



**2016**  

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**2021**

NUNAVUT ECONOMIC  
DEVELOPERS ASSOCIATION

**STRATEGIC  
PLAN**

MARCH 2016



Photo credit: Colin Saunders

Pond Inlet

2016

2021

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# List of Acronyms in Document

Acronym	Definition
AGC	Annual General Conference
CED	Community Economic Development
CEDR	Community Economic Development Resources
COM	Communication
EDO	Economic Development Officer
EDP	Economic Development Professional
NEDA	Nunavut Economic Developers Association
NuEcD	Nunavut Economic Development Certification
OD	Organizational Development
PD	Professional Development
PLAR	Prior Learning Assessment and Recognition
SPA	Strategic Priority Area

# Our Future

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 (NuEcD)**
2. **Professional Development (PD)**
3. **Community Economic Development Resources (CEDR)**
4. **Communication (COM)**
5. **Organizational Development (OD)**

These 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. The timelines are abbreviate by year (Y) and quarter (Q).

It is recommended that this strategy document undergo a detailed review in 2019 after 3 years of implementation.

**STRATEGIC  
PRIORITY  
AREA 1**

# Nunavut Economic Development Certification (NuEcD)



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).

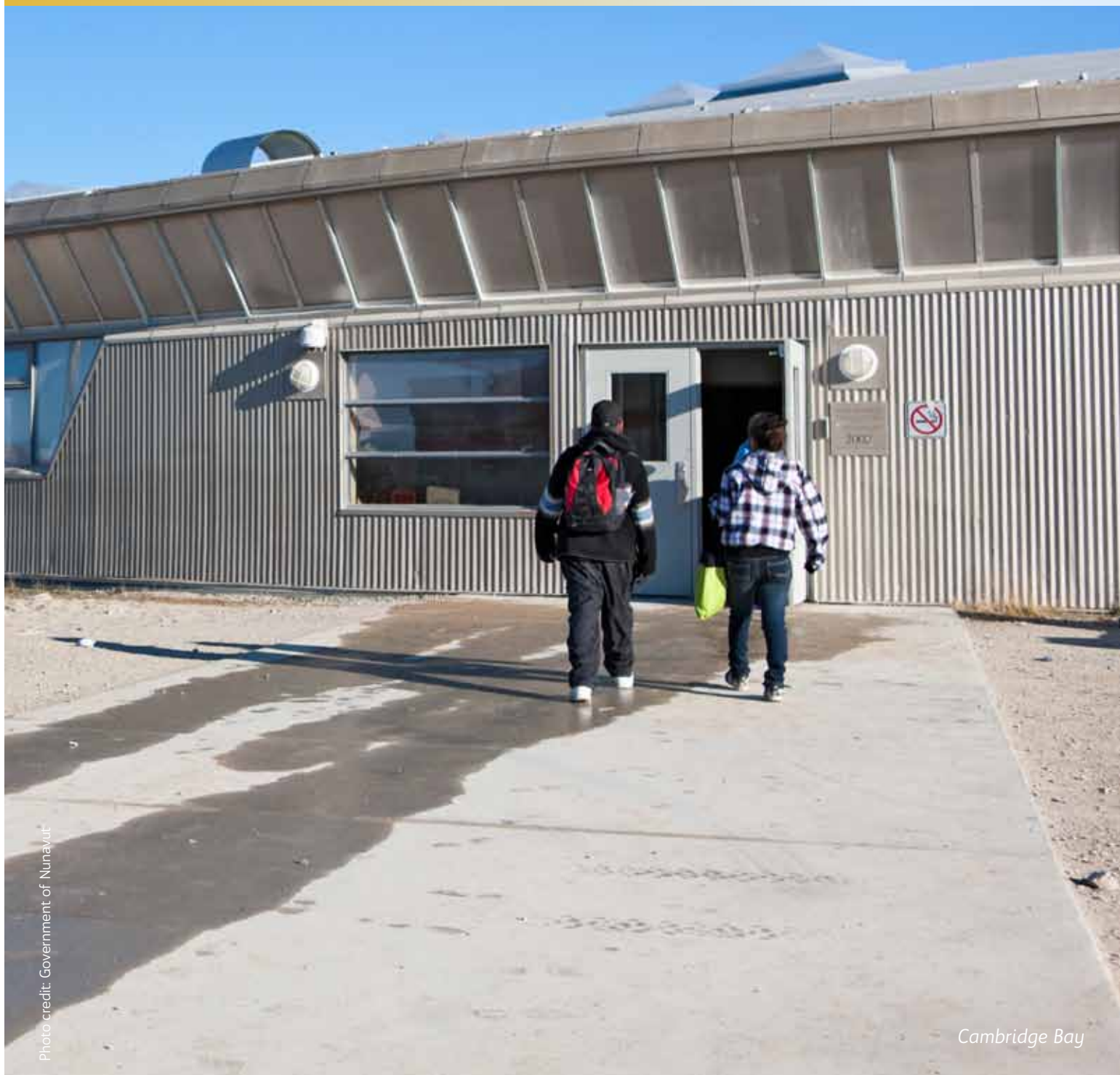
The goal of the NuEcD certification was to create a program that was relevant and supported by all stakeholders, and to equip EDOs with all the tools and core competencies they need to better understand their role and successfully do their job. This would also result in higher employee satisfaction,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

