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he dream of Nunavut has graduated to a process of implementation. When the largest native land claim settlement passed through the Canadian Parliament in June 1993, it brought to the roughly 19,500 Inuit of Nunavut title to approximately 350,000 square kilometres of land. This is a significant portion of the new territory's total 1,900,000 square kilometres (the remaining land is public, or Crown-owned, land). And the new territory will represent a significant portion of Canada—approximately one-fifth the size of the country—once the creation of Nunavut is finalized by April 1, 1999. Building a new territory, as has been witnessed since the summer of 1993, entails a good deal of work. But the rewards of what was once a dream are already in sight.

## PUL'Sc

#### Board of Directors

NTI's board of directors (clockwise from bottom left): Jose Kusugak, NTI president; Raymond Ningeocheak, NTI 2nd vice-president; Louis Pilakapsi, president of the Keewatin Inuit Association; Lucassi Ivalu, memberat-large for the Baffin region; Kono Tattuinee, member-at-large for the Keewatin region; Pauloosie Keeyootak, president of the Baffin Region Inuit Association; Bernadette Makpah, NTI secretary-treasurer; Joe Allen Evyagotailak, president of the Kitikmeot Inuit Association; and James Eetoolook, NTI 1st vice-president. Missing are Millie Evalik, member-atlarge for the Kitikmeot region and Mark Evaluardjuk, ex-officio member for Nunavut Trust.

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#### **Executive Committee**

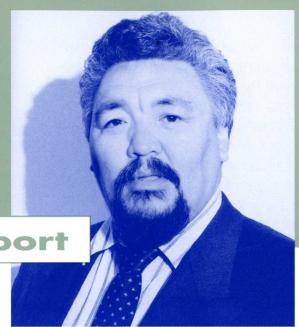
Executive committee members (left to right) James Eetoolook, 1st vice-president; Bernadette Makpah, secretary-treasurer; Jose Kusugak, president; and Raymond Ningeocheak, 2nd vice-president. Nunavut Tunngavik Inc., established last year as the Inuit corporation responsible for implementing the land claim agreement between the Inuit of Nunavut and the Government of Canada, strives to labor in an effective, accountable manner on behalf of the Inuit of Nunavut. With incoming capital transfer payments of \$1.148 billion (payable to the Inuit over 14 years), NTI deliberates carefully and thoughtfully before assigning funds to initiatives and programs it is certain will best benefit its constituents

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NTI President Jose Kusugak



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**President's Report** 

W ith every change of season, the Inuit are reminded why they love this land, and why they have struggled so long to achieve the dream of Nunavut. People here look forward to winter and summer as much as they do to spring and fall. Every season is unique, and holds its own special rewards.

The Inuit are beginning to enjoy the rewards of the Nunavut Final Agreement and Implementation Contract too. That includes the satisfaction of working hard to attain something noble. Since the Nunavut Land Claim came into effect July 9, 1993, Nunavut Tunngavik Incorporated (NTI)—the organization that labors on behalf of the Inuit of Nunavut to enact the land claim—has worked painstakingly to craft policies and programs that best deliver the intent of the Agreement, and reward Inuit shareholders. Much has happened since our world changed last July.

One of the high points after I became NTI's second elected president on March 21, 1994 was the highly anticipated visit of Queen Elizabeth and Prince Philip. Their hours spent in Rankin Inlet and Iqaluit on Aug. 22 were an international acknowledgement of an astounding land claim settlement—particularly when the Queen unveiled three plaques celebrating the creation of Nunavut outside the

NTI-ካና ሁበLበና/ቴናርሬውጐንና ውያው ጋጐሁልካናቴናበላጭጋሮ ለጵሶንĽኌር. "ዾልጐና /ጐሤና" ለሬውጭጋጭ ሁንጥጐታና ላካጋንሒና, ለኖጐላበናታማና ሁበĽላበቴናትር. ርልLኔ 〈ጐሙጋ፫ ፫ናበ፫ ይኒፈተሔታውና ፫ላኒኔና ይበĽላበቴሪር. ይልእንሒርኔ ሁበĽላበቴሪውናናር ወልተሔታቸው ላካሬ ውልተናራው ውልሪና ለትላበዮኌቦና Lተሁንተማው ውኔውያቸውነለር. NTI-ካና ላካ/ንግኒስላጭጋራ ልግተመል ለተመመጠ የተመለከተ የተመለ

newly opened Sakku Building in Rankin Inlet. Each plaque was destined for one of Nunavut's regions: the Baffin, the Kitikmeot, and the Keewatin. Now the regions must work together, in solidarity, to ensure the words of the Agreement are implemented.

There were instances this past year when the power and protection of the Nunavut Final Agreement became plain—as when the federal government announced cuts in fishing quotas that were ineffectual within Nunavut's boundaries because they contravened several provisions of the Land Claim. It underscored the constant need for communication and conciliatory efforts. Happily, confrontation

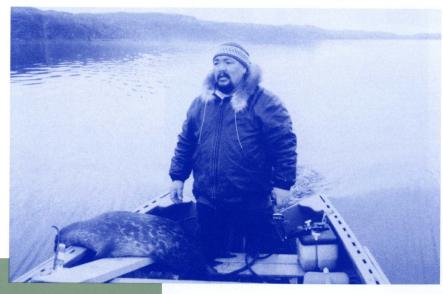
was avoided on other fronts when the Minister of Indian Affairs and Northern Development belatedly—but finally—appointed a number of new boards critical to Nunavut's evolution: the Nunavut Planning Commission, the Nunavut Impact Review Board and the Nunavut Water Board.



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Residents of Rankin Inlet were thrilled to host a visit by Her Majesty Queen Elizabeth II in August O Gjoa Haven  $\Delta$ ልጋ% $\Delta^c$  ልඛ%  $\Delta^c$   $\Delta^c$ 

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NTI hosted a number of workshops and conferences over the past year to begin building the foundations of a new territory. "Nunavut Sivummut," or Beyond Tomorrow, examined economic development issues in Rankin Inlet in late October, while a wildlife management workshop held in Pangnirtung in March helped fashion the Nunavut Harvesters' Support Program. A recent land management workshop held at the end of November dealt with a number of issues, including the upcoming municipal lands referendum. NTI also makes workshops and training sessions for board and staff members a top priority. Upgrading the skills and knowledge of employees is a smart investment since this will give our staff the tools to make the best decisions possible.

The hard work is starting to pay off. The eagerly awaited Nunavut Harvesters' Support Program—which will pay for equipment and other capital costs for eligible applicants whose families follow the

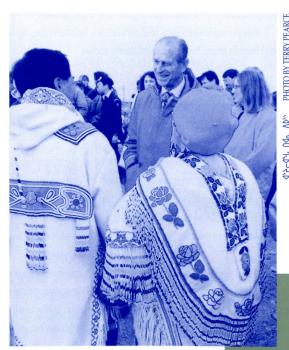
traditional Inuit lifestyle of fishing, hunting or trapping—rolls into action early in 1995. So will the Nunavut Social Development Council, a body committed to carrying out research activities, publishing and distributing information on Inuit social and cultural issues, and advising government and Inuit on social and cultural policies, programs and services.

Already the Elders Benefit Plan, an extremely important program that rewards the elders who have given so much to Nunavut, began dispensing pension cheques in October 1994.

In a fitting conclusion to the year, the theme of NTI's 1994 annual general meeting in Pond Inlet in December is "Nunavutkut Atausiuvugut: Thru Nunavut we are one." We will continue to put any differences aside to work toward the creation of Nunavut and a secure future that gives our children the best of modern invention and Inuit tradition.

Through Nunavut we are one with each other, and one with the land.

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# Social, Cultural and Educational Development

To encourage self-reliance, and the cultural and social well-being of Inuit in Nunavut, is a key objective of the Nunavut Final Agreement. Nunavut Tunngavik Incorporated is committed to working with beneficiaries to address social and cultural issues affecting Nunavut communities. In this way, the social needs of succeeding generations will continue to improve.

One agency that will ensure this is the newly formed Nunavut Social Development Council. It will promote social and cultural development services and programs that reflect the goals of Nunavut communities. All Nunavut communities were involved in nominating potential candidates to sit on the Social Council. Sixty-two names were submitted for a 12-member council.

Another new organization, Inuit Heritage Trust, will play an important role in the management of archeological sites and specimens in Nunavut and in the development of government policy and legislation on archeology in Nunavut. It has had two board meetings, and a board training and orientation session with the Prince of Wales Northern Heritage Centre in Yellowknife. Article 33 in the Nunavut Land Claim Agreement provides further details on the role of the Inuit Heritage Trust.

Young people represent the future of Nunavut, and few issues are as critical to them as education. NTI has entered into an agreement with the Lester B. Pearson College of Victoria, B.C., to send Inuit youth on two-year scholarship programs there. At Pearson, an international curriculum is taught to students from different countries and backgrounds. The first successful candidate, Charlene Williams of Rankin Inlet, is now attending the college full time.

dΔ° σδ٬ፕፖረቢሮ-ጋJ ውඛን'Jና, ኦሊግነ ል፫ና δ/ቴሮ-LJ°ቈግ/ል'ቴሬδ'ግጋ'፡ ወሳኒ-3 ለውሰና ለ፫"ፅ/ነትው ለ፫ግፅ/ትም

During this year's Royal Visit to Nunavut, Prince Philip found time to chat and discover more about Inuit customs and traditions ԵበL/L፫ቴን° ԵበLትዮሮ ĽየΔቴንቴንቴ/በቴ, ላዛጌ ԵበLትዮሮ Δ፫ኒቴ/ሆኔብቴ ትላጋልልΓ Δቴርቴላልኇቴልዛር (Prince of Wales Northern Heritage Centre). L፫ቲህ ልዕላንበ፫ቴ 33,፫ቴ ፴ልንዛር ፴ልርቴቴህና ላኒቴ/ሀሰለውናው ልጋልርቴ/ሀዛር ቴ፴ቴ ርቴህ ከበLትንተር ፖርሲየቴራኒዮቴቴ

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## ₽4∖ሀሪ∖*Գ*₽ □σ\$。Ç.₽.Π。 **₫**ሌ.₽ሀႱባሀ**೪**Գ.₽.

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Throughout the implementation process in the months ahead, NTI will continue to focus on initiatives related to youth, women and elders, and on incentives that advance social, cultural and educational development in Nunavut.

# Implementing the Nunavut Final Agreement

Inuit of all regions and communities of Nunavut must be represented in the process of implementing the Nunavut Final Agreement and Implementation Contract. As the successor to Tungavik Federation of Nunavut, Nunavut Tunngavik assumes the responsibilities of Inuit under the Agreement.

NTI's department of implementation ensures that rights and benefits flowing to Inuit are secured and defended in law. It also promotes equality and consistency between the regions of Nunavut in the participation in, and benefit from, the implementation process.

The department identifies implementation responsibilities of Inuit under the Agreement, monitors implementation by government, Inuit and other institutions and bodies responsible under the Agreement, and fully involves Regional Inuit Associations (RIAs) in the implementation process.

In September 1993, NTI hired Simona Arnatsiaq-Barnes as its director of implementation. An Implementation Advisory Committee (IAC), composed of NTI and RIA representatives, is developing an Inuit implementation plan, and identifying Inuit organizations to take on the responsibilities of Designated Inuit Organizations (DIOs) under the Agreement. Implementation co-ordinators were hired in each of the three regions to oversee implementation matters at the regional level.

NTI drafted a DIO designation plan with the help of the Nunavut Implementation Training Committee (NITC). This plan is taking effect in 1994-1995 as DIO designations are made. A list of the DIOs will be made public so that everyone knows which organization is responsible for exercising a right or carrying out an obligation under the Agreement. Until designations are made, NTI retains the responsibilities of DIOs.

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So far, NTI has classified the Regional Inuit Associations as DIOs for the purposes of holding surface title to Inuit-owned lands and for making appointments, along with NTI, to the Nunavut Wildlife Management Board (NWMB), the NITC and the Implementation Panel. As DIOs, the RIAs also negotiate Inuit Impact and Benefit Agreements under Article 26 of the Agreement.

