

Nunavut Federal Council

Annual Report 2001-02



Canada 

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Challenge to Opportunity....



Burt Hunt, Chair 2000-2002

I am so very pleased to have been able to preside as Chair over the Nunavut Federal Council (Council) during this very exciting inaugural period, the period leading up to our very first Annual Report.

The Council has come a long way in its brief life. It was conceived some years ago in a Federal Manager's Committee that provided a very few interested senior officials, all located in Nunavut, with a forum to discuss issues of common "federal" interest. Issues may have been common opportunities for training or recruitment or may have involved something like logistical or cost issues related to northern travel. The Council has however now "grown up" to the point where some 22 departments and agencies, over two-thirds of which have a resident presence in Nunavut, are subscribers and active participants. The group has assumed a role and profile of genuinely aiding and leading in determining the direction that the development of Nunavut and the issues that "are Nunavut" will take.

As you read on in this report, you will see that the Council has bravely taken on social, economic, environmental and governance issues. You will see major initiatives and involvement regarding housing and regarding employment both generally and specifically in relation to obligations under the *Nunavut Land Claims Agreement*. You will observe as well that the Council has been involved in discussions and initiatives regarding economic development and is developing direction regarding climate change and global warming as well as regarding sustainable development.

The Nunavut Federal Council has seized on the opportunity to provide some capacity to the fledgling government of Nunavut and of government at various agency and municipal levels. The Council hosts an annual meeting with Deputy Ministers of the Government of Nunavut. The meetings enable discussion and development of measures to deal with Nunavut's growth and development and the challenges that the new territory holds. The Council is similarly interacting with Nunavut Tunngavik Inc and others in efforts to move forward on a myriad of complex issues.

Early in my term as Chair, because ours was the newest Federal Council to join the national group, I was given the wonderful opportunity to address a luncheon for the Deputy Ministers and Federal Council Chairs in Ottawa. I spoke to them of the tremendous challenge that "is Nunavut". I told them that our members and I were bent on seizing that challenge and treating it instead as a marvellous opportunity, an opportunity that no others in Canada have the good fortune to share, to truly make a difference...

Read on...and watch us while we do!

Background:

Key Developmental Dates:

November 1999	DIAND Sponsored Meeting to discuss formation of the NFC
October 2000	Mandate, Structure and Operating Principles; short list of strategic issues
March 2001	Issues identification session with GN Deputies
October 2001	Review of work to date, hire Executive Director
March 2002	Strategic Session with GN/NTI and Field Trip to Cape Dorset RE: Housing

Purpose of the NFC:

The purpose of the Nunavut Federal Council is to bring a coherent approach to federal activities in the Territory of Nunavut as well as those undertaken in support of and/or collaboration with the Government of Nunavut and birthright organizations.

Mandate of the NFC:

1. Promote and facilitate communications and cooperation among federal managers responsible for programs and services in Nunavut with departmental headquarters, regional offices and central agencies and, where appropriate, with the Government of Nunavut and Nunavut Tunngavik Incorporated;
2. Promote and facilitate cooperation on policy development, program delivery, shared service and management initiatives among federal departments, and with other potential partners;

Structure & Operating Principles:

The council is currently made up of the Senior Federal Officials of the departments and/or agencies operating in Nunavut. Some are resident in Nunavut while some have not yet set up regional offices. This has resulted in a 'two tier' approach with two thirds of the members being resident and about a third based elsewhere. The council meets monthly with a break for the summer. While non-resident members may 'attend' monthly meetings by telephone they are usually on hand for the longer October and March meetings as these tend to deal more strategically and in greater depth with Council activities.

All members of the Council have equal rights and privileges with each department/agency having one vote in the election of the Chair or Vice-Chair. Committees are created as required and, for practical purposes, executive positions are held by members resident in Nunavut.

NFC Committee Work

Housing

Several major infrastructure and health issues face Nunavut but perhaps none of them being more important and cross cutting than the housing issue. The limited supply of government staff and public housing has often been of low quality, small and cramped. In a TB endemic zone this is a serious issue and despite recent large expenditures on housing, government staff housing is in short supply, public housing is over-subscribed to with long waiting lists and personal homeownership, while increasing each year, is still not a large enough percentage to relieve the pressure on rental need.

The commonly held view is that rents are too high but so is the cost of building and that need is no longer enough to qualify for lower cost public housing. A long term, lower cost housing strategy is required and the NFC is playing a facilitative role on the issue recognizing it will take significant time and partnerships to solve this problem.

In early 2001 the Public Works and Government Services Canada regional office held information sharing meetings with the Nunavut Housing Corporation [NHC] to begin working together. NHC controls all Nunavut Government staff and public sector housing allocations. Further interest on the housing 'crisis' was shown at a joint Nunavut Federal Council and Government of Nunavut Deputy Ministers' working lunch in March 2001. Following this, a working group comprised of NHC, PWGSC, CMHC and the NFC Secretariat staff started working on a large 'issue exploration' meeting held in February 2002 in Iqaluit called "Building Connections in Nunavut". This discussion forum brought together government and NGO representatives affected by the housing problems. They formed the following problem solving and information gathering sub-committees that will report back to a full-blown "Symposium on Housing" to be held in September 2002.