## NuEcD Objectives

SPA 1: Nunavut Economic Development Certification		
Objectives	Action Items	Timeframe
<b>NuEcD 1:</b> To certify all Economic Development Officers in Nunavut.	Develop courses that support core competencies.	Y1 Q4
	Implement Prior Learning Assessment and Recognition (PLAR).	Y2 Q2
	Provide a combination of distance education and face-to-face options.	Y1 Q4
	Hire support staff.	Y2 Q1
	Explore additional levels of certification for the NuEcD designation.	Y3 Q1
	Provide support for EDOs to get national certification.	Ongoing
<b>NuEcD 2:</b> Promote and legitimize the Economic Development Profession.	Conduct an analysis and assessment of EDO impacts on communities.	Y2 Q4
	Promote the NuEcD certification program.	Y1 Q2
	Develop a detailed job description of EDO.	Y1 Q4
	Recommend a standardized salary grid for EDOs.	Y1 Q4
	Develop communication material to educate Senior Administrative Officers and council on the role of an EDO and importance of CED plan.	Y1 Q2
	Determine, through performance indicators, the effectiveness of EDO activities.	Y1 Q4
	Develop an awards and recognition policy (Awards to be presented at AGC and regional conferences)	Y2 Q2

**STRATEGIC  
PRIORITY  
AREA 2**

# Professional Development (PD)





Well-crafted and delivered professional development 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.

## PD Objectives

SPA 2: Professional Development (PD)		
Objectives	Action Items	Timeframe
<b>PD 1:</b> Ensure EDOs receive relevant and timely professional development to remain current in their profession	Ensure staff are properly trained on the use of PLAR.	Ongoing
	Seek funding to assist EDOs to access PD activities.	Ongoing
	Promote webinars that discuss current issues and trends in economic development.	Ongoing
	Organize and support the regional conferences for EDOs.	Y1 Q4
	Hold an Annual General Conference (AGC) and symposium.	Y1 Q4
<b>PD 2:</b> Establish an innovative and pro-active approach to developing and sourcing PD opportunities	Consider holding AGC in locations outside of Nunavut that may have strategic benefit to economic development or partnership opportunities.	Y2 Q1
	Provide a link to Canada wide economic development resources.	Y2 Q2
	Conduct research and develop a list of relevant training opportunities for EDOs.	Y2 Q2

**STRATEGIC  
PRIORITY  
AREA 3**

# Community Economic Development Resources (CEDR)

Photo credit: With permission from Dept. of Environment, Becky Torretti

*Kugluk (Bloody Falls) Territorial Park (near Kugluktuk)*

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.