NTI nominated appointees to transition teams for the Nunavut Planning Commission, the Nunavut Water Board and the Nunavut Impact Review Board. NTI also presented a list of names for appointment to the Arbitration Board—Nunavut Land Claim Agreement.

NTI staff participated in a working group to develop legislation to establish the Surface Rights Tribunal and other institutions of public government. NTI and the RIAs established land management departments to carry out the responsibilities associated with the management of surface and subsurface title to Inuit-owned lands. NTI initiated discussions with both the federal and territorial governments, leading to an agreement to confirm exclusive possession by the DIO of Marble Island and Quarzite Island.

NTI has been working with hunters and trappers associations and regional wildlife bodies to assist them in becoming Hunters and Trappers Organizations (HTOs) and Regional Wildlife Organizations (RWOs) under the Agreement. The powers and functions of HTOs and RWOs, as outlined in Article 5 of the Agreement, include regulating harvesting practices and techniques, and allocating and enforcing quotas at the community and regional levels.

NTI hosted a workshop in June 1994, involving representatives from other claimant groups, on implementation matters and traditional ecological knowledge. Another achievement for NTI staff this year was the design and establishment of the Inuit Heritage Trust and Nunavut Social Development Council.

As the Nunavut Planning Commission (NPC) need not be established until the second anniversary of ratification, and recognizing the urgency for land use planning to commence in the Kitikmeot region, NTI entered into a contribution agreement with the Department of Indian Affairs and Northern Development in December 1993 to set up the West Kitikmeot Resource Management Planning Working Group. It is anticipated that the functions of the Working Group will eventually be carried on by the NPC.

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# **Economic Development**

Dialogue began this past year on what shape a business development strategy could take in order to boost Nunavut's long-term economic growth. Input and suggestions from individuals and the private sector is extremely important in this area.

A preliminary framework was up for discussion at an economic development conference held in Rankin Inlet Oct. 25-27, 1994. It was attended by almost 150 participants, most from the private sector. The framework is still subject to change, and has yet to be considered for approval by Nunavut Tunngavik's executive committee and board of directors.

To help Inuit become the next generation of business leaders in Nunavut, the economic development department suggested NTI focus on: increasing the number of Inuit-owned or managed businesses; increasing the pool of skilled Inuit managers; and maximizing business opportunities for Inuit-owned or managed businesses. NTI would work co-operatively with Inuit-owned businesses to provide employment and income, but the private sector would be asked to take the lead role in this partnership.

The challenges facing Northern entrepreneurs, particularly Inuit, are considerable. The small fragmented markets of the North may not be strong enough to sustain firms, while the remoteness from southern supply points and high northern operating costs make business endeavors prohibitive as well. It is difficult to access capital, particularly in the less-developed communities, and there is a lack of skilled Inuit workers and managers. From the outset, competition from large diversified companies places small companies at a disadvantage.

This department feels NTI can best aid Inuit-controlled businesses by helping them to help them-selves. As it is not a public government, NTI is unwilling to spend settlement trust money by providing programs that are the responsibility of other governments. But it could give businesses direction on buying out a successful non-Inuit owned business, establishing a joint venture with viable non-Inuit owned businesses, or establishing a local agency or franchise of an entrenched business. That would involve close working relationships with the regions, hiring regional business development co-ordinators to improve access to the funding programs of different agencies, and making information on assistance programs available in a simple, readable (possibly translated) form. Overall co-operation between NTI, governments, development corporations and financial insti-

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tutions could be improved. Strategic alliances with successful operations such as Inuit regional development corporations would be helpful.

To ensure a smooth transfer of business power to Inuit hands in Nunavut, the economic development department believes more Inuit must acquire business skills. Flexibility on the part of educational and training institutions is key, accepting, for example, mature Inuit workers wanting to get into business or management who do not meet current entry standards, or potential candidates armed with a good business idea. Providing short-term intensive in-residence or in-community courses would minimize the time a student is away from the job. Moreover, if educational institutions, businesses and NTI work arm in arm, they could build co-operative in-business or in-school programs combining both business experience and education.

The volume of sales for Inuit-owned businesses should be increased due to Section 24 of the Nunavut Final Agreement, which rechannels public contracting and procurement policies to within Nunavut. This department suggests that NTI could help federal and territorial governments develop or amend their purchasing policies in close consultations with Designated Inuit Organizations. By both pre-qualifying Inuit businesses and showcasing them in a registry of eligible Inuit firms, and publishing a five-year calendar of capital projects, NTI could introduce Inuit companies to business opportunities and vice versa.

### Communications

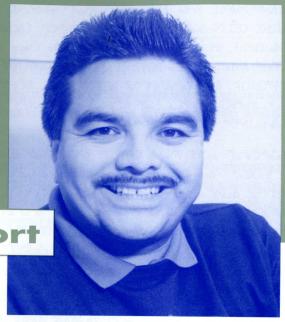
The role of the communications department has grown over the past year. At its request, the department was assigned to co-ordinate interpretor/translation services for Nunavut Tunngavik Incorporated. It is now also responsible for making NTI board meeting facility arrangements, and for outfitting meetings with simultaneous translation equipment.

The communications policy was approved by the NTI board on Aug. 25, 1994. In September, the department's 1995/1996 budget was approved for submission to the 1994 NTI annual general meeting, slated for December in Pond Inlet.

*Nipisi,* the NTI quarterly newsletter, is still being published by Above & Beyond of Yellowknife. Communications is co-ordinating the design and production of this 1994 annual report.

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**Executive director Alex Campbell** 



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**Executive Director's Report** 

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Dince the Nunavut Land Claim was signed last year, Nunavut Tunngavik Incorporated has worked hard to efficiently and effectively grow as an organization to fulfil its mandate as the Inuit corporation responsible for implementing the Land Claim Agreement.

The executive director's role has been to ensure that decisions taken by the board are implemented by staff, and conversely, to inform the board of issues that may affect or arise from those decisions. In the past year my focus has been on the policy and management issues that form the backbone of a strong organization, as well as the practical aspects of setting up and running an office.

#### Activities included:

- finding and moving into new offices in Ottawa
- buying office furniture

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- putting forward budget proposals
- establishing human resource and personnel policies
- choosing a logo
- establishing electoral procedures for board members
- developing an organizational chart
- establishing a communications policy
- carrying out communications
- making banking decisions
- reviewing salaries
- planning for the eventual decentralization of the Ottawa office
- creating policies on spending, service contracts, general administration and finance, budgets, human resources and leaves of absence, designations of DIOs, implementation appointments, and enrolment and eligibility
- drafting staff hiring and dismissal practices
- finding housing for staff
- producing an annual report
- translating the Final Agreement and Implementation Contract into two languages
- doing legal research on surface tribunal rights and self-government
- providing appointments to, and training for, transition teams.

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NTI has eight departments: land management; communications; finance and administration; enrolment; implementation; economic development; cultural, educational and social development; and personnel and human resource management. The directors of these departments report to the executive director, who in turn reports to the board. I also provide the link between territorial and federal government departments, and other aboriginal organizations.

NTI will eventually be decentralized. The process already started in May when the department of human resources moved from Ottawa to Rankin Inlet, sharing office space in the Sakku Building with the 2nd vice-president and staff.

To meet NTI's objective as an "open and accountable forum, organized to represent Inuit of all regions and communities of Nunavut," we are always looking for ways to establish links with community-based groups. Many programs are designed to be eventually transferred or administered through such groups, such as the Nunavut Harvesters' Support Program.

Training also constitutes a priority for NTI, both within the organization and with our partners. In collaboration with the director of human resources, I have been working on a training program for an Inuk to eventually take over the position of executive director.

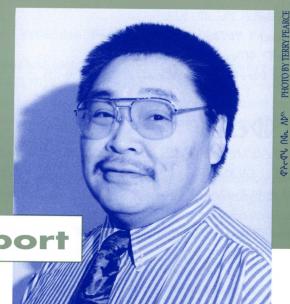
NTI has been setting up a system for records management this past year. A records management consulting firm in Ottawa is helping us develop such a system and is training five staff members.

At the recommendation of the president of NTI, we have undertaken a salary review. A salary review committee was struck and includes the director of human resources, the executive director, a representative of Nunavut Trust and Lucassi Ivalu as chair.

As we move into our second year here, we are ready to shift our focus from organizational and administrative issues to large-scale program delivery. The time is now right to implement the Land Claim Agreement according to our mandate to "advance the rights and benefits that belong to the Inuit of Nunavut as an aboriginal people, so as to promote their economic, social and cultural well-being through succeeding generations."

ナムレイ ムウント タルイルド ンケータ

1st vice-president James Eetoolook



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1st Vice-President's Report

ጋግግሌሎያና ሁፈላበነ/ታ፤ና ሁበLትግናና ላናነትበቴ ር.ሊ./ብቴ ርቴժታኒ ለ-ሊላፕቴቴ/ኒዚና. i5.  $\Delta$ 1₺, \ቴዎቦቴ/ለL- $\epsilon$ 5.  $\Delta$ 6.  $\delta$ 7.  $\delta$ 6.  $\delta$ 7.  $\delta$ 8.  $\delta$ 7.  $\delta$ 8.  $\delta$ 9.  $\delta$ 8.  $\delta$ 9.  $\delta$ 9

The implementation of the Land Management Regimes under the Nunavut Final Agreement has been exciting. It has also been a lot of work, especially in developing the *Policy Paper on Resource Management of Inuit Lands and Resources*. This procedural document outlines how Nunavut Tunngavik Inc. will administer Inuit-owned lands (IOL) and deal with developments in mining and environmental protection in Nunavut. The land management department has assembled management responsibility for NTI, and taken a leading role in building a management model for the surface IOLs, whose titles are held by the Regional Inuit Associations. The infrastructure of the land administration team is now in place with land and environment personnel in Ottawa ready for the eventual transfer to the Cambridge Bay office once the "Kitikmeot Centre" is completed in early 1995.

NTI's Implementation Committee has been working diligently. It has, for example, set up the Nunavut Planning Commission Transition Team, established Community Lands and Resource Committees (CLARCs), and become involved in environmental hearings on some of the proposed mines in the Kitikmeot whose owners are ready to discuss mine operations. Refinements are needed to iron

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CLbdd Γ<sup>δ</sup>ίω<sup>c</sup> Ͻ<sup>ζ</sup>δ<sup>6</sup>σ<sup>2</sup>Lτ<sup>c</sup> δ<sup>5</sup>δ<sub>c</sub>ωδ<sup>6</sup>, Ď<sup>1</sup>δι: CΔΔ<sup>c</sup> L<sup>c</sup>σ<sup>6</sup> (ραταλ<sup>6</sup>) <sup>6</sup>β<sup>6</sup>Γρσ ρατασ<sup>1</sup> (<sup>6</sup>αΔλσ<sup>6</sup>) (613) 238-1096 ን<sup>2</sup> Γ<sup>c</sup>ζ (ρατασ<sup>6</sup>Γ<sup>6</sup>) (613) 238-1096 <sup>5</sup> Λ<sup>6</sup>ζ (<sup>6</sup>የβ<sup>6</sup>Γρσ β<sup>6</sup>Cσ<sup>6</sup>Δ<sup>7</sup>) (613) 238-1155

### عمله ۵۷ دراجه

ልል<sup>ዓ</sup>ር ልል<sup>Γ</sup> ላኮሬና/ህ/ቴት/LԿር ልቪ ልልሪ ልል<sup>ዓ</sup>ርኮና ላጋልኄቴትኖኄ፞σላንብት, ልሬልኄቴትኖንብት ልልር ልልሀት የጉልት ላሁኔ ርልևልጐላናንበት ልልቦት ላኮሬና/ረላሊላቴትርት, ልልልት ቴውት ላጋንኒታላ ልልቦት ልነናነረላጐላናንህ – እንግ ለማቀለውር ነበራን.

