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INTRODUCTION

As part of its mandate, the Nunavut Municipal Training Organization (MTO) provides Nunavut-specific training and development opportunities in order to enhance municipal operations across the territory. Municipalities across Nunavut have consistently indicated that they are interested in any additional materials the MTO can provide which can be used to increase professional development and staff retention.

MTO conducted consultations with municipal employees and their supervisors across Nunavut in 2019. These consultations aimed to identify the municipal positions that needed support the most. Eight positions were indicated during this process:

- Office Administrator
- Assistant Senior Administrative Officer/Assistant Chief Administrative Officer
- Bylaw Officer
- Community Economic Development Officer
- Finance Officer/Accounts Payable & Receivable Clerk/Payroll Clerk
- Director of Municipal Works/Foreman
- Planning and Lands Administrator
- Director/Coordinator of Recreation

Once these positions were identified, both one-on-one interviews and surveys were conducted to gather information on each position's key tasks and responsibilities, as well as to identify what current staff in these positions felt they needed to become more efficient and successful (ranging from training programs to additional funding, among other factors).

As a result, MTO has developed job handbooks, including this handbook for **Community Economic Development Officer**, to help people in these positions better understand their tasks and responsibilities, as well as prioritize their workload and identify when their schedules will be busiest. The MTO hopes that these handbooks will help new employees get comfortable in their roles more quickly, while also helping established employees to operate more efficiently.

Disclaimer: *This handbook is not a replacement of your signed Job Description. The handbook is designed to assist you in your day-to-day tasks and responsibilities. You may note, that some of the tasks listed in this handbook have not been assigned to you by your immediate supervisor. If you have any questions as to your duties, always consult your immediate supervisor.*

KEY RESPONSIBILITIES AND TASKS

The following tables aim to clarify the key things normally done in your position, and are based off of job descriptions collected from municipalities across Nunavut. The two things that most job descriptions indicate are your tasks and responsibilities. The following are definitions of these terms:

Responsibility: A responsibility is an overarching duty you must deal with, or goal that you must work towards, in order for your position to be effective and meet the needs of the hamlet. A responsibility is an obligation, or something you are accountable for, rather than an action, activity, or procedure.

Task: A task is a specific action, activity or procedure that must be taken to achieve your identified responsibilities and meet the requirements of your job description. The key difference is that a task is something you DO. You do a task in order to reach a certain goal or meet a responsibility.

For example, “keeping the hamlet clean” is a responsibility, while “pick up trash” or “organize a community clean up twice a year” are tasks or actions that would help to meet this responsibility. As previously noted, tasks and responsibilities in your job description may vary, and in the event of conflict, you should follow your job description. In some cases, tasks listed in the tables below may be referred to as “responsibilities” in your job description, or vice versa. However, the bottom line, regardless of what tasks or responsibilities you may be assigned or how they are defined, is to do your best to make sure that each item is addressed and completed. This will ensure that you are doing your due diligence and meeting the needs of your position, and serving your community as effectively as possible.

Please note that the tasks and responsibilities listed in the tables are numbered to make them easier to reference. They are not numbered in terms of priority, or in the order of their importance.

Responsibilities

RESPONSIBILITY		NOTES
1	Provide effective post-loan counseling, administration, and collection of business loans from the Nunavut Business Credit Corporation by assisting the Regional Loans Manager in monitoring and necessary follow-up actions.	<ul style="list-style-type: none"> Depending on your training, you may want to schedule meetings with new businesses and start-ups to review their progress. This will help them stay on track.
2	Facilitate community economic development. This includes providing information regarding business opportunities to local businesses and community members and being involved in planning processes.	<ul style="list-style-type: none"> With your assistance and the input from the community, you are the one who encourages business growth and the pursuit of new business opportunities within your community A CEDO must be seen to be both reactive to client demands and proactive to identified economic opportunities for the community. This means you must be there for the community when your help is needed
3	Stay current with the latest internet search engines to assist in locating economic opportunities.	
4	Consult with other government departments and agencies to identify economic development and employment opportunities that may arise from government construction contracts and/or purchasing contracts in the community, and/or to identify potential sources of funding.	
5	Meet with registered business owners in the community on a regular basis to provide information on available small business programs and assistance.	
6	Meet with registered business owners in the community on a regular basis to provide information on available small business programs and assistance.	
7	When business owners request, provide assistance in identifying appropriate assistance programs, and provide advice on effectively accessing these programs.	<ul style="list-style-type: none"> This includes reviewing both federal and GN funding programs. Eligibility may change depending on the type of business and the funding programs being applied to