1. Affordability
2. Policy Framework/Accountability
3. Financial Resources Access
4. Training, Education and Capacity Development
5. Health and Social Wellness
6. Innovative Technologies and Design
7. Recruitment and Retention

Council members participate on the Symposium Steering Committee as well as the seven working groups. Additional interest in this topic was demonstrated when the NFC made "Housing" the theme of its field trip to Cape Dorset in March 2002, described later in this report.

In the year to come the NFC will fulfill its commitments to the Symposium and then reflect on how best to continue to support solutions to this complex and expensive infrastructure need.

Article 23

The Nunavut Land Claim Agreement [NLCA], signed in Iqaluit in 1993, outlines among other things, the creation of a new public government for the territory of Nunavut. Nunavut is unique among Canadian jurisdictions in that the Governments of Canada and Nunavut are public structures but agree to work cooperatively with Inuit co-management regimes and birthright corporations to collectively govern and manage developmental targets for the whole territory. One such target is outlined in Article 23 of the NLCA and has to do with creating a civil service that reflects the demographics of Nunavut, a concept that is referred to as “representative levels”. More specific than Affirmative Action Programs, this essentially breaks down to the need for governments to train and develop Inuit staff for the public service. Progress on Article 23 implementation is the responsibility of a joint Government of Canada/Nunavut Tunngavik Incorporated Working Group based in Ottawa.

While the Government of Nunavut and several federal departments have already implemented some Inuit Employment Planning real consensus can only be achieved by working with the group charged to monitor this aspect of the claim. Therefore, the Nunavut Federal Council’s response has been to form a committee to develop an umbrella Inuit Employment Plan covering areas common to all its member departments/agencies. Each member will then be responsible for its own separate appendix document that will track employment levels, recruiting targets and other specific data.

Once all members of the council agreed to participate in this process a template was developed and submitted to the Government of Canada/Nunavut Tunngavik Incorporated Working Group. The template received approval in May 2002 and the GoC has committed to producing, at a minimum, a rough draft of an Inuit Employment Plan by December 2002.

The NTI/GoC Working Group has also settled on the refining of two definitions for the purposes of continued discussion within the group:

- ❑ “pre-employment training” means training provided to persons not employed by Government in anticipation of government employment. In recognition of the low levels of Inuit employed within Federal departments in the Scientific & Professional categories (3% overall) efforts in the ‘pre-employment’ area will be concentrated in attracting candidates to these professions.
- ❑ “representative level” means a level of Inuit employment within Government reflecting the ratio of Inuit to the total population in the Nunavut Settlement area--as of 1991 - 85%; this definition will apply within all occupational groupings and grade levels and is not time-limited.

The GoC has agreed to set 2020 as the target date for reaching 85% Inuit employment and will set three, five, ten and fifteen year targets.

Negotiations are continuing with the Territorial Government around a co-operative approach to the gathering and sharing of statistical data related to this topic.

Training & Development

The training and development of staff is a fundamental activity for the Nunavut Federal Council, especially considering Article 23 compliance commitments and the ongoing need to attract and retain qualified employees in the north. In the past the limited developmental opportunities that were available in the north were mostly through line departments [usually course or workshops in the south], occasional on-site training by either government and rarely were these learning opportunities shared between territorial and federal departments.

In 2001, the Nunavut Federal Council established a Training and Development Committee to look into all the issues related to this activity as well as and possible partnership arrangements. Initially, DIAND and PSC served as Chair and Secretary respectively with PCH taking over as Chair in the fall of 2001. All member departments/agencies were invited to designate a representative to attend bi-weekly meetings to discuss a range of federal staff training needs. The primary activity was to distribute information on local courses being offered by various departments. Partnerships were established and a MOU ratified with the Government of Nunavut's Department of Human Resources to offer up seats where available to maximize course delivery and training opportunities. A MOU was drafted between PSC and the GN to coordinate local training opportunities and ratified in spring 2002. The GN is an even bigger employer in Nunavut [about 10 times the GoC].

Currently, the NFC via T&D Committee is helping the National Manager's Council [NMC] become active in Nunavut offering developmental opportunities to members. We can expect this initiative to model examples of mentoring, cross-training, e-learning, as well as co-op and hands-on, assignments for maximum learning and retention.

Membership of the T&D Committee in 2001-02 included regular participation and input by PSC, PCH, DIAND, CSC, RCMP, Parks, Justice, HRDC, NRCAN, Geo-Science, Environment Canada and Industry Canada. At the October 2001 full meeting of the NFC, the T&D Committee received clear direction to focus on organizing local courses for member departments. Over the following months the T&D Committee met bi-weekly and heard presentations from:

- ❑ PSC Training & Development Division (Edmonton) on their services and courses available;
- ❑ Nunavut Tunngavik Incorporated (NTI) on the NLCA to further develop an orientation workshop and advanced session on the claim for public servants at all levels of government;
- ❑ GN HR on the range of computer, language and other courses available for partnering;
- ❑ CCMD to arrange local delivery of the Diversity: Vision and Action course
- ❑ Nunavut Arctic College on the range of customized and corporate training available.