**᠆᠆ᡥ᠘ᡥᡟᠣ**᠄ᢧᡆᡄᡙ᠌᠌᠌᠘ᠳᢗ᠐ᠳᠲᢛ᠑᠄᠂ᠿᠾᡶᢛᡰᡠ᠂ᠫ᠊ᠸ᠊ᠿᢩᡠ᠂ᡖᢋᡗᠬᡲᠨ᠘ᠸᢛᢅ᠌᠌ᡓ᠘ᡆ᠋ᠮ᠈᠂᠕ᢧᡄᡲ᠘ᡟᢥᡳᠳᢥ

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out how the land and environment will be protected in light of the pace of mineral development. So far, NTI has received good co-operation from the mining industry with regard to open communication. It has also been very interesting to learn how governments have dealt with the very complex business of the mining industry in the North, and how our new regime can avoid repeating mistakes made in the past.

For more information, call:

David Mablick (Land Management) (613) 238-1096

Bruce Gillies (Environment) (613) 238-1096

Jon Pierce (West Kitikmeot Resources Management Planning Working Group) (613) 238-1155

## Land Management

The long-term ambition of land management officials in Nunavut is to create and sustain a co-ordinated management regime that gives everyone access to, and fair use of, Inuit-owned lands (IOLs). At the same time, this must be balanced with the need to conserve these lands, and to respect the ways Inuit wish to the use these lands—today and tomorrow.

The NTI land management department, which falls under the jurisdiction of the 1st vice-president, has been given the task of establishing such a management system.

Inuit land resource management differs in its treatment of surface (above ground) rights and subsurface (below ground, i.e. mineral development) rights. While the surface regime applies to all Inuit-owned lands, an additional set of provisions regulates sub-surface rights.

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NTI land management holds title to all subsurface IOLs and is responsible for managing these lands and resources. As well, NTI land management has taken a strong supportive role in developing a management system for all surface IOLs. Since Regional Inuit Associations hold title to surface IOLs in their respective regions, the management of these lands is the responsibility of the Baffin, Keewatin and Kitikmeot RIAs.

NTI land management personnel and RIA managers have defined participatory roles and responsibilities that flow from land management. They include NTI board meetings, RIA board meetings, land management workshops, the completion and production of the resource management policy paper for IOLs, the vesting of land titles held by Inuit organizations on behalf of and for the benefit of all Inuit in Nunavut, and the establishment of Community Land and Resource Committees.

A CLARC was formed in each community in Nunavut to advise regional managers on matters concerning the management of land within the community's area of interest. The committee may advise whether a land use operation should proceed, and under what conditions the operation should proceed.

The NTI land management department has fostered a working relationship with the mining industry to promote certain subsurface land development. It has also installed a firm administrative structure to manage the mineral rights.

The past year has been a fruitful one. The department has established:

- a system to negotiate concession agreements with mining companies;
- an environmental protection plan under NTI lands management;
- a newsletter that will inform the public about land management issues;
- a transition team for the Nunavut Planning Commission.

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የዎቴህና ሬΔ\<sup>°</sup>/<sup>°</sup> ለኦቦኦሊላቴ<sup>©</sup>›ና የዎቴልኣΓዎቴ ፌጋፌΔ<sup>©</sup>/ሀLዎ<sup>©</sup>ና ፴ፌቦና Δየላዎቴ ፴ፌፆ<sup>°</sup>Γ የዎቴላ<sup>©</sup><Ċ. ቦʹጋΓJና, ጋ°∿៤ል³ሪ 21,σቴ ለፖLϲ<sup>©</sup>ንና ሬΔ\ፖዎቴ የዎፖLዎ<sup>™</sup>, Ċቴላላ የበናፐውና ላΓ/ታኖቴላይነጋበቴ. Ċቴላላ 17,<sup>°</sup>ህላና Ċቴሊ<sup>©</sup>ር ላ<sup>™</sup>ቦ<sup>©</sup>CD/Ľ<sup>©</sup>በቴ. ፖCLΔና ላ<sup>™</sup>ቦ<sup>©</sup>CD/ĽΨ<sup>°</sup>(ンና Δἐδ<sup>©</sup>በ<sup>©</sup>)σቴ LンΔ<sup>©</sup>/JĽ<sub>Φ</sub><sup>©</sup>LC, የዎቴዎኦΨ<sup>°</sup>(ンJ<sup>°</sup>).

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The NTI land management department maintains a working relationship with the Nunavut Implementation Training Committee to help train regional and NTI land managers.

The department has gone to great lengths in drafting a code for expedited access to Inuit-owned surface lands. It is still under review. The department has also authored a procedures manual that will require input from regional land managers before being presented to the NTI executive.

# Mineral Development in Nunavut

Packets of land were opened to mineral exploration this year based on information the NTI land management department received from the land managers of the three Regional Inuit Associations. After consultations with Community Land and Resource Committees, the regional land managers submitted their lists of lands to be opened for exploration. Exploration licences were issued only upon those lands.

On April 18, by official announcement, all but nine subsurface parcels were opened in the Kitikmeot region; in the Keewatin region all were opened to exploration except for Marble Island; and in the Baffin region 10 subsurface parcels were opened. On Aug. 15, six more subsurface parcels were opened up to exploration—those of Pelly Bay and Pond Inlet.

Administering the mineral-rich lands within Nunavut requires an extensive, complex data management system to record licencing and claim staking. The NTI land management department spent several months indexing all required maps and claim sheets, creating files and log books, and conducting extensive research. A great deal of research and recording remains to be finished, and an administrative manual with procedural checklists still needs to be written. This work is ongoing, though it has been slowed down somewhat by the opening of lands to exploration. With this step, the processing of exploration licences and concession agreements began.

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ᠴᡆᡷ<sup>ᡕ</sup>᠘ᠴᠯᠦ ᠴᡆᢗᡩ᠋ᡃ᠋᠂ᡀᠻᢑᡅᠬᡅᠬᢐᢦ᠄᠘ᠸᡪᡟᠬ᠄᠘ᢞ᠘᠙ᡶ᠍ᡟ᠄᠂ᡑᠴ᠘ᢡ᠉᠘᠘᠘᠘ ᠵᡟᠨᡟ᠈ᢣᠣᢛ᠂᠘ᡷᡪ᠘ᢡᠰᡳᢠᠦᢛ᠂ᠯᠨ᠘ᠰ᠆ᡊᢧᡅᠾᢛᡆᡥᡟᠬᢛ᠘ᠴ᠘ᡣ᠘᠘᠘᠘᠙ᡛ᠍᠄᠂ᡑᠴ᠘ᢡᢛ᠕ᡣᠳᢛᠾᡳᢣ᠆ ᢡᠣᡥᢗ᠂ᢣᠣᡲᢗ᠒ᠯᡥ᠂ᢣᢣᠮᠺ᠐ᠣᠯᡥ᠑ᠣᡟ,᠌᠈ᡄᢉᡥ᠑᠆ᡕᠣ᠋᠆ᡱᢦᡕ,᠂ᠲ᠐ᢣᢣᡥ᠑᠊ᠲᠣᡏᡥᠺ᠅ᡱᠣ᠈᠘᠘᠘᠘᠘ ᠐ᡷᡥᡆᠽᡏᢠᡟᢌ᠈᠂ᡣ᠘᠘ᡮᢛᡟ᠈᠂᠘ᡮᢛᡟ᠕ᢗᡗᡐᠬᢛᠽᡏᠯᢑᡃᢌ᠈᠂᠘᠆ᠺᡏᢐᢛ᠑ᠣᢛ

# nine ISLAND

An exploration licence is required to stake claims and to explore the subsurface lands in Nunavut that have been declared "opened to exploration." To date, NTI has received 21 applications for exploration licences, and the majority were for the Kitikmeot region. Seventeen of these applications have been approved. Four were rejected because their requests were for parcels not open to exploration.

Each applicant is made aware that NTI will not permit the production of uranium on Inuit-owned subsurface lands.

A concession agreement is a legal document that gives the holder exclusive mineral rights to a parcel of land he has staked out so that he can explore it, take samples, and determine if there are sufficient mineral deposits to warrant mining it. The agreement also gives the holder the right to apply for a mineral production lease after a feasibility study has been completed.

NTI has received over 400 requests to negotiate Inuit concession agreements. These agreements are all under various stages of negotiation at this time, and most will soon be finalized.

In March of this year, Acadia Mineral Ventures of Toronto, Ont., became the first company to sign a concession agreement with NTI. It received the mineral rights to an area east of Contwoyto Lake. Acadia previously held rights to the area through mineral claims under the Canada Mining Regulations Act. It transferred those claims to Inuit concession status.

NTI has not yet issued any mineral production leases, and is not likely to for several years because of the nature of the production assessment process. The holder of a concession agreement must first carry out extensive work on the claim. After finding something worth mining, the holder must complete a thorough feasibility study before applying for a lease.

The Nunavut Impact Review Board (NIRB) would then screen the project to determine if it should undergo a full public review by panel. NIRB's recommendation for full review then heads to the minister of the Department of Indian Affairs and Northern Development (DIAND), and he/she decides whether the project would undergo a review by a federal environmental assessment review panel, or an eco-systemic and socioeconomic review by NIRB.

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# Our Environment: Parks and Conservation Areas

The Nunavut Land Claim Agreement is dedicated to establishing co-management arrangements between Inuit and government departments to oversee the creation and management of parks and conservation areas in Nunavut. Any initiatives to set lands aside for conservation, tourism and research purposes must include Inuit, and must meet specific requirements.

An Inuit Impact and Benefit Agreement (IIBA) negotiated with the appropriate body representing Inuit must be finalized one year before any park can be established. Territorial parks in existence before the claim was finalized must have IIBAs negotiated within five years of claim settlement. An IIBA may be negotiated where appropriate for conservation areas.

IIBA negotiations are intended to ensure that Inuit living in the vicinity of the proposed park are involved in discussions, and that they will benefit from having the park in their area. Matters appropriate for negotiation include Inuit training, preferential hiring, business opportunities, access to park services and facilities, outpost camps, protection of cultural sites and other topics.

Management plans for parks and conservation areas may be guided by the recommendations of co-management committees, made up of equal numbers of Inuit and government representatives. Inuit will enjoy free access to these protected areas for resource harvesting, and appropriate recognition will be given to Inuit history and culture in interpretation programs.

As part of the Nunavut Land Claim Agreement, three national parks are to be established in Nunavut. There are also proposals to create two other national parks in the new territory. These initiatives are guided by Parks Canada, Department of Canadian Heritage.

Auyuittuq National Park Reserve, Ellesmere Island National Park Reserve, and lands on northern Baffin Island have been earmarked for national parks, and IIBAs are in various stages of negotiation. As well, Wager Bay in the Keewatin is being re-examined as a possible park site.

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The Nunavut Final Agreement defines a number of protected areas as conservation areas. The Canadian Wildlife Service, the federal department responsible for wildlife conservation, has focused largely on migratory bird sanctuaries (where the nesting of young birds is protected), and national wildlife areas (NWAs) in Nunavut. NWAs are lands set aside for wildlife and wildlife habitat protection, to promote conservation and research of all animals, plants and other organisms.

There are nine migratory bird sanctuaries in Nunavut and one national wildlife area. Nine additional sites have been identified for designation, or are under habitat feasibility study for possible designation, as national wildlife areas.

The Igalirtuuq (Isabella Bay) National Wildlife Area of Clyde River and the Nirjutiqavvik (Coburg Island) NWA are now, or soon will be, finalized. Both the Prince Leopold Migratory Bird Sanctuary in Western Lancaster Sound, just north of Somerset Island, and Coats Island, south of Southampton Island, are being closely studied as future NWAs. Coats Island contains a large murre colony and walrus haulout areas. In Broughton Island, the local hunters and trappers association has been consulted concerning NWA protection of the resident murre (Reid Bay) and fulmar (Cape Searle) bird colony areas.

With an eye to future NWA designations, the CWS has started preliminary assessments in the areas of Creswell Bay, Somerset Island; and in the Rasmussen Lowlands, 55 km north of Taloyoak. Field studies are still to get underway in the Foxe Basin (Prince Charles and Air Force Island), and in the Sleeper Islands, north of Sanikiluaq.

Since the land claim was concluded, the Department of Economic Development and Tourism (ED&T) of the Government of the Northwest Territories (GNWT) has established Katannilik Territorial Park near Lake Harbour and Iqaluit. A territorial park has been proposed for Bloody Falls near Coppermine and at Mt. Pelly near Cambridge Bay. ED&T would also like to establish cultural/historical sites on King William Island near Gjoa Haven and in the vicinity of Igloolik and Repulse Bay.

