscal year.
15. NEDA will work with EDT staff to develop additional regional EDO conferences based on the template created in the Kivalliq region.

16. NEDA will hold its AGC in conjunction with the Kivalliq Regional EDO Conference and invite regional EDT staff so they can discuss plans to hold their regional conferences in the 2017/18 fiscal year.
17. NEDA will host an annual training conference (AGC), subject to available funding and confirmation of EDOs ability and desire to attend such an event.
18. NEDA will include a discussion on holding subsequent AGCs outside of Nunavut at the 2017 AGC and develop a plan for the 2018 and future AGCs.
19. NEDA will survey EDOs to see what resources they utilize and what suggestions they have for changes to existing resources and/or the development new resources.
20. NEDA will submit a proposal for funding to update the existing CED Workbook to include consideration of the areas surrounding their community over which they have influence.
21. Through the CED Workbook Revision project, NEDA will conduct a pilot project to provide multiple communities with assistance in developing their CED plans.
22. NEDA will connect with economic development stakeholders to request their addition to the NEDA newsletter distribution list.
23. NEDA will develop an exit survey for departing EDOs and begin to survey EDOs when they leave their positions once the survey is complete.
24. NEDA will develop a series of short surveys (through Survey Monkey) to distribute to EDOs on a regular basis. NEDA's ED will follow up directly with EDOs as required.
25. NEDA will present the new strategic plan to the membership during the 2016 AGM, requesting feedback and suggestions.
26. NEDA will utilize the (to be developed) regular surveys to solicit feedback on the strategic plan.
27. NEDA will include a discussion on potential action items for future fiscal years, that address the goals of the strategic plan, during the 2017 AGC.
28. NEDA will present a revised bylaw to encourage greater Inuit participation at the 2016 AGM.
29. NEDA will develop a board orientation manual during the current fiscal. This will be done late in the current fiscal year or in the next fiscal year, depending on available time and resources.
30. NEDA's ED will attend the EDAC Year 2 program to continue his national certification.
31. NEDA's HR Policies will be updated during the current fiscal year.

## 2016/17 Budget

The following is a breakdown of the 2016/17 Core budget for NEDA. This budget takes into consideration 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.

### NEDA 2016/17 Core Operating Budget

<b>REVENUE</b>	Membership Fees	1,200.00
	ED&T - Core	<u>225,000.00</u>
<b>Total Revenue</b>		<u>226,200.00</u>
<b>EXPENSE</b>	Wages & Benefits	144,400.00
	Accounting & Legal	11,000.00
	Freight,/Courier/Postage	500.00
	Insurance	2,200.00
	Interest & Bank Charges	1,000.00
	Office Supplies & Expenses	2,500.00
	Gifts/Presentations/Donations	1,250.00
	Website	500.00
	Meeting Expense	200.00
	Membership and Licence Fees	660.00
	Registration & Facility Expenses	2,000.00
	Rent	14,350.00
	Training	7,800.00
	Travel & Accomodations	27,025.00
	Phone/Fax/Internet	6,815.00
	Translations & Interpretations	400.00
	Receptionist Expenses	<u>3,600.00</u>
<b>Total Expense</b>		<u>226,200.00</u>
	<b>Net Income</b>	0.00