



Economic Development & Transportation

POLICY ON PROGRAM PARTNERSHIPS

POLICY STATEMENT

The Department of Economic Development & Transportation supports the development of healthy communities through business development, organizational development, and community capacity building. The *Policy on Program Partnerships* establishes the general terms and conditions by which partnerships with communities and non-governmental organizations will be established.

PRINCIPLES

The policy is based on the following principles:

- Partnerships will respect *Inuit Qaujjimajatuqangit* concepts of *Aajiiqatigiinniq* (decision making through discussion and consensus), *Piliriqatigiinniq/Ikajuqtigiinniq* (working together for a common cause), and *Qanuqtuurniq* (being innovative and resourceful).
- Information will be shared between partners on the basis of two-way communication.
- The partners will respect the independent roles, responsibilities, and political priorities which may, from time to time, result in differing opinions on issues of concern, but that this will not undermine the long-term mutual goals of the program partnership.
- Partners will respect the need for timelines, as well as the need for continuous monitoring, support, feedback and evaluation, in order for the partnership to be successful.
- Information on which decisions for contributions are based will be available to the public in annual scheduled reporting, and all decision making processes will be fair, transparent, and without conflict of interest.

APPLICATION

The *Policy on Program Partnerships* establishes the general terms and conditions by which partnerships with the Department of Economic Development

& Transportation will be established with communities, not-for-profit corporations, societies, government agencies, and non-governmental organizations for:

- A. Business Development
- B. Organizational Development
- C. Community Capacity Building

DEFINITIONS

Approved Annual Business Plan

A business or strategic plan approved by a board of directors or other governing body of a profit or not-for-profit corporation, society, or association.

Community Economic Development Organization

A locally led organization mobilized for the purposes of supporting physical, human and social capital formation within a community to facilitate capacity building through economic development aimed at benefiting local residents.

Community Economic Developer

Normally an employee, or where circumstances dictate, a contractor of a Nunavut municipal government responsible for the delivery of community economic development programs within the community.

Community Economic Development

A process by which communities are assisted in initiating and generating their own solutions to common economic problems through an integration of economic, social, and environmental objectives.

Contribution Agreement

A contractual agreement between two parties, which outlines the obligations and reporting responsibilities of the parties involved.

Department

The Department of Economic Development & Transportation.

Nunavummi Nangminiqagtunik Ikajuuti (NNI) Policy

Government of Nunavut contracting policy for the procurement of goods and services as articulated in Article 24 of the Nunavut Land Claims Agreement and implemented through the *NNI Policy*.

Development Committee

A community-led committee, generally constituted under the authority of the municipal government, to allocate funds for community-based initiatives, and made up of representatives from a variety of community organizations, with the Community Economic Developer acting as secretary.

Partnership

Co-operative arrangement between the Department and a community and/or non-governmental agency made to serve a common purpose, in which the Department and its partner share resources, responsibilities, and decision-making.

ACCOUNTABILITY AND AUTHORITY

Executive Council

The Executive Council shall approve program provisions and any exceptions to this policy.

Financial Management Board

The Financial Management Board approves an annual budget for contributions contained within this policy, as well as expenditures additional to those appropriated in the Main Estimates, in the event of unplanned contribution needs.

ROLES AND RESPONSIBILITIES

Minister

The Minister shall delegate authority to approve partnership agreements to the department head.

Department

The department head, or their designated lead senior official, shall develop guidelines for each of the schedules listed in this policy, and establish the terms and conditions of the partnership agreements.

Municipal Councils

Municipal Councils will for the purposes of Schedule C contributions:

- i) Designate a development committee to be responsible for allocating program funding to projects that they deem to have value for the community, and that meet the eligibility criteria of departmental program objectives.
- ii) Implement, monitor and annually report application of the *NNI Policy* to municipal procurement and contracting activities.

Accountability Requirements

- The partnership agreement shall state that the Minister remains accountable to Nunavummiut for the delivery of all programs and services under the partnership agreement.
- The partnership agreement shall acknowledge that the relationship between the Minister and the partner is at arm's-length, and that the day-to-day operation of any business directly or indirectly related to this agreement will remain under the management of the partner organization.

- The partnership agreement shall identify a duly authorized lead official from the department who will represent the department's interest in the development and implementation of the Agreement.
- The partnership agreement shall identify a duly authorized lead official from the partner who will represent the partners' interest in the development and implementation of the agreement.
- The partnership agreement shall state that when the partner delivers programs on behalf of the department the partner will observe the highest standards of ethical conduct to maintain public trust and confidence.
- The partnership agreement shall ensure that both partners maintain accurate accounts and records of the revenues and expenditures including all invoices, receipts and vouchers relating to business conducted under the auspices of this agreement, and shall ensure that all financial affairs are undertaken according to generally accepted business and accounting principles.

Monitoring and Evaluation of Partnerships Agreements

Partnership agreements will be monitored and evaluated on their performance, the terms of reference for which will be jointly developed by the partners and included in the partnership agreement.

Contributions to Support Partnerships

Contributions will be provided only when the partner and the department have entered into a formal and binding partnership agreement describing the conditions under which they will meet the objectives of the agreement. The criteria for contributions to eligible partners are detailed in the attached Schedules A, B and C.