Designations of national historic sites (federal) and cultural/historical sites (territorial) are being initiated by government, in consultation with communities. Two proposed national historic sites near Arviat and Baker Lake represent recent attempts to combine interpretation of the cultural past (through local Inuit knowledge), and cultural education and training of Inuit youth, with land sites of historical significance.

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## West Kitikmeot Resource Management Planning Working Group

The galloping pace of recent mining developments in the Kitikmeot region made land use planning an urgent priority here. In December of 1993, a contribution agreement was sealed between Nunavut Tunngavik Incorporated and the Department of Indian Affairs and Northern Development to implement a resource management planning process for the West Kitikmeot region. NTI appointed the West Kitikmeot Resource Management Planning Working Group to carry out this task.

The mandate of the Working Group is to fully involve government, industry and the residents of the region, especially Inuit, in a planning process that will develop goals and consensus around issues concerning future resource developments. Most discussions will centre on:

- the potential development of the Izok Lake lead/zinc deposit;
- marine and terrestrial transportation routes;
- other infrastructure development (i.e. hydro);
- other resource development in the region;
- conservation.

The identification of sites requiring clean-up, primarily DEW Line sites, was also given priority.

The Working Group is chaired by Bob Lyall and includes David Mablick, Tongola Sandy, Robert Hornal, Edna Elias, Hal Mills, Jon Pierce, Arthur Boutilier, Akalayok Qavavau and John Ningeongan. The Working Group convened in December and, two months later, held a workshop in Coppermine. Forty representatives from government, industry and communities participated in a three-day discussion of the resource management issues in West Kitikmeot, the various responsibilities of the stakeholders, and how problems might be resolved. The *Report on Resource Management Planning in* 

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The Group prepared almost 200 maps documenting wildlife knowledge, including harvesting, in the planning region. The data for these maps are largely based on the Nunavut Atlas. These maps are being reviewed and corrected by the Community Land and Resource Committees and other Inuit or Inuit organizations as appropriate.

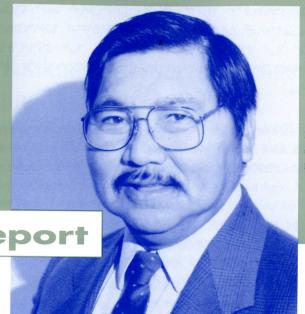
The Working Group then visited Coppermine, Omingmaktok and Cambridge Bay to present the report and to listen to community feedback. The revised report that incorporated comments from West Kitikmeot residents, government and industry was distributed in early June. The Working Group presented the revised report at a workshop in Cambridge Bay, June 14-16, 1994, which again brought together representatives from government, industry and the communities. Here, participants also discussed a strategy for dealing with the issues and concerns, and for continuing the development of a land use plan for West Kitikmeot.

In September, the Working Group held community meetings in Coppermine and Omingmaktok. Conservation measures and proposals for the Bluenose Lake area dominated talks in Coppermine, as did potential hydro sites and possible protection measures for caribou. In Omingmaktok, debate gravitated to potential hydro developments and protection measures for caribou. A Cambridge Bay meeting was slated for October to discuss plans to clean up various sites in the area with the main focus on DEW Line sites. A regional workshop on issues related to marine transportation was planned for late November.

The Working Group is hopeful that the work suggested in the report and by the workshop participants will be carried out by the Nunavut Planning Commission Transition Team, which was officially appointed Oct. 20, 1994.

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2nd vice-president Raymond Ningeocheak



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# **2nd Vice-President's Report**

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am pleased to report to the Inuit of Nunavut on my division's activities.

It's a delight to announce that the conference on the Nunavut Harvesters' Support Program, which drew members of hunters and trappers associations to Pangnirtung earlier this year, was a complete success. Participants reached consensus on many program objectives, and suggested a number of ways in which my department could initiate those goals.

Today, those suggestions are being acted upon and the Nunavut Harvesters' Support Program is expected to commence early in 1995. Accomplishing the groundwork took a fair amount of time, particularly the policies, since they required approval by Nunavut Tunngavik Incorporated's board of directors. But while our tasks are many, we have learned that if we apply ourselves—carefully pursuing what the Inuit want—things eventually get done.

Work on the Nunavut enrolment and eligibility project is going well. We now have 19,000 people enrolled in Nunavut. I would like to extend my gratitude and thanks to the local enrolment committees.

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Despite obstacles, they were able to collect the names of those eligible for benefits from the Nunavut Land Claim. I know it was difficult at times to accomplish everything, given the deadlines.

I am also pleased to announce that in October 1994, Nunavut's elders received their first benefit cheques from our Nunavut Elders Benefit Plan. I am very proud that this program has come to life. I would like to extend my utmost gratitude and thanks to the Nunavut Tunngavik board of directors for its support and encouragement in this matter.

Lastly, we could not have carried out this program without the experience and skill of our dedicated staff. The program is a tribute to their talents. I thank all of the people who worked on it during the implementation process.

Thank you.

For more information, call:
Gordon Spence (Enrolment) (613) 238-1096
Laura Gauthier (Elders' Benefits) (819) 645-3199
Bert Dean (Nunavut Harvesters' Support Program) (819) 645-3199

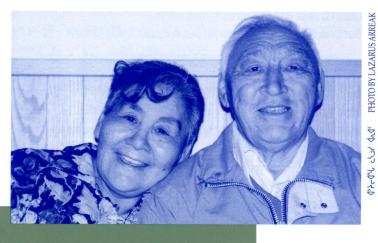
**Enrolment Highlights** 

More than 19,000 Inuit who will benefit from the Nunavut Land Claim Agreement were registered with the enrolment and eligibility department this past year, and the list continues to grow.

The Nunavut Enrolment List was published in October and distributed to all communities in Nunavut. This gives Inuit the opportunity to see who has enrolled, and who hasn't. Since enrolment will be an ongoing process, it's possible to apply at any time. The Nunavut Enrolment List will be updated and published on an annual basis.

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Elders like Lucien and Maryanne Taparti, traditional singers from Rankin Inlet, have done much to enrich Nunavut's culture The Nunavut Appeals Committee will soon be up and running. This committee will examine appeals from enrolment applicants who have not been accepted by their local community enrolment committee. The Appeals Committee will also review challenges received from enrolled individuals who feel another person on the enrolment list should be disqualified.

The community enrolment committees are deciding with their communities how to permanently structure the enrolment process. Some options include a Nunavut-wide enrolment committee, regional enrolment committees, community enrolment committees, or having the Community Land and Resource Committees take over the reins of enrolment. These discussions were expected to finish in November 1994.

Solomon Awa of Pond Inlet was recently hired as an enrolment co-ordinator trainee. Solomon will work out of the Ottawa office for the rest of his training, doing both on-the-job and classroom training.

#### Nunavut Elders Benefit Plan

The wisdom of elders, both in word and deed, is highly prized by Inuit society. Their knowledge of animals, the land, and families has given Inuit culture its richness. Their unfailing guidance has allowed younger generations to progress. It is only right, then, that elders be supported to make their remaining years as comfortable as possible. Nunavut Tunngavik Incorporated has made this goal paramount.

Reporting to the 2nd vice-president, administrator Laura Gauthier began carrying out the Nunavut Elders Benefit Plan implementation and communications strategy designed by Towers Perrin consultants in early July.

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Five staff members were recruited to help implement the Nunavut Elders Benefit Plan within a one-year time frame. (The Plan also applies to elders living outside Nunavut who qualify as beneficiaries.) One permanent assistant administrator, Silu Connelly, is based in Rankin Inlet with the administrator. Four regional co-ordinators started their short-term contracts in July and finished at the end of October. They are Sytukie Joamie (South Baffin), Titus Arnakallaq (North Baffin), John Patterk (Keewatin) and Bessie Sitatak (Kitikmeot).

Two weeks after the registration period ended, the Bank of Montreal mailed the first batch of elders' cheques on Oct. 3. The excitement and gratitude of Nunavut Inuit elders is widespread — within and outside the boundaries of Nunavut.

## Nunavut Harvesters' Support Program

The Nunavut Harvesters' Support Program (NHSP), which gets underway this winter, makes the traditional lifestyle of Inuit more financially attractive. Inuit harvesters who fish, hunt and trap for subsistence purposes on a full-time basis, for at least six months a year, are eligible for funding. Only one beneficiary from each household can apply for the program.

Under the program, an eligible Inuit family may apply for up to \$12,000 for equipment and \$1,500 for other capital costs, once every five years. Inuit families may also apply for up to \$1,500 every year for fuel costs.

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However, the program is able to support only about 188 subsistence hunters each year. Applicants will be priorized according to need. NHSP is funded by an agreement between Nunavut Tunngavik Incorporated and the Government of the Northwest Territories, where each organization contributes \$3 million a year for five years, to a total of \$30 million.

To make the program last longer than five years, NTI is paying for it out of interest generated by the \$30 million, using only a small portion of the capital each year. RT & Associates, the consultants who researched and developed the program, estimate it will cost about \$2.6 million for the first year.

A family may not get the maximum amount of assistance. The amount of funding will depend on the cost of the equipment and the cost of living in their community. NHSP does not give out cash to beneficiaries. Instead, NTI pays the supplier and the beneficiary gets the equipment or fuel.

The program is initially being administered by Bert Dean at the NTI office in Rankin Inlet. Eventually, it will be turned over to hunters and trappers organizations (HTOs) in Nunavut communities.

The program was developed in consultation with HTOs from throughout Nunavut who met to discuss it in Pangnirtung last March.

Nan Lox Pabbent

Secretary-treasurer Bernadette Makpah

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Nunavut Tunngavik Incorporated asserts that it has the right to employ the best qualified persons available. It also maintains that the continuation of employment is based on the need for work to be performed, availability of revenues, faithful and effective performance, proper personal conduct and continuing fitness of employees. All employees, while on probation, are terminable unless otherwise specified, in writing, as a prescribed employment term.

NTI recognizes that employees differ in their skills, goals, perceptions, and values. This is basic to human nature. Conditions may arise that result in conflicts, or are insufficiently addressed in the manual drafted earlier this year by NTI's human resources department. In such cases, NTI will endeavor to make personnel decisions that are fair, equitable and culturally sensitive.

Since NTI's human resources department first began operations, it has been consulted on a regular basis by other Inuit organizations on human resource policies and procedures. This demonstrates to

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 me that Nunavut Tunngavik Incorporated is setting the standard and will continue to set the standard for Inuit organizations. We will gladly share our resources with others to ensure standards are met.

On the other hand, internal expenditures for human resource planning, staff relocation, staff housing and benefits quickly add up. People must also bear in mind the width and breadth of Nunavut. To get anywhere we have to fly, obtain hotel rooms and pay for meals. This is the high cost of doing business in a decentralized organization.

This department endeavors to curb costs where possible. NTI, for example, is aware of the high cost of committee work. Human resources director Roy Inglangasuk will continue to seek funding or cost-share with other organizations. I am pleased to report Roy has done an excellent job.

I would also like to express my appreciation to the Government of the Northwest Territories (GNWT) for its offer to allow NTI employees to benefit from GNWT's in-service training. I expect this agreement will help immensely in our goal to have trained and qualified Inuit in the Nunavut workforce.

I want to thank all beneficiaries of the Nunavut Final Agreement for their support, wisdom and kindness to myself and family during my first term. Also, I must express my gratitude and congratulations to all staff within Nunavut Tunngavik Incorporated and the Regional Inuit Associations. Your hard work, dedication and loyalty to the Inuit of Nunavut has not gone unnoticed. That's all for now, taima and tagvauvoosi.

Nunalioorqtiup ilagivasi, God bless you all from my staff and family.

For more information, call: Roy Inglangasuk (**Human Resources and Personnel**) (819) 645-3199

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#### Human Resources

To enhance Nunavut Tunngavik Incorporated's commitment to the employment of Inuit, NTI created a human resources department that is now centrally located in Rankin Inlet. Roy Inglangasuk, who was hired as the department's director in February 1994, graduated from the University of Alberta and previously managed his own successful cross-cultural/employment equity consulting and training business in Edmonton, Alta.