RESPONSIBILITY		NOTES
8	Work closely with the regional office of the Government of Nunavut Department of Economic Development and Transportation (ED&T) staff.	
9	As department operations demand, serve as a resource to other regional projects which require your experience or expertise. This may require travel to communities other than your assigned communities.	
10	Continually take courses to stay up to date and current in your position, and recommend courses to others to help with community economic development.	
11	Provide advice to local businesses and entrepreneurs on product development and identification of target markets.	
12	Promote the use of private sector business services.	
13	Develop partnerships within the community to develop and promote opportunities.	
14	Attend trade shows across Nunavut when possible.	
15	Develop community and regional networks.	
16	Represent the community at regional, territorial and national meetings and conferences on economic development.	
17	Promote responsibilities under Nunavummi Nangminiaqqtunik Ikajuuti (NNI). ¹	<ul style="list-style-type: none"> You must promote NNI and the use of Inuit owned and run businesses whenever possible Become very familiar with the document and where it applies to new business and grants..
18	Conduct site visits and monitor business results, determining whether after care services such as bookkeeping, establishing cash controls, or training are required, and indicate what resources can be accessed for these services.	
19	In communities that are adjacent to a territorial or national park, assist government staff (such as regional managers at the Government of Nunavut's Department of Environment) in implementing the park's master and management plans, and encourage the community to take advantage of any park related opportunities in the plans.	
20	Maintain statistical and financial records.	

¹ <https://nni.gov.nu.ca/>

Tasks

	TASKS	NOTES	FREQUENCY
1	Research economic development funding opportunities, consulting with both the private and public sector (such as industry and government representatives) concerning eligibility requirements for various funding programs. Once research has been conducted and funding program literature reviewed, distribute the resulting information to community development groups, businesses, and individuals.	<ul style="list-style-type: none"> Key sources of program funds include the Business Credit Corporation, Business Development Fund, Small Business Grants, Economic Development Agreement, and Nunavut Development Corporation, among others. 	Weekly
2	Assist individuals, community development groups, and businesses in accessing available funding/financing sources by providing effective advice on developing funding applications, meeting eligibility criteria, researching markets for goods and services, and on the coordination of the project with other funding sources or contract purposes.		Ongoing/daily
3	Develop, monitor, and keep up to date a Community Economic Development (CED) Plan, meeting with the Community Economic Development Committee and Municipal Council to get their input as necessary.	<ul style="list-style-type: none"> Once the CED Plan is approved by Hamlet Council, you are responsible to see that it is implemented. 	Monthly
4	Identify and substantiate new recommendations for the CED plan. Conduct surveys and research on market opportunities where required.	<ul style="list-style-type: none"> The CED Plan identifies the economic direction the community wishes to go. You should have a clear understanding of what the community members are asking for. Then you must convey this to the SAO/CAO and hamlet council. If changes are required in the CED plan, draft a statement for your case and present it to Hamlet Council. 	As needed

TASKS	NOTES	FREQUENCY
5	Establish and support the Community Economic Development Committee and any potential sub-committees for sectors in the community which show the most promise (Tourism Committee, Arts and Crafts Committee, etc.).	As needed
6	Identify training and development requirements which would allow community members to take advantage of economic development opportunities.	Regularly
7	Apply for funding for municipal economic development activities and programs.	<ul style="list-style-type: none"> This could be for the use within the municipal governments mandate.
8	Assist with the development of job creation projects.	<ul style="list-style-type: none"> An example of this is something such as the municipality needing to replace its old wooden garbage bins. In one community, the local CEDO found funding to purchase the plywood and hire some people to build new garbage bins.
9	Assist in identifying the potential interest of local businesses and community members in participating in regional trade shows and coordinate their participation when funding allows.	<ul style="list-style-type: none"> Promote the idea that if a business attends a trade show they could potentially increase their business. Assist in finding funding to assist businesses in attending trade shows. Tradeshows include the annual Nunavut Tradeshow and Conference (Iqaluit), Kivalliq Trade Show (Rankin Inlet), and Kitikmeot Trade Show (Cambridge Bay), and the bi-annual Northern Lights Tradeshow, among others.
10	Make presentations to the Community Economic Development Committee and to the hamlet council when needed.	As needed