PREROGATIVE OF THE EXECUTIVE COUNCIL

Nothing in this policy shall in any way be construed to limit the prerogative of the Executive Council to make decisions, or take actions respecting the development of the Nunavut economy and community economic development, outside the provisions of this policy.

SUNSET CLAUSE

This policy will be effective from the date of signature until March 31, 2011.

Schedule A: Business Development Programs

1. Purpose

To provide contributions to partners delivering *Business Development Programs* on behalf of the department, with the following objectives:

- To stimulate and support business development in Nunavut with partners who deliver complementary programs and services.
- To better integrate programs and reduce duplication of services between business development programs and services of the Department, and those offered through other levels of government.
- To simplify decision-making for business development programs in Nunavut.
- To improve access to and communications about, business development programs available in Nunavut.
- To improve and increase training available to businesses and entrepreneurs in Nunavut.
- To provide accurate data and analysis of public investments in business development in Nunavut.

2. Eligibility

Societies registered under the *Nunavut Societies Act* or a not-for-profit corporation registered under the *Canada Corporations Act* for the purposes of delivering business programs in Nunavut or in a Nunavut region. These partners include, but are not limited to, business development centres, regional Inuit organizations, and regional chambers of commerce.

3. Partnership Agreement

Partnership agreements for business development shall adhere to the principles of this policy and the objectives outlined in Schedule A. In addition all partners shall:

- Provide an approved annual business plan 90 days prior to the start of each fiscal year of the partnership agreement to the department.
- Provide current and accurate data stipulated in the contribution agreement to monitor services and performance in areas where the partnership is expected to achieve results to the department.

4. Financial Contribution

Financial contributions will be based upon the mutually accepted terms laid out in individually negotiated contribution agreements.

6. Payment

Payment will be made on a quarterly basis following receipt of required accounting and progress reports.

7. Term

The term of the partnership agreement shall be one year, beginning April 1 of each year.

Schedule B: Organizational Development Programs

1. Purpose

To provide contributions for *Organizational Development* to organizations delivering programs on behalf of the department, with the following objectives:

- To support the development of Nunavut organizational capacity by assisting individuals working in an economic sector to organize for common cause, representation, and mutual support.
- To provide an effective instrument for the delivery of training by the organizations that will benefit from these programs.
- To stimulate and support sector development through the delivery of complementary programs and services for individuals working in that sector.
- To increase funding available for the development of an economic sector through the support of a non-governmental agency with access to a broad range of funding sources.
- To improve communications and information about the development of a specific economic sector.

3. Eligibility

Societies registered under the *Nunavut Societies Act*, and not-for-profit corporations registered under the *Canada Corporations Act* for the purpose of delivering industry-wide programs in Nunavut or in a Nunavut region. This includes, but is not limited to Nunavut Tourism, Nunavut Arts and Crafts Association, Nunavut Film, Nunavut Economic Developers Association, Nunavut Economic Forum, and the Nunavut Broadband Development Corporation.

4. Partnership Agreement

Any partnership agreement shall adhere to the principles of this policy and the objectives outlined in Schedule B. In addition all Partners shall:

- Provide an approved annual business plan 90 days prior to the start of each fiscal year of the partnership agreement to the department.
- Provide current and accurate data stipulated in the contribution agreement to monitor services and performance in areas where the partnership is expected to achieve results to the department.

5. Financial Contributions

Financial contributions will be based upon the mutually accepted terms laid out in individually negotiated contribution agreements.

6. Payment

Payment will be made on a quarterly basis following receipt of required accounting and progress reports.

7. Term

The term of the partnership agreement shall be one year, beginning April 1 of each year.

Schedule C: Community Capacity Building

1. Purpose

To provide contributions to municipal governments delivering *Community Capacity Building* and economic development programs on behalf of the department, with the following objectives:

- To facilitate and strengthen community-based economic development in Nunavut through partnerships with Nunavut's municipal governments.
- To support funding for a community economic developer.
- To support communities in the development of community economic development plans.
- To support communities in the implementation of community economic initiatives.
- To strengthen and support the participation of Nunavut communities in economic development opportunities.
- To support implementation and monitoring of the *NNI Policy*.

2. Eligibility

Eligibility is limited to municipalities in Nunavut incorporated under the *Cities, Towns and Villages Act* or under the *Hamlets Act*.

3. Partnership Agreement

Any partnership agreement shall adhere to the principles of this policy and the objectives outlined in Schedule C. In addition all partners shall:

- Provide an approved community economic development plan 90 days prior to the start of each fiscal year of the partnership agreement to the department.
- Provide current and accurate data stipulated in the contribution agreement to monitor services and performance in areas where the partnership is expected to achieve results to the department.
- Make every reasonable effort to establish accountable and representative development committees to identify projects suitable for funding.

5. Accountability Requirements

In addition to accountability requirements identified earlier in the policy, agreements under Schedule C shall also:

- The partnership agreement will require the creation of a development committee which would be responsible for allocating program funding to

projects that they deem to have value for their community, and that meet the eligibility criteria of department's programs.

- The partnership agreement will address monitoring and reporting on the implementation of the *NNI Policy*.

6. Financial Contributions

Financial contributions will be based upon the mutually accepted terms laid out in individually negotiated contribution agreements.

7. Payment

Payment will be made on a quarterly basis following receipt of required accounting and progress reports.

8. Term

The term of the partnership agreement shall be one year, beginning April 1 of each year.

Policy on Program Partnerships **FRAMEWORK**