The director first developed a human resources manual for NTI and its employees. Approved by NTI's board of directors, the manual serves as a guide in employees' routine work activities and relationships to satisfy objectives of both NTI and individual employees. Revisions and amendments are currently being made, a process that will continue throughout the life of NTI. The manual will be translated into Inuktitut and Inuinnaqtun.

An agreement was hammered out between NTI and the Government of the Northwest Territories regarding secondment from the territorial government to NTI. This permits trained personnel to be seconded to NTI for a specified period of time, meaning NTI will not have to bear the training cost of the individual.

To work towards our goal of hiring Inuit, NTI has started significant training programs to train Inuit for jobs within NTI. Where NTI is compelled to hire non-Inuit, the person is notified they will have to train an Inuk to take over their position. The director of human resources, in conjunction with the department, then develops a training plan. In 1994, NTI filled three positions in both the Kitikmeot and Baffin regions, eight positions in the Keewatin region and five positions in Ottawa.

As a rule, NTI is committed to finding training money from other sources to help pay for the training. The human resources director has discussed this with the Federal Pathways Program, GNWT, Arctic College, and Algonquin College in Ottawa. An agreement has been reached with the GNWT to piggyback on their in-service training. This means NTI can participate in any training GNWT has for its staff. This saves NTI money as it does not have to bear the cost of hiring and accommodating training consultants.

Undoubtedly, one of the biggest challenges facing this department is the complete relocation of the Ottawa office to Nunavut. The director is working very closely with departments to ensure a smooth transition. This is already underway with the land management department, and personnel are currently being recruited for the senior lands manager and lands administrator positions.

During the March election for the president of Nunavut Tunngavik, election commitments were made to do a salary review. The human resources director drew up terms of reference for the salary review and six consultants bid on the tender. As a result, a salary review committee was struck with Lucassi Ivalu chairing the committee. Roy Inglangasuk, Alex Campbell, NTI's executive director, and Andy Campbell of Nunavut Trust are also on the committee.

The bids were reviewed, keeping in mind the \$25,000 maximum fee to be paid out. It became apparent Hay Management Consultants were by far the most experienced, had the largest database, an excellent track record and extensive northern experience.

Hay Management Consultants' bid of \$36,000-\$38,000 was over the limit. But because Hay Management was the overall choice, the committee decided to approach the finance committee to request that Hay Management be selected as the salary review consultants even though their bid was high. Extra funding was approved, and Nunavut Trust will pay some of the costs involved.

Recommendations from the salary review, now in its final stages, were heard at NTI's board meeting in Pelly Bay in November. That meeting also heard recommendations from an informal housing committee, established to review ongoing concerns about NTI's housing policy.

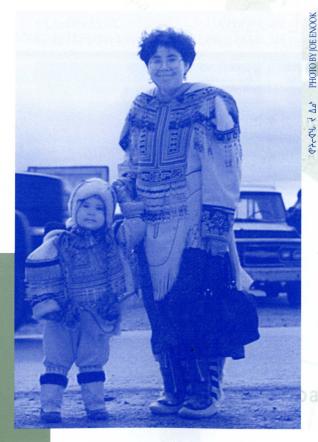
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Also being re-examined is NTI's employee medical and benefits plan, which was considered inadequate. Once a suitable benefits package has been identified, it's hoped that other organizations such as the Nunavut Implementation Training Committee and the Regional Inuit Associations join NTI on the plan. The more people on the plan, the less cost per individual.

In the months ahead, the human resources department will tackle other goals. They include stream-lining staff benefits and tracking employee leave credits, training senior managers to conduct performance appraisals, and then appraising staff, and establishing a human resources information system.



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Selma Karetak and Nuati Kusugak of Rankin Inlet. For Nunavut beneficiaries of all ages, education and training will give the Inuit the power to control their destiny

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**PRESIDENT** 

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John Drank **EXECUTIVE ASSISTANT** 

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FINANCE & ADMINISTRATION-SECRETARY-TREASURER

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ECONOMIC DEVELOPMENT-PRESIDENT

Jconto PLA **EXECUTIVE DIRECTOR** 

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مرح ۱۳۶ PF۶ **EXECUTIVE DIRECTOR** 

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PERSONNEL & HUMAN RESOURCE MANAGEMENT-SECRETARY-TREASURER

JESSYL PTY **EXECUTIVE DIRECTOR** 

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## **Δ⊂**ριΡΟΑς ιΡΟλΑιθυψο

## Affiliate Organizations

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# **Baffin Region Inuit Association**

Involving the Inuit in each step along the path to developing Nunavut is vitally important. With that in mind, the Baffin Region Inuit Association (BRIA) is affiliated with Nunavut Tunngavik Incorporated to further that goal. BRIA divided up responsibilities among its executive members, and also applied for Designated Inuit Organization (DIO) status to carry out certain provisions and responsibilities under the Nunavut Final Agreement. As the representative body of the Inuit of the Baffin region, DIO status would bring these residents one notch closer to the implementation process. An implementation co-ordinator was also hired for a one-year period.

Economic development is the overriding priority for the almost 10,000 Inuit living in the Baffin region. This past year, BRIA's economic development officer compiled an economic development strategy that is community-based. The inhabitants of each Baffin community would determine their needs, offer ideas and suggest solutions. Meetings with the communities have begun.

Another exciting endeavor is the creation of affordable housing, and BRIA is currently examining the viability of this new project. A radical approach to the use of construction materials twinned with the utilization of new technology would hopefully keep the cost per unit of housing built to just \$50,000. This compares with the \$200,000 per unit cost currently billed through government-run efforts. Early in 1995, BRIA will select a community as the site for a housing pilot project, and a demonstration of this new building theory will aim for a September or October completion date.

Two economic development branches of BRIA, Qikiqtaaluk Corporation and Kakivak Community Economic Development Organization, acquired more clearly defined roles this past year. Qikiqtaaluk, which earns most of its revenues from fishing licences, will devote itself to business

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opportunities of a regional nature, dealing primarily with medium and large-scale projects. Kakivak will serve and support small business development exclusively. It aims to establish a greater business presence, and to give businesses a sense of control over their own destiny.

Together, Qikiqtaaluk, Kakivak and Nunasi Corporation, the Nunavut-wide Inuit development corporation, plan to build and inhabit a new office complex in Iqaluit next year.

The recently created position of director of venture capital led Qikiqtaaluk to shaking hands on several important joint venture deals this past year. Stemming from the Nunavut Final Agreement's commitment to physically identify Inuit-owned lands each year for the next 10 years, Qikiqtaaluk joined forces with Yukon Engineering Services to do surveys in the Baffin region. Shares are held 60 per cent by Yukon and 40 per cent by Qikiqtaaluk. A 50-50 joint venture with Northumberland Consulting Services of Nova Scotia undertook land surveying in the Coppermine area.

Qikiqtaaluk also forged a partnership with Caterpillar dealer Hewitt Equipment Ltd. of Pointe-Claire, Que., to spawn a new company, Hewitt North. Qikiqtaaluk owns 80 per cent of the company. Royalties on sales, service and parts of Hewitt equipment sold will be returned to the investors.

BRIA's lands department saw a steady stream of mineral prospecting in the region in 1994, from companies searching largely for diamond, lead and zinc deposits. The lands department is also taking part in negotiating Inuit Impact and Benefit Agreements for three national parks. Two of these agreements must be finalized before the end of 1995.

The semi-autonomous Baffin Region Hunters and Trappers Committee will soon be taking on land claim responsibilities for the Baffin region with regard to wildlife.

The year ahead promises some fulfilling returns on the strides already made toward implementing the Nunavut Final Agreement. We encourage the Inuit of Baffin to participate in the process as much as possible, and to lend us their ideas and suggestions for any improvements.

For more information, call: Pauloosie Keeyootak (819) 979-5391

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## **Kitikmeot Inuit Association**

The words of the Nunavut Final Agreement have become especially meaningful for inhabitants of the Kitikmeot region, where interest in the area's abundant natural resources has drawn fervent attention and a high number of land permit applications this past year.

The Kitikmeot Inuit Association (KIA) protects, defends and promotes the interests of 4,500 Inuit living in the Kitikmeot region. It is also charged with ensuring the words of the Nunavut Final Agreement are respected and carried out by all parties. That's why, early in 1995, Kitikmeot residents will become the first citizens in Nunavut to have negotiated an Inuit Impact and Benefit Agreement (IIBA) with Metall Mining Corporation on the Izok Project. And more positive changes are in store.

Land management is the greatest priority for the Kitikmeot, and the first year of managing Inuit lands here has been a success. The KIA holds land surface title to roughly 118,115 km². It assists wildlife and hunters and trappers organizations in the region. For example, KIA refers outside contractors and employers to appropriate groups for outfitting, guiding and other economic opportunities. KIA has also applied to Nunavut Tunngavik Inc. to become a Designated Inuit Organization, in charge of water rights.

Deposits of diamond and base metals are among the reasons 90 permits were received this year by the KIA's land management office in Cambridge Bay. The KIA has the right to approve or reject all land-use applications in the area.

An IIBA for a lead/zinc/copper mine at Izok Lake, 280 km south of Coppermine, should be concluded with Metall Mining Corporation of Toronto, Ont., early in the new year, ensuring that compensation and benefits—including jobs—flow back to Inuit in the Kitikmeot region. The mine, creating up to 420 jobs, could be operative by early 1999. Construction would begin in 1997.

Employment and training are the major incentives behind a regional economic development strategy, finalized in October by the Kitikmeot Corporation, the KIA's business development arm. Resolving the overall Nunavut Economic Development Policy and Strategy is critical to preparing and funding business activity. Meanwhile, the Kitikmeot Community Economic Development Organization,

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 KIA's affiliate, has developed business plans and funding applications for business service centres in Coppermine and Cambridge Bay under such a policy.

The Kitikmeot Corporation, in a joint venture agreement with Usher Canada, Marshall Macklin Monaghan and Underhill Engineering, won three major survey contracts to conduct survey work on Inuit-owned lands in the Keewatin region. Inuit involvement in this project is a top priority.

Individuals who attended the KIA's three-day workshop on "Structuring and Negotiating Aboriginal Joint Ventures," held in Cambridge Bay in March 1994, may discover similar business opportunities. It's another way the KIA makes sure the Inuit have a foothold in the development of the Kitikmeot region.

Training and education are additional insurance for a better future. This year, the KIA in co-operation with the Government of the Northwest Territories has employed a training and employment co-ordinator to increase Inuit training and employment in the growing resource industry. It also contributes to and co-ordinates University Student Scholarships, designed by the Nunavut Implementation Training Commission. In March the KIA, with financial assistance from the Department of Indian Affairs and Northern Development, hosted a four-day Youth Conference for young Inuit from the Kitikmeot area.

Staff will be moving to its new Cambridge Bay home by February or March of 1995 in the Kitikmeot Corporation building. Construction of a new two-storey building began in August and space will be shared in part by The Northern Store, Nunavut Tunngavik Incorporated and KIA. Organizations related to the Nunavut land claim settlement will be given first choice on additional space available.

The face of change is everywhere. KIA will continue to work in step with Nunavut Tunngavik Incorporated to ensure change benefits the Inuit of the Kitikmeot region.

For more information, call: Joe Allen Evyagotailak (403) 983-2458

## ንጎበፊ ሩርሀ ንወወ ፲-ኃንዓ

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## **Keewatin Inuit Association**

The first full year of living under and implementing the Nunavut Land Claim has been a coming of age for the now vibrant, active Keewatin Inuit Association (KIA).

KIA's board of directors, realizing the association could no longer play a passive role, rewrote its by-laws to impose upon the directors a greater degree of accountability, and to better protect and promote the interests of the 5,500 Inuit of the Keewatin. (The association is also in the process of changing its name to Kivalliq Inuit Association.) It is a step in the journey toward implementation of the Nunavut Final Agreement, a complex process that KIA believes will run as smoothly as possible thanks to the dedication and co-operative spirit of its staff. An implementation co-ordinator, hired in January, is mapping out the process.

Another important aspect of the Land Claim is the enrolment of beneficiaries to receive their due financial rewards. Having established guidelines and solved the inevitable computer problems under the management of our enrolment co-ordinator, this intricate task should be completed shortly.