TASKS		NOTES	FREQUENCY
11	Complete all required reports and submit them to the appropriate organizations.	<ul style="list-style-type: none"> This is where you would assist new business in completing an annual financial report to ensure they are able to retain their funding or be able to apply the next year. Every funding application has a specific reporting process, whether it is quarterly or at the end of the fiscal year. The CEDO should assist the individuals that are new to these requirements. 	As needed
12	Prepare and manage annual CEDO budget.		Annually
13	Ensure budgets for projects are submitted prior to start of fiscal year for inclusion in the Program Partnership Agreement with ED&T in the format requested.	<ul style="list-style-type: none"> Budgets are key to your position. You must develop an effective budget to ensure that projects are successful. 	Annually
14	Develop and maintain a photo file to use in publications and advertising.		Annually
15	Provide assistance to local businesses and entrepreneurs in preparing basic business plans, or identify how to obtain business plans through various consultants.		As needed
16	Meet with community development boards and agencies on a regular basis to discuss and identify community development opportunities.	<ul style="list-style-type: none"> In larger communities there may be a number of community boards/agencies (check with ED&T as to which ones would be of a benefit) you would want to be a part of. This is how you can stay on top of new community interests. 	Monthly
17	Provide analysis and recommendations to ED&T regarding business funding proposals from the community and the optimal and effective use of program funds		As needed

TASKS	NOTES	FREQUENCY
18	Assist community development groups and businesses in identifying what human and technical support will be required for their projects or business opportunities, and, where possible, arrange for the provision of this support through government programs or community resources.	As needed
19	Provide information and advisory services to the municipality, community development groups, and businesses on business management issues, community development/training opportunities, and economic planning.	Ongoing/daily
20	At a business owners request, compile necessary information for a financing proposal which will include assessing markets for products and services, evaluating the viability of the proposals, assessing the past financial performance of the business and management, and determining the level of community support for the project in question.	As needed
21	Prepare tourist or visitor information to improve on tourism products in the community.	Bi-annually
22	If the community is to be visited by cruise ships, work with the Government of Nunavut's Tourism and Cultural Industries Division (ED&T) and the cruise ship industry to develop a local cruise ship strategy. This will include the design and delivery of tours and marketplaces for the cruise ship tourists, among other opportunities.	Bi-annually

TASKS		NOTES	FREQUENCY
23	If the municipality has a website, develop and maintain a section on the website dedicated to Community Economic Development, pasting relevant information and links. If the municipality does not have a website, explore the potential for development of a website with the SAO/CAO.		Monthly
24	Develop a communications strategy.	<ul style="list-style-type: none"> • A communication strategy is where a CEDO plans to have regular radio call-in sessions, or open house drop-ins, to present information on what is available for funding programs or training opportunities. The CEDO develops a schedule for when these kinds of events will occur. • This is also a good way to reach more of the community members to hear what they want to have information about. • Take notes and follow up on new ideas. Be proactive. 	Annually
25	Take minutes at meetings and maintain Community Economic Development Committee files and reports, where required.		As needed
26	Develop a business registry of local businesses, including contact information, and tracking what services and products they provide.		Annually
27	Assist in the research, preparation, and implementation of financing/funding proposals for projects that will result in increased income and employment opportunities in the community.		As needed

	TASKS	NOTES	FREQUENCY
28	Assist business owners in identifying problem areas and what are the best practices. If it is necessary, use outside counseling resources such as the Canadian Executive Services Overseas program (CESO), Federal Business Development on taxation, Workers Compensation, regulatory and licensing considerations, and relevant training programs.		As needed
29	Provide advice on licensing, taxation, and business-related requirements.		As needed
30	Communicate with local recipients of funding support, such as those who have been approved for grants and contribution assistance, to ensure they are complying with the reporting requirements for the funding.		Bi-annually

Note: The CEDO is a third party funded program through the GN Department of Economic Development. This position receives funds for employee expenses and the remainder of the funding is used for community development (small projects), i.e., tools for carvers or seamstresses.