## CEDR Objectives

SPA 3: Community Economic Development Resources (CEDR)		
Objectives	Action Items	Timeframe
<b>CEDR 1:</b> Monitor and review existing resources and materials to ensure they are relevant and current.	Secure adequate funding.	Ongoing
	Ensure input from EDOs to assist with revisions of resources, templates and forms.	Y1 Q3
	Conduct a bi-annual review of materials and resources.	Y2 Q3
	Incorporate best practices in current resources.	Y2 Q3
	Ensure resources and materials are available electronically or delivered in a cost effective way.	Ongoing
	Revise existing CED workbook.	Y1 Q4
<b>CEDR 2:</b> Design and develop new resources and materials to assist Economic Development Professionals.	Continue to hold and record webinars that can be archived for future access and use.	Ongoing
	Conduct an environmental scan for new technologies, resources and trends.	Y2 Q2
	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.	Y3 Q3
<b>CEDR 3:</b> Assume an active role in the development and implementation of community driven and achievable CED plans.	Develop a new template for innovative and achievable CED plans.	Y3 Q3
	Conduct a NEDA administered pilot project to provide multiple communities with assistance in developing their CED plans.	Y1 Q4
	Ensure best practices are followed when communities develop CED plans. (Ex: How to effectively gather feedback from the community)	Y2 Q3

**STRATEGIC  
PRIORITY  
AREA 4** | Communication  
(COM)

Photo credit: Government of Nunavut

*Iqalugaarjuup Nunanga Territorial Park (near Rankin Inlet)*

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.

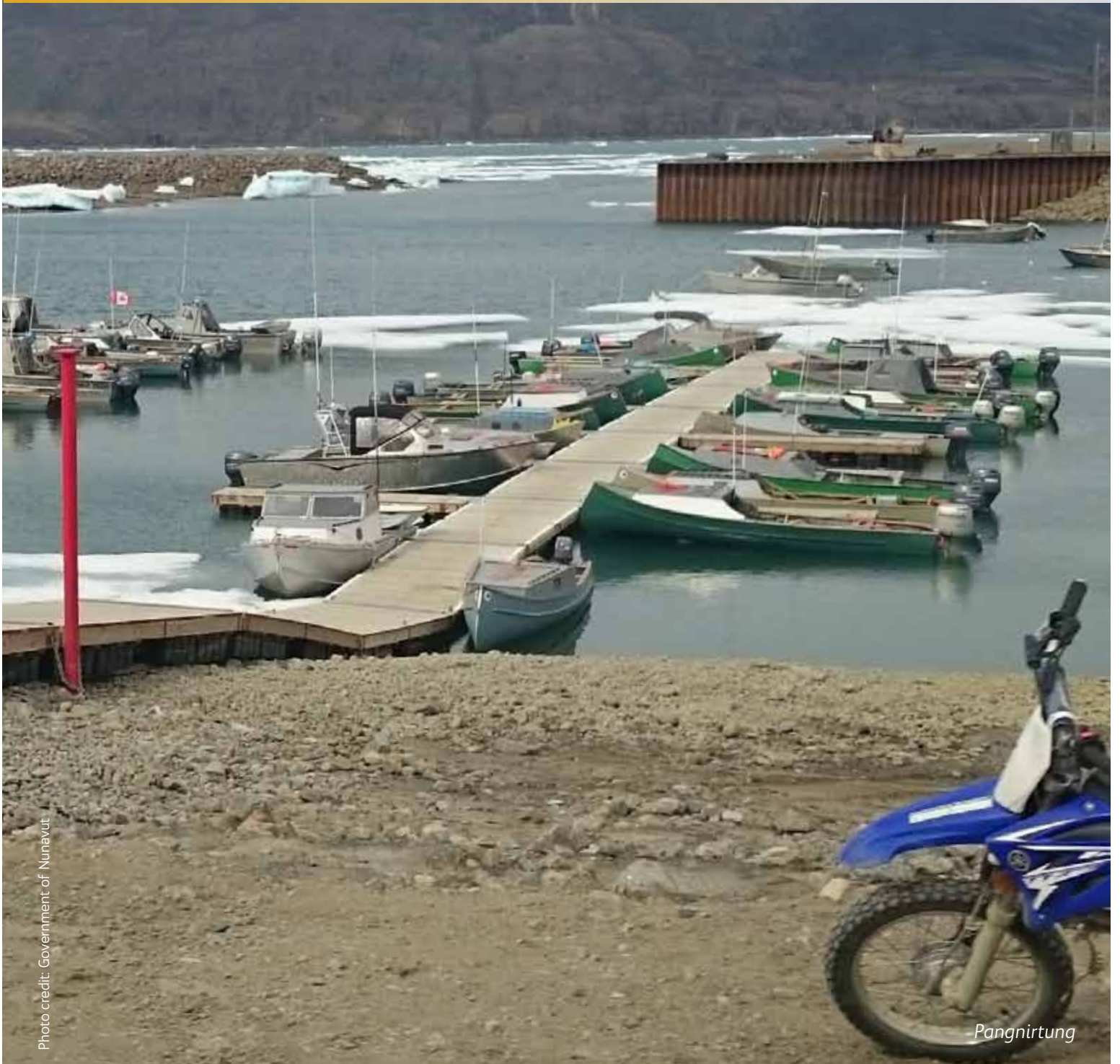
Internal communication between NEDA and EDOs and their communities is also vital in order for NEDA to function most effectively. Community level feedback will assist NEDA in the design of programs and in their advocacy work. All of the above points will be covered by the development of a comprehensive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