A highlight for the association was moving into its new 10,000-square-foot office building in Rankin Inlet in June. The \$2.5 million building, owned by KIA's newly minted subsidiary Sakku Properties Ltd., also houses KIA business development subsidiary Sakku Investments Corporation, the Nunavut Implementation Training Committee and Nunavut Tunngavik Inc.

It was Sakku Investments Corporation that obtained financing from the Bank of Montreal and supervised construction of the complex. But Sakku Properties Ltd. was created as a practical means of owning and controlling new assets, including the office complex, housing, a drug store and a Caterpillar shop.

Sakku Investments Corporation, which provides ongoing support to Inuit business people in the Keewatin, has assisted 55 Inuit business people either through direct grants or interest-free loans. It's also helped Inuit businesses obtain funding from other sources.

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 A few years ago, Sakku Investments Corporation was instrumental in developing Nunavut's first Caterpillar distributor. Powell Arctic, a joint venture with the majority of shares held by Sakku Investments Corporation, now sees monthly sales in excess of \$100,000. Revenues continue to grow. Sakku has helped spawn a training program for Inuit heavy equipment operators. In addition, it has facilitated the opening of a Caterpillar office and service shop in Iqaluit, and the purchase of a new Caterpillar office and service shop in Rankin Inlet.

After negotiating a shareholder's agreement with a pharmaceutical chain, Sakku Investments opened a retail and wholesale pharmacy in Rankin Inlet. The corporation is negotiating a pharmaceutical supply contract with the Keewatin Regional Health Board to supply Keewatin and Sanikiluaq health centres.

The health of the environment is critical too. KIA undertook environmental clean-up projects near Chesterfield Inlet, Whale Cove and Rankin Inlet this season with funding from the Department of Indian Affairs and Northern Development. Each Kivalliq (Keewatin) community has been asked to submit to KIA proposals for environmental clean-up in their area, with the aid of a questionnaire and guidelines developed by KIA.

Several workshops have taken place in Coral Harbour to discuss the need for an established conservation area on Coats Island. As well, KIA is beginning consultations with the people of the Kivalliq regarding a proposed national park in the Wager Bay area. Tongola Sandy, chief land administrator, represents KIA in negotiations to establish this park.

Finally, the Akiliniq Planning Committee was established in April 1994 "to guide and advise development of a management plan to conserve and manage the Thelon Game Sanctuary as stated in Section 9.5.2 of the Nunavut Final Agreement." It has held several meetings over the past year.

The dream of the Nunavut Final Agreement is becoming a reality. In tribute, the board members and staff of the Keewatin (Kivalliq) Inuit Association would like to acknowledge the work and contribution of our friend and colleague, the late Solomon Kugak.

For more information, call: Louis Pilakapsi (819) 645-2800

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## Nunavut Wildlife Management Board

The Nunavut Wildlife Management Board (NWMB), an institution of public government, is the main instrument of wildlife management and the main regulator of access to wildlife in the Nunavut Settlement Area. It formally commenced operations on Jan. 25, 1994.

The activities, roles and responsibilities of the NWMB are governed by Article 5 of the Nunavut Land Claim Agreement and by certain clauses of other articles in the Agreement. The NWMB meets periodically in different regions of Nunavut to review information and make decisions on the management of wildlife, and to tend to board business. The NWMB met most recently in Arviat in November and before that, in Lake Harbour in August.

The NWMB is currently establishing a trust for the \$11 million allotted for wildlife research in Nunavut. This includes setting up a trust deed and securing trustees to screen and allocate funds for research proposals for Nunavut.

Other highlights of recent and ongoing NWMB activities include the five-year Nunavut Wildlife Harvest Study, which is currently being designed. This study will be a key ingredient of many of the board's wildlife management decisions. The Nunavut Bowhead Traditional Knowledge Study is being planned and organized with the assistance of regional wildlife organizations (RWOs). Interviews with elders and hunters in selected communities will commence this winter.

Also, a process is underway to develop a walrus management plan(s), with particular reference to northern Hudson Bay, Foxe Basin and Hudson Strait. The impetus for this exercise is a request from some communities in these areas for authorization of guided walrus sport hunting.

In 1994, the NWMB contributed funds for the following projects: South Baffin Caribou Herd Survey, Beverly Caribou Herd Survey, Victoria Island Peary Caribou Survey, and the Planning Committee for the Co-Management of Southeast Baffin Beluga. Finally, the NWMB is also helping the Baffin Divisional Board of Education to develop a bilingual educational publication entitled *Birds of Nunavut*.

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The NWMB will determine the basic needs level for narwhal, beluga and walrus in the Nunavut Settlement Area before its first anniversary in January 1995. Because it is also the wildlife management institution for the overlap area with the Northern Quebec Inuit, the NWMB has two ancillary members who speak to issues that affect both Inuit parties. They are Jackie Koneak and Daniel Epoo.

The NWMB consists of eight regular members plus a chairperson who works full time in the board's interim Iqaluit office. The board members are: Ben Kovic (chairman), Gordon Koshinsky (Fisheries and Oceans), Kevin McCormick (Canadian Wildlife Service), Andy Theriault (Indian Affairs and Northern Development), Marius Tungilik (GNWT), Malachi Arreak (NTI), David Aglukark (Keewatin Inuit Association), Joannie Ikkidluak (Baffin Region Inuit Association), and David Igutsaq (Kitikmeot Inuit Association).

Within the office of the Arnakallak Building in Iqaluit, a number of staff positions have been filled. These include a secretary-receptionist, interpreter-translator, administrative officer, Bowhead Study co-ordinator, Nunavut Wildlife Harvest Study co-ordinator, and executive director. Future staffing plans include three regional resources officers (one per region). However, the board is not limited to these positions and may in the future create more jobs according to its needs.

The location of a head office will be decided after the board receives proposals from communities interested in having the Nunavut Wildlife Management Board.

Under the aegis of the NWMB, the three RWOs will be responsible for the management of harvesting activities among the community hunters and trappers organizations (HTOs) in each region. The board will provide funding to the RWOs and the HTOs on an annual basis. The HTOs will regulate harvesting activities among their members.

For more information, call: Ben Kovic (819) 979-6962

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## Nunavut Implementation Training Committee

The initial year of operations has been spent putting in place the systems necessary to carry out Nunavut Implementation Training Committee (NITC) activities, and undertaking a major implementation training study. These months have also been devoted to making implementation organizations aware of the NITC, a Designated Inuit Organization that will fulfil the training needs of Inuit as outlined in the Land Claim Agreement. NITC has a budget of \$13 million.

As well, NITC's fledgling scholarships program has met with tremendous support. In a short span of time, the directors and staff of the NITC prepared the concept, advertised the program, negotiated with potential funding sources, began to establish a charitable education foundation, received and assessed applicants' documentation, selected successful applicants, and initiated monthly payments.

As of Nov. 1, 1994, 63 applications for scholarships were received and 32 were granted for the fall of 1994. Another screening of applications will take place in January 1995 for the winter semester. Funding commitments have been elicited from NITC (\$50,000 annually for five years), Arctic Co-ops Ltd. (\$20,000 annually for four years) and Nunasi Corporation (\$25,000 annually for five years). Contributions from the Regional Inuit Associations and NTI are pending.

In another training initiative, the Canadian Imperial Bank of Commerce has proposed a joint project with NITC to create training positions in any of its branches in Canada. Discussions on enrolling and supporting students in this project will soon begin.

Our organization will make development of an implementation training plan—stemming from the recently completed implementation training study—and its short-term action requirements a top priority. At the same time, it's urgent that the appointment of Designated Inuit Organizations be completed since the NITC is charged with working with DIOs. NITC must understand fully the responsibilities of these organizations so that training can be tied to their implementation duties. NITC, as a member of the Implementation Advisory Committee, is in a good position to provide

more direct support to the implementation process by arranging regional consultations and co-ordinating information and implementation processes, ensuring designations are completed on time.

The NITC is already working on some of the long-term components of an implementation training plan. These include funding options, government training program criteria, organizational-specific training needs assessment and planning, training standards, delivery options, accreditation of programs, evaluation and monitoring procedures, and organizational funding.

NITC has been asked by NTI's executive, the implementation co-ordinator and the Baffin Region Inuit Association to become the Designated Inuit Organization for Sections 23 and 24 of the Nunavut Final Agreement, relating largely to Inuit labor force analysis and Inuit employment plans. It's recognized that there is a need to cultivate a co-ordinated approach to human resources issues related to the Land Claim. Undertaking these DIO activities would call for the development of a totally new organization, however. It's been suggested that an "Atti-like" training co-ordinating/delivery agency be created by NITC.

Very few implementation organizations have the ability to handle organizational-specific training needs assessments. Without that knowledge, NITC cannot fairly review training fund requests from groups and comfortably assure that appropriate training is delivered to these groups. It's been suggested that NITC make available to implementation organizations a training needs assessment service.

A major issue that training and research agencies face in Nunavut is that there does not appear to be any central location where one can go to find information—or at least directions to where information is held. Establishing a human resources and training information clearinghouse would be ideal. This should minimize the ongoing duplication of available information, and focus efforts on managing available information and updating it. As we all know, gathering information in Nunavut can be a very expensive venture.

For more information, call: John Hickes (819) 645-2888

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## Auditor's report to the Members

We have audited the balance sheet of Nunavut Tunngavik Incorporated as at February 28, 1994 and the statements of revenues and expenses and undistributed surplus (deficit) and changes in financial position for the year then ended. These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the company as at February 28, 1994 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Chartered Accountants

KPM 6 Peat Marwich Thorns

DC, bac /91/2, 1994

Ottawa, Canada September 2, 1994

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### Nunavut Tunngavik Incorporated

## **Balance Sheet**

Year ended February 28, 1994, with comparative figures for 1993

| α <sup>ι</sup> Γσ∝ <b>ታ</b> Δ <sup>c</sup>  | Assets  | 1994  | 1993                  |
|---|---|---|-----------------------|
| <b>L°aD dΓ a'Γσ α b d':</b><br>PaD b Δ'<br>D Λ' Δ' (a a Δ b D' 3)<br>P Λ Δ' C d d'  | Current assets: Cash Accounts receivable (note 3) Prepaid expenses  | \$ 1,726<br>358,131<br>8,100                            | \$ 30,800             |
|   |   | 367,957   | 30,807                |
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| ρυς Σ <sub>υ</sub> γγριγ <sub>ε</sub> ο Συγγριγ <sub>ε</sub> σε ΣΕΑΙ Αυτοί Ο Σου Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο Ο  | Due from Tungavik Federation of Nunavut (note 4)  |   | 436,168               |
| $\Delta r^{2} \sim \Delta r^{2} \sim \alpha^{2} \Gamma^{2} \sim \alpha^{2} \Gamma^{2} \sim \Delta r^{2} \sim \Delta r^{2$ | Fixed assets (note 5)   | 267,778   |                       |
|   |   | \$ 3,227,128  | \$ 767,535            |
| <b>ላ</b> Lላ <sub>P</sub> ĄC (.p.ሌρυ\Γ4.)<br>ላb፦ <sub>P</sub> / <sub>C</sub>   | Liabilities and Undistributed Surplus (Deficit)   |   |                       |
| <b>ርጌ                                    </b>   | Current liabilities:  Bank Indebtedness (note 6)  Accounts payable and accrued liabilities  Rental payments held in trust (note 7)  Deferred government contributions  Deferred lease inducements | \$ 2,770,126<br>2,656,294<br>8,518<br>361,272<br>30,139 | \$ —<br>700<br>—<br>— |
|   |   | 5,826,349   | 700                   |
| (8) 2040-001 (45-44) 10.40-00-00-00   | Loan payable (note 8)   | 10,000,000  |                       |
| alanc (pholotica)   | Undistributed surplus (deficit)   | (12,599,221)  | 766,835               |
| ቴρΔ- <sup>৯</sup> ៤- <sup>5</sup> /Lσ <sup>৯</sup> ៤ (ααΔ5D° 9)<br>ΛεαΔ <sup>8</sup> \α.5D<6 (ααΔ5D° 10)<br>የʹϧσ <sup>*</sup> Γ Φοε <sup>6</sup> /σ <sup>8</sup> \Δ° (ααΔ5D° 1)   | Subsequent event (note 9) Commitments (note 10) Future operations (note 1)  |   |                       |
|   |   | \$3,227,128   | \$767,535             |

Cdorc asadoDno Padocnos Jo

See accompanying notes to financial statements.