TIMELINE AND PRIORITY OF EVENTS

The following section aims to help you determine when you should focus on certain tasks over the course of the year, based on the list of tasks previously provided. It should again be noted, this is an example of common timelines for your position across Nunavut. You could use this to help you develop a tracking calendar; however, these timelines may not necessarily match your supervisor's timelines or priorities. Be sure to check with your supervisor to ensure what tasks are of highest priority each month. NOTE: This calendar assumes an April 1 to March 31 fiscal year.

First Half of Year: January-June

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
New Year CEDO Contract			Review new year contract, prepare new annual budget.			
Economic Development Board Mtgs				Set dates and times for regular meetings. Collect information for new projects.		

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Radio Shows	Conduct economic development radio show.		Conduct economic development radio show.		Conduct economic development radio show.	
New Year Programs/Projects				Send out applications for individual and community group projects.		
Council Meetings	Attend council meetings to brief them on what you have planned for the community.					
Program/Project Reports			Prepare all reports related to the funded programs and projects you were involved in.			

OVERARCHING TASK/ RESPONSIBILITY	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
CEDO Financial Statement			Meet with Finance department to review your budget and present the year's programs/projects.			
Check In With Clients			Meet with your clients to review their applications and progress. Offer assistance if needed.		Meet with your clients to review their applications and progress. Offer assistance if needed.	

Second Half of Year: July-December

OVERARCHING TASK/ RESPONSIBILITY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
New Year CEDO Contract			Review new year contract, prepare new annual budget.			
Radio Shows	Conduct economic development radio show.		Conduct economic development radio show.		Conduct economic development radio show.	
Economic Development Board Mtgs			Meet with board to review client progress and any new projects or applications.			
CEDO Financial Statement			Meet with Finance department to review your budget and present the year's programs/projects.			
Check In With Clients			Meet with your clients to review their applications and progress. Offer assistance if needed.		Meet with your clients to review their applications and progress. Offer assistance if needed.	

KEY RESOURCES

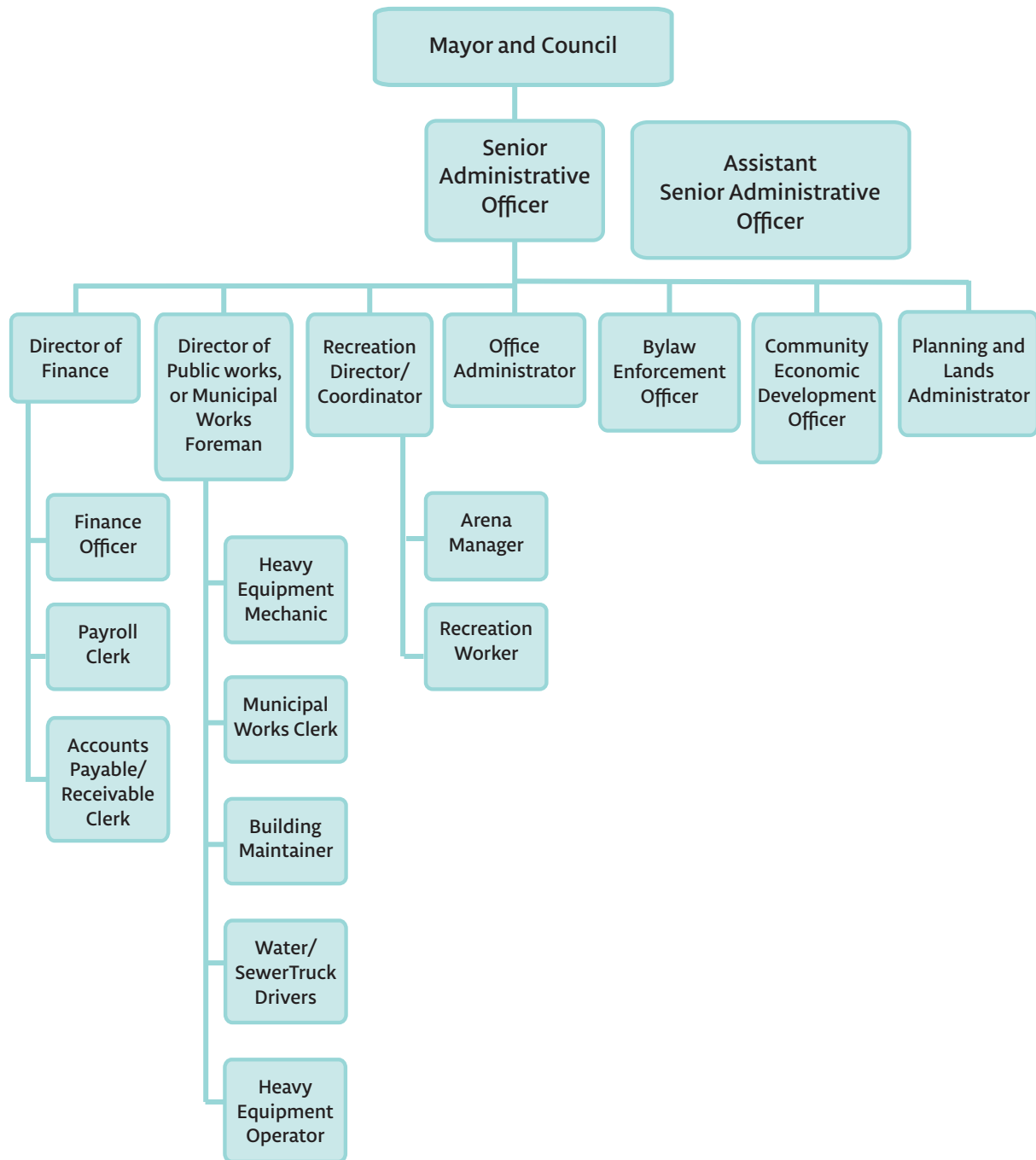
In addition to this handbook, the MTO has a number of resources available on its website (<https://www.nmto.ca/>) which may prove to be useful. MTO is always willing to support staff in all positions and in all municipalities across the territory.