## COM Objectives

SPA 4: Communication		
Objectives	Action Items	Timeframe
<b>COM 1:</b> Serve as the clearinghouse for information and communication for stakeholders	Maintain communication with stakeholders through a newsletter distribution list.	Ongoing
<b>COM 2:</b> Employ practical tools and strategies to effectively communicate with EDPs and their communities.	Investigate various social media platforms to identify which could be used to effectively communicate with EDOs, communities and stakeholders.	Y2 Q1
	Secure funding to develop a comprehensive communication plan for NEDA.	Y2 Q4
	Make use of PLAR as a strategy to open lines of communication with EDOs.	Y1 Q1
<b>COM 3:</b> Receive effective and timely input from EDPs to guide all of NEDA's activities.	Conduct exit surveys and interviews with departing EDOs.	Y1 Q3
	Conduct regular brief electronic surveys to solicit feedback from EDPs. Executive Director will follow up with direct calls to ensure EDPs engaged in process.	Y1 Q3
	Receive feedback from EDPs on potential action items to achieve strategic plan objectives.	Y1 Q3
<b>COM 4:</b> Proactively advocate on issues that impact community economic development.	Identify and analyze key issues with Community Economic Development in Nunavut.	Ongoing
	Using issues identified above, develop a living policy document with NEDA's stance and position on various issues.	Y2 Q3
	Develop specific guidelines for the use of the policy document listed above.	Y2 Q3

**STRATEGIC  
PRIORITY  
AREA 5**

# Organizational Development (OD)



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.

## OD Objectives

SPA 5: Organizational Development		
Objectives	Action Items	Timeframe
OD 1: Ensure adequate levels of core funding to maintain a full time staffed office.	Ensure all reporting to EDT is timely and highlights the positive impacts of the organization using quantifiable data whenever available.	Ongoing
	Justify revision to core funding for a full time training and development officer. (Use project money to fund the position initially)	Ongoing
OD 2: Maintain accountability to stakeholders through sound governance practices.	Increase EDO and Inuit participation at board level (review bylaws).	Y1 Q3
	Develop a board orientation manual.	Y1 Q3
OD 3: Provide relevant professional development opportunities for NEDA staff and board.	Ensure NEDA Executive Director undertakes a variety of professional development opportunities including Economic Developers Association of Canada certification and Cando's certification.	Ongoing
	Include provisions for professional development of staff and board in HR policy.	Y1 Q3
	Secure funding for ongoing board governance workshops.	Y2 Q4
OD 4: Leverage core funding to develop, manage, and fund programs and projects that support the mission of NEDA.	Maintain dialogue with funders that require little or no core contribution to fund projects.	Ongoing
	Explore funding opportunities with federal government department with aboriginal focused mandates.	Y2 Q3
	Continue building a reserve fund to be utilized when the association is required to contribute funds towards a project.	Ongoing
OD 5: Ensure annual business plans are reflective of the continually evolving strategic plan.	Ensure the board does an annual review of the objectives and action items of the strategic plan.	Y2 Q2
	Annual business plan deliverables will be linked to specific objectives and action items from the strategic plan.	Ongoing



N·E·D·A

<http://www.nunavuteda.com/>