#### שבאי שישול חדיעי

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δίριλα 28, 1994, 1993-Γ <sup>8</sup>ΔΔε<sup>λ</sup>υσρορος Δορίρις

#### Nunavut Tunngavik Incorporated

## Statement of Revenue and Expenses and Undistributed Surplus (Deficit)

Year ended February 28, 1994, with comparative figures for 1993

|   | •  | هم. ۵°<br>ID™CDσ∿له<br>Λ⊂. «۵™<br>Land use<br>planning<br>program | اااتست<br>المحسرا*<br>Enrolment<br>program | ቃዱንና<br>ጋ* የሁልነብና<br>NTI<br>1994 | ⊌กราช<br>Total<br>1994 | ษกราช<br>Total<br>1993 |
|---|--|---|--|----------------------------------|------------------------|------------------------|
| <b>ሶበ</b> ጭጋ <sup>6</sup> ፟፟ላር:   | Revenue:   |   |  |                                  |                        |                        |
| ዾዾ፟ <sup>\$</sup> ዸ፟ዾ፟፟ዾኯኯጜዹ <sub>፞</sub> 〈〈‹ሀሤዻዹ‹  | Distribution from Nunavut Trust                        | s —   | s —  | \$ 7,466,471                     | \$ 7,466,471           | \$300,560              |
| P&Fp4.ec  | Government contribution                                | 64,055  | 162,233                                    | _                                | 226,288                | _                      |
| ۵۲۱٬۵۰۲ (-۵۰۲ de  | Interest income  |   | _  | 4,863                            | 4,863                  | 1 1 1 1 1 H            |
| <b>ሶ</b> ⊾ <b>D</b> ⊁Δ <sup>c</sup> <b>4</b> Ͻ% <b>CD</b> / <b>L</b> ⊀ <sup>c</sup> :   | Expenses:  | 64,055  | 162,233                                    | 7,471,334                        | 7,697,622              | 300,560                |
| ουνή Ταν ΔαΔς Ρος Αυμώνος<br>Συνή Ευργοσία το Ευργοσία (1990)   | Regional Inuit Association contributions               | 0.00  |  | 7,911,548                        | 7,911,548              | AL PROPERTY            |
| ₫∿Ja/º Ĥ PaDynJc Δb <cocdc<n°cc< td=""><td>Contribution to the Wildlife Hunters Income Support Fu</td><td>nd —</td><td></td><td>3,000,000</td><td>3,000,000</td><td></td></cocdc<n°cc<>   | Contribution to the Wildlife Hunters Income Support Fu | nd —  |  | 3,000,000                        | 3,000,000              |                        |
| ጋሌጋሌጋሌ የታዋህ ነር የተጠታነ አሁርምር  | Write-off of amounts due from Tungavik                 |   |  | 5,000,000                        | 0,000,000              |                        |
| 6L2>D<% ምጋር ህንፈጐርD (%D2\DN 4)</td <td>Federation of Nunavut (note 4)</td> <td>_</td> <td>_</td> <td>2,581,571</td> <td>2,581,571</td> <td></td>   | Federation of Nunavut (note 4)                         | _   | _  | 2,581,571                        | 2,581,571              |                        |
| $\Delta^{6}$ 6 $\Delta^{5}$ 6 $$ 6 $$ 6 $\Delta^{5}$ 6 $\Delta^{6}$ 7 $\Delta^{6}$ 6 $\Delta^{6}$ 7 $\Delta^{6}$ 6 $\Delta^{6}$ 7 $\Delta^{6}$ 8 $\Delta^{6}$ 9 $\Delta^{6}$ 8 $\Delta^{6}$ 8 $\Delta^{6}$ 9 $\Delta^{6}$ 8 $\Delta^{6}$ 9 $\Delta^{6}$ 8 $\Delta^{6}$ 9 | Salaries and employee benefits                         | 695   | 29,010                                     | 2,007,558                        | 2,037,263              |                        |
| D4b5UP ነዓ <sub>6</sub> ር.የለምታ   | Travel and accommodation                               | 39,806  | 27,420                                     | 1,565,283                        | 1,632,509              | _                      |
| Δ <sup>10</sup> ba Δ <sup>1</sup> 5 <sup>10</sup> N <sup>1</sup> 6 <sup>16</sup> C <sup>16</sup> S <sup>1</sup> C L-L-L-L <sup>2</sup> 5 AP-DA <sup>1</sup>   | Professional and legal fees                            | 21,414  | 52,581                                     | 949,262                          | 1,023,257              |                        |
| ላበ- <sub>P</sub> ~ላ <sub>2</sub> ጋ.ዮ.ገ <sub>c</sub>   | Signing ceremony                                       |   | _  | 702,277                          | 702,277                |                        |
| <u> እምሩ</u> ፫ቦ <u></u> የደረፈ የተፈመር የተፈመር የ   | Printing and advertising                               | _   | 8,103                                      | 409,140                          | 417,243                | TELL TO                |
| חחקימיר ססכילילחי   | Office expenses  | · —   | 10,437                                     | 338,204                          | 348,641                | 4,997                  |
| Handrac   | Honoraria  | 2,140   | 28,414                                     | 290,244                          | 320,798                | 4000                   |
| በበና'ል∿୮⁵ ላጋ"ጋላ'ራ'Jና   | Occupancy costs  | _   | 6,268                                      | 262,814                          | 269,082                | al harpette            |
| $\Delta^{\mu}$ $\Delta^{\mu}$ $\Delta^{\mu}$ $\Delta^{\mu}$ $\Delta^{\mu}$ $\Delta^{\mu}$ $\Delta^{\mu}$ $\Delta^{\mu}$ $\Delta^{\mu}$  | Staff housing  | _   | _  | 220,690                          | 220,690                |                        |
| ⟨⟨aγνρως⟩   | Other contributions                                    | 7   | 20 <u>-20</u>                              | 197,000                          | 197,000                |                        |
| ₫₽₣₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽  | Shipping and delivery                                  | 3 <del>-</del>  | _  | 105,026                          | 105,026                |                        |
| <b>ላ</b> ርአ-ባ-ላሪ-ር  | Interest   | _   | _  | 104,674                          | 104,674                |                        |
| apple all sections  | Depreciation and amortization                          | _   | _  | 86,383                           | 86,383                 |                        |
| ᠴ <sup>ᢧ</sup> ᡣᡥᠬᠬᢇᠲ᠋ᡕ᠂ᡏᡩᡕ   | Relocation expense                                     | _   | _  | 55,461                           | 55,461                 |                        |
| ₽₽ <b>₫%</b> ₽ <mark>с~₽</mark> ₽ް  | Election campaign costs                                | -   | 1 m  | 50,255                           | 50,255                 |                        |
|   |  | 64,055  | 162,233                                    | 20,837,390                       | 21,063,678             | 4,997                  |
| ቴ ጌ የ ነገር   | Excess of revenue over expenses                        |   |  |                                  |                        |                        |
| 4D@CD\F4&c  | (expenses over revenue)                                |   | 27   | (13,366,056)                     | (13,366,056)           | 295,563                |
| ላΓላ³⊌ና ላጋ‰CD/L∿ዮናጋና ላና\$Jና ላጋሒላኒናታኈሁታ   | Undistributed surplus, beginning of year               | -   | -  | 766,835                          | 766,835                | 471,272                |
| ላΓላት ላጋጐር እነትጥርንና (ኤጥርስ/Lec ውንና), ላናናሷና $\Delta$ አላው)   | Undistributed surplus (deficit), end of year           | \$ Nil  | \$ Nil                                     | \$(12,599,221)                   | \$(12,599,221)         | \$766,835              |
|   |  |   |  |                                  |                        |                        |

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ለየ√L 28, 1994, 1993-Γ ኤΔζ-ህ-ρυων Δερώριο

### Nunavut Tunngavik Incorporated

## Statement of Changes in Financial Position

Year ended February 28, 1994, with comparative figures for 1993

| A NUMBER OF THE PROPERTY AND ADDRESS.   |  |   |  |
|---|--|---|--|
| PaDyQ DdavicD50 (40%CDcD505):   | Cash provided by (used in):  | 1994  | 1993   |
| <b>Φρ-ሩ' « Υ Π κ</b> :  D በ " ጋ " ነ Δ κ   | Operating activities:  Excess of revenue over expenses (expenses over revenue) Depreciation and amortization, which do not involve cash Changes in non-cash operating items: Increase in accounts receivable Increase in prepaid expenses Increase in due from Nunavut Trust Decrease (increase) in due from Tungavik Federation of Nunavut Increase (decrease) in accounts payable and accrued liabilities Increase in rental payments held in trust Increase in deferred government contributions Increase in deferred lease inducements | \$(13,366,056)<br>86,383<br>(358,131)<br>(8,100)<br>(2,290,833)<br>436,168<br>2,655,594<br>8,518<br>361,272<br>30,139 | \$ 295,563<br>———————————————————————————————————— |
| <b>ἐωρταστο:</b> «Τροιτοις το προμος σερομος σερο | Financing activities: Increase in loan payable  Investing activities: Purchase of fixed assets   | (12,445,046)<br>10,000,000<br>(354,161)   | 25,813<br>—  |
| ۵۲٬۷۳۲ (۵۲٬۲۳۰ و۳۰۱ او۳۵۶۳۰ او۳۵۶۳۰ او۳۵۶۳۰   | Increase (decrease) in cash  | (2,799,207)   | 25,813   |
| <u> </u>  | Cash, beginning of year  | 30,807  | 4,994  |

Cdope Padtholic asa AtDis.

المارة (۵۰ المارة الم

See accompanying notes to financial statements.

Cash (bank indebtedness), end of year

\$ (2,768,400)

\$ 30,807

#### ንት ጋይ ያለምሌ ሀይ ታር

#### aaabbhc fabbcach

8994- 1994- 1994- NOGED "> NOGED "> "

#### 1. 1905 ADCYOGSAS:

#### Nunavut Tunngavik Incorporated

#### Notes to Financial Statements

Year ended February 28, 1994

The Company was incorporated on April 3, 1990 under the Canada Corporations Act. The objects of the corporation are to constitute an open and accountable forum, organized to represent Inuit of all the regions and communities of Nunavut in a fair and democratic way, that will safeguard, administer and advance the rights and benefits that belong to the Inuit of Nunavut as an aboriginal people, so as to promote their economic, social and cultural well being through succeeding generations. On October 8, 1993 the Corporation obtained approval from the Ministry of Consumer and Corporate Affairs to change its name from Tungavik Incorporated to Nunavut Tunngavik Incorporated.

#### 1. Future operations:

The Company is a designated beneficiary of the Nunavut Trust ("the Trust"). The Trust was created on April 23, 1990 to manage on behalf of the beneficiaries, capital transfers paid to the Inuit of Nunavut pursuant to the Nunavut Land Claims Agreement with the Government of Canada.

Pursuant to the deed of trust, the net income of the Trust as defined by the agreement is to be distributed to the beneficiaries. Only net income will be distributed to the beneficiaries in order to keep the capital of the Trust intact.

In the early years, the Trust will not have sufficient capital to generate income to meet the operating expenses of the Company. A deficit will accumulate and will be financed by loans from the Trust.

The capital in the Trust will increase with the scheduled land claim settlement receipts. This will enable the Trust to generate more investment income, to distribute to the beneficiaries. Over time, the distributions from

לב בליברי CALa <<יחמישל ישטירסיחילם של פו פורסיחילה של בליברים הביל בלים של בליברים הביל בלים של בליברים היום בליברים היום של בליברים היום בליברים בליברים היום בליברים בליברים היום בליברים σ45/Γ50°≥Ω°.

#### 2. פבללכת פיד בכניותי:

#### (a) DN\*D\*4:

Japanta Color Color of the Colo CDYL& "MIJ << May 6.