In addition to these resources, MTO offers a variety of online training courses. These courses can be taken from your own hamlet office, meaning that you don't have to travel or be away for multiple days in order to access the training you need or want to pursue. Please check the MTO website to see what be of interest to you!

In addition, some other organizations who may have useful information, or would be good to contact regarding funding opportunities for local business who come to you for support, include:

- Nunavut Economic Developers Association (NEDA): <https://www.nunavuteda.com/>
 - ◇ In particular, NEDA's orientation package for CEDOs has some additional information to what is in this handbook, including potential funding programs you can access: <https://www.nunavuteda.com/sites/default/files/EDO%20Orientation%20Document%202016.pdf>
- Government of Nunavut Department of Economic Development and Transportation: <https://gov.nu.ca/edt>
- Qikiqtani Inuit Association: <https://www.qia.ca/>
- Kivalliq Inuit Association: <http://kivalliqinuit.ca/>
- Kitikmeot Inuit Association: (867) 983-2458 (website is down)
- Kitikmeot Community Futures Inc.: <https://www.kcfi.ca/>
- Kakivak Association: <http://www.kakivak.ca/>
- Nunavut Tunngavik Inc. <https://www.tunngavik.com/contact-us/staff/>
- Nunavut Business Credit Corporation: <https://www.nbcc.nu.ca/>
- Atuqtuarvik Corporation: <https://atuqtuarvik.com/>
- Sakku Investments Group: <https://www.sakkuinvestments.ca/>
- Qikiqtaaluk Corporation: <https://www.qcorp.ca/>
- Baffin Regional Chamber of Commerce: <https://baffinchamber.ca/>
- Kitikmeot Chamber of Commerce: <https://www.kccnunavut.com/>
- Employment and Social Development Canada (ESDC): <https://www.canada.ca/en/employment-social-development.html>
- Canadian Northern Economic Development Agency: <https://www.cannor.gc.ca/>
- Economic Developers Association of Canada: <https://edac.ca/>
- Business Development Bank of Canada: <http://www.bdc.ca>
- Council for the Advancement of Native Development Officers: <http://www.edo.ca/>
- Industry Canada: <http://www.ic.gc.ca>

TYPICAL ORGANIZATIONAL CHART



ADDITIONAL JOB DETAILS

There may be additional details related to your job that this handbook may not have covered, but that you would like to record or track. This section provides a space for you to write down any important notes or instructions that you have received from your supervisor, fellow staff, or found within your job description.

Task/Responsibility	Details



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