#### (p) ላላሪታ ርን ላ ሚጥናጋና ሚ ተው የ ውስና:

 $4/^2$  and application as application of the distille the プルートライン つかしかいらいていつから しっちいていっか:

| σ <sub>Γ</sub> Γσ.βρ∪ς         | ⊃₀∿Ր♥し<¬し。                                 | ᠳᢐᡳᠰᠳ             |
|--------------------------------|--|-------------------|
| አ <sup>ሚ</sup> ብሀ <sub>ሪ</sub> | ᡏ᠘ᡶᢋᡨ᠈ᠺ <i>ᠸ</i> ᠳᡐᠾᠬ                      | 20%               |
| 5PTCD>29Uc                     | ۵۲۶۲% خور در طعیار د                       | 30%               |
| <sup>2</sup> βγγς              | ᡏ᠘ᡶᢋᡥᡳ᠙ᡊᠲᡒᠾᡕ                               | 30%               |
| יוֹלארעא יבוולארליי            | $C\Delta L^2 a^c \Delta^2 \Delta^2 a^{cb}$ | 5 <b>Δ°</b> \$JΔ° |

#### 

۱۵٬۵۱۰ ۸حمرا الماح (۵٬۵۱۸ م) ۱۵٬۵۱۰ کو می ۱۵٬۵۱۸ کو در الم ۱۵٬۵۱۸ کو در الم

#### (d) ላጋ°ጋላየበ ሌ ለኑኦኖሶፕ (ь)

TYPOLY VALLENCE SCAPULY STANDOLY STANDO ጋ<sub>6</sub>ፊΓሚብሀርት D ላሊና

the Trust are expected to exceed the Company's operating needs and they can commence repaying the loans.

#### 2. Significant accounting policies:

#### (a) Revenues:

Distributions from the Nunavut Trust are recognized when declared as a payable by the Trust.

#### (b) Fixed assets:

Fixed assets are stated at cost. Depreciation is provided using the following annual rates and bases:

| Asset                  | Basis             | Rate    |
|------------------------|-------------------|---------|
| Furniture and fixtures | Declining balance | 20%     |
| Computer equipment     | Declining balance | 30%     |
| Automobiles            | Declining balance | 30%     |
| Leasehold improvements | Straight-line     | 5 years |

#### (c) Deferred government contributions:

Deferred government contributions represent funds received by the Company for specific programs for which the related contribution expense has not yet been incurred.

#### (d) Deferred lease inducement:

Deferred lease inducement represents lease inducements received by the Company which are being amortized to occupancy costs on a straight-line basis over the lease term.

|  | \$358,131 | \$ | Nil             |
|--|-----------|----|-----------------|
| DN°D°4\D° \PE`6\D°   | 76,234    |    | X <del>-</del>  |
| <sup>6</sup>   | 119,860   |    | \(\frac{1}{2}\) |
| σ <sub>α</sub> ργοςς Δ <sub>α</sub> δς ΔΟς <sub>6</sub> ηςγς, σθης |           |    |                 |
| <u></u> የወንት የርተለም የሚያ ተመሰው የ                                      | 41,861    |    | · -             |
| σηριγολί σσος Δουρρι   |           |    |                 |
| ላይ ተመፈት ነው። ለየተመሰራ የሚያቸው የ   | 58,412    |    | -               |
| ۸حدله۱۵۲ حمر ۱۹۵۹ د ۱۹۵۰ م   | \$ 61,764 | \$ | ( <del></del>   |
| ውሲያርትያትር ው <sup>©</sup> ይር ፈጋር <sub>ም</sub> ሀረትርትር                 |           |    |                 |
|  | 1994      | 19 | 93              |

#### 4. σπριγρής ጋ° የ/ የነፃ የ ነን ነት የነፃ ነት የ ነን ነት ነፃ ነት ነፃ ነት ነፃ ነ

|  | 19   | 994 | 1993       |
|--|------|-----|------------|
| סת סר אסלי (מף בת סבי ) ביישנאשי   | 7.45 |     |            |
| የሚያት ነውር ምንር ምሳህ ነውር የርህ ማርያ ነውር የርህ የርህ ነውር | \$   | _   | \$ (8,832) |
| Dagre DN Doll  |      | =   | 445,000    |
|  | \$   | Nil | \$436,168  |

#### 3. Accounts receivable:

| Due from Inuit Implementation Fund<br>Accounts receivable                          | 119,860          |    |                |
|--|------------------|----|----------------|
| Support Trust  Due from Nunavut Elders' Pension Trust                              | 58,412<br>41,861 |    | 0 <del>-</del> |
| Due from Nunavut Implementation Training Committee Due from Nunavut Hunters Income | \$ 61,764        | \$ | 8 7            |
| Due from Numarit Inches out the  | 1994             | 19 | 93             |

#### 4. Due from Tungavik Federation of Nunavut

|   | 19             | 94         | 1993       |  |
|---|----------------|------------|------------|--|
| Due from (to) Tungavik Federation of<br>Nunavut     | \$             | <b>—</b> 1 | \$ (8,832) |  |
| Loan receivable from Tungavik Federation of Nunavut | wik Federation |            | 445,000    |  |
|   | \$             | Nil        | \$436,168  |  |

The Tungavik Federation of Nunavut ceased operations on April 1, 1993. It did not have the funds necessary to repay the advance (\$2,136,571) or the loan (\$445,000) outstanding at that time. Consequently, the Company has decided to write off these amounts. These amounts will be recovered by future distributions from the Trust.

#### ΔΥ΄-Α"CD4, σ, C) σ, Ε-Ε-ΑΠΓ-ΡΡΑΤΟ:

|              |   | 1994                                  | 1993        |
|--------------|---|---------------------------------------|-------------|
|              | <b>ላ</b> ርት/ኅ/‹<                            |                                       |             |
|              | -47L4c                                      | PUPL                                  | ያለጋር ጐሳ     |
| <b>ሳ</b> ₽∿Ր | <b>₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽₽</b> | よくフやん                                 | りっしょ        |
| \$165,664    | \$33,133                                    | \$132,531                             | \$ <b>—</b> |
| 100,013      | 30,004                                      | 70,009                                | _           |
| 74,344       | 22,303                                      | 52,041                                | _           |
|              |   |                                       |             |
| 14,140       | 943   | 13,197                                | _           |
| \$354,161    | \$86,383                                    | \$267,778                             | \$ -        |
|              | \$165,664<br>100,013<br>74,344<br>14,140    | ### #### ############################ | 4F/というです。   |

#### 6. Pady 802 ( PE \$ 100)

#### 7. በበና'ልጐፐ $^{6}$ ላጋ"ጋላዖበ $^{6}$ ላዮራኦበ $^{6}$ ላይ በሀፐላ"ርኦራ $^{6}$ ር።

በበና'ልጐ୮፦ ላጋጐጋላየቡልና ላዋራውበትላልና በሀፐላጐርውፈና ለናፈበቴናንና ላጋጐጋላናበና-ተራውጐናΓና ቮፌውንራ-ላግህራውናጋውና ላታL አውን/L---ራውናጋውና ጋግግህልነህና ሁጋናትዔ-በሶግር ውልግና ልታГውዝበቦታግቦውት. ጋግግህልነህና ሁጋናትዔበሶግቦር ውልግና ቴውልራግህ--ናውካጓግ ል/L-ውንርውላቲናንና በአተረ 1994-Γ ላታL ዕናህላ ላዋ፦ካውላልና ላዋራግርው/L-ናውካጓግና ሁLቦታውላቲኒጋስት.

#### 5. Fixed assets:

|                        | Cost      | Accumulated depreciation | 1994<br>Net book<br>value | 1993<br>Net book<br>value |
|------------------------|-----------|--------------------------|---------------------------|---------------------------|
| Furniture and fixtures | \$165,664 | \$33,133                 | \$132,531                 | \$ <b>—</b>               |
| Computer equipment     | 100,013   | 30,004                   | 70,009                    | Act I                     |
| Automobiles            | 74,344    | 22,303                   | 52,041                    | _                         |
| Leasehold improvements | 14,140    | 943                      | 13,197                    |                           |
|                        | \$354,161 | \$86,383                 | \$267,778                 | \$ Nil                    |

#### 6. Bank Indebtedness:

Bank indebtedness incurred by the Company bears interest at the bank prime rate and is secured by a guarantee of Nunavut Trust.

#### 7. Rental payments held in trust:

Rental payments held in trust represent rents earned and received on Tungavik Federation of Nunavut property. The future of the Tungavik Federation of Nunavut will be decided in December 1994 and the repayment of this liability will occur at that time.

D°020°CD Δ0°CD Δ0 'ህና/ጐኇቴቴናርና〉ና 1 እነነግበው ላ፣ናህርሲና ህና/ጐኇነውበነጋቦና ‹‹‹በልነህና ሶፈውታነ-ያያነው የተያለው የተያለው

#### 9. ቕΔαδαδιαίτωνι:

ላናጎ $J^{\varsigma}$  ውህላው የውልሮ የተርግረው የተርግረው ላጋ የጋላር \$9,707,500- $4^{\circ}$ ትንናሬትን ል ል ል ል አንስበር ነጋር የ 8- $\Gamma$ .

#### 

(a) የተረጓይፈር ሳተኮን ውኖልር ኒዎስኤሌዴት <<ረረሀሃብ ιουν «Εναισου Μεσου» Αεταθ-\ቴኒር በበና%∿ቦ ላጋ፨ጋላዖበቦታΓኈሩ:

|      | \$300 212 |
|------|-----------|
| 1998 | 54,584    |
| 1997 | 81,876    |
| 1996 | 81,876    |
| 1995 | \$ 81,876 |
|      |           |

#### 8. Loan payable:

The loan payable to Nunavut Trust is due thirty days after repayment has been demanded. Interest at the rate of one percent per annum above the prime rate of the Trust's bank is payable after the expiry of the thirtieth day after demand.

#### 9. Subsequent events:

Subsequent to the year-end, the Company borrowed \$9,707,500 from the Nunavut Trust with repayment terms similar to those outlined in note 8.

#### 10. Commitments:

(a) The Company and Nunavut Trust are jointly and severally committed to the following payments under a lease for office space:

| 54,584    |
|-----------|
| 81,876    |
| 81,876    |
| \$ 81,876 |
|           |

#### (b) b'CoDY' Acadistic Ldos deconisto Δ<sup>ω</sup>ρ<sup>σ</sup>Υρως Δ<sup>ω</sup>βιυςν<sup>ω</sup>ς Δ<sup>ω</sup>ρος Δυ<sup>ω</sup>ρος Ασιρονός:

|      | \$678,800 |
|------|-----------|
| 1998 | 20,800    |
| 1997 | 89,300    |
| 1996 | 185,000   |
| 1995 | \$383,700 |

- ረናፈበ•\心ዹብ<sub>የ</sub>ር<sub>ፊ</sub>ቤ<sub>ው</sub>•
- (d) የተረቀውፈሩ የ<sub>ወ</sub>ጋረብህብብብብብር ምሚላላሊ «ሥስ° β«ρληλι ΔΡ4«Cρανινια» 1995-Γ.

#### DoPrCPic: 11.

Δειζελεσελι Δειαδυζερειτι νεκυιση ρεζορκι βσρερεγαγαδυρ ለህታህበራ.

#### 12. ቴና/ኦታና በበና ተርኦታ የር

ቴ/ $\rho$ ታሪ በበናቴ/ $\rho$ ታሪ ላ/ኄ/ኒ-ነLላና ለህ-ጋር በበናቴ/ $\rho$ ህን-የ 

#### (b) The Company is committed to the following payments under leases for staff housing:

|      | \$678,800 |
|------|-----------|
| 1998 | 20,800    |
| 1997 | 89,300    |
| 1996 | 185,000   |
| 1995 | \$383,700 |
|      |           |

- (c) The Company is committed to pay the Regional Inuit Associations \$6,987,393 for their 1995 operating budgets.
- (d) The Company is committed under contract with the Government of the Northwest Territories to pay \$3,000,000 to the Wildlife **Hunters Income Support Fund in 1995.**

#### 11. Income taxes:

No allowance for income taxes has been made as the Company is exempt as a non-profit organization under paragraph 149(1)(I) of the Income Tax Act.

#### 12. Comparative figures:

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.