As a result, the T&D Committee coordinated a 2002-03 calendar of PSC, NTI, cross-cultural and CCMD courses for local delivery. Courses are currently underway and course development continues in order to deliver the Nunavut Land Claims Agreement '101/201' courses and quarterly Inuit cross-cultural sessions for GN/GOC public servants.

Climate Change

Climate change in the north is a fact of life and the NFC position is that we have no choice but to try to deal with it and understand it as best we can. During the first half of the past year the Council was particularly active on this issue and key observations that were shared at our October 2001 meeting were:

- The issue of climate change carries a lot of emotional baggage, both with citizens and governments...
- No one really knows if this is 'normal' or whether increased CO² has created the rise because the climate has always changed and always will...
- Some models predict that the Baffin [eastern arctic] will eventually get colder, illustrating that climate change is not simple...
- We need to focus more on the effects and what to do next, i.e. when buildings destabilize, and other direct effects on Nunavut, consistent with GoC emphasis on "Impact and Adaptations"...
- We can access experts to come to speak to NFC on this topic.

There is great interest in trying to identify Sustainable Development projects that lend themselves to examining Climate Change as well. This would include the continued gathering of traditional knowledge on the subject and the Government of Nunavut is an obvious partner for such efforts.

An excellent educational poster was created by the Canada-Nunavut Geoscience Office, and is available in English, French and Inuktitut. Over the next year the Committee on Climate Change will be engaging other partners in some strategic thinking on this issue, in particular looking for ways to cope with it.

Article 24

This article of the Nunavut Land Claim Agreement covers support and assistance to Inuit firms and businesses to ensure their growth, development and participation in the economy. It has more to do with realigning expenditures and priorities than it has to do with new investments. Therefore, satisfactory, reliable and consistent compliance with Article 24 of the Nunavut Land Claim Agreement will require the collective effort of the federal government, the territorial government and the birthright corporations.

Discussions to this effect have begun and over the next year the Council expects to approach this issue in much the same successful fashion as it has with Article 23.

IPA & Travel Modernization

Isolated Post Allowance [IPA] is a unique subsidy for northern employees. The main concern of staff has to do with changes to limit or curtail the benefit and thus making

northern postings less attractive and affordable. In addition to morale issues, the high cost of staff turn over has been noted as well as the resultant difficulties of attracting replacement staff. The Council looks forward to having more northern employee input on the sub-committee of the National Joint Council dealing with this issue to make sure the importance northern employees attach to this benefit is not diminished.

Federal Green Team

The concept of recycling needs no introduction but the need to “reduce” “reuse” and “recycle” is as important in the arctic as anywhere else with many scientists saying it is even more necessary in the fragile arctic ecosystem. Interest in ‘becoming more green’ has led to experimental initiatives but until recently not a sustained effort for part of the problem is expensive “back-haul” removal costs from the arctic to southern Canadian collection sites for things like paper, pop cans, tires, etc.

Working in partnership with the Iqaluit Recycling Society and the Government of Nunavut’s paper recycling program, the Federal Green Team lead by Environment Canada has successfully introduced the first stage of a recycling program for federal offices in Iqaluit. Response has been excellent overall and should lead to the development of an internal hazardous waste management program in collaboration with local and territorial partners. This could start as simply as the collection of dry cell batteries and gradually grow to handle more complex hazardous items.

Promotion and Communication

The Leadership Network [TLN]

The \$25,000 grant from The Leadership Network was largely used to contract back from them services for the creation and translation of another “A Day in the Life” series coinciding with the celebrations surrounding the Arctic Winter Games. These interviews focused on young Inuit Federal Public Servants in Nunavut and should be available on the NFC’s web-site this fall under the “What’s New” category.

The remainder of the grant was also used to begin web-site development time from the TLN staff who have made a commitment to develop and host the site. The Council is hopeful that the site will be available by October 2002 and become an important information source for council activity.

National Public Service Week [NPSW]

NPSW was celebrated in Iqaluit in 2001 with five activities spread through the week.. First, a community/beach clean up was organized and as Iqaluit has extensive shoreline on Koojesse Inlet at the head of Frobisher Bay, the clean up was a highly visible and appreciated activity. About one-third of the federal staff made it out to this event.

The second and third events were more social in nature and allowed families and colleagues to play games and share a BBQ cook out. The fourth event, on the fourth day, was 'Bring a Kid to Work' and this has always proven to be an effective way to demystify government and let young people see friends and family in their professional roles.

Finally, the fifth activity was an Open House at the new PSC/Canadian Heritage offices. Both offices have been very active in the past year and this was also well received by the community.

Next year, the same group will start planning this event in February and ask for more involvement from other departments. By necessity, we will be seeking a larger budget as the per capita employee allocation formula doesn't work well with a small federal presence in such a high cost-zone.

School Visits

It seems obvious that in order to meet the employment targets of government and identify training and development priorities, links with the schools and school officials are crucial.

Last year, Public Service Commission staff began a series of visits to local schools and were joined in the activity by DIAND, Parks Canada and DFO. The federal staff presented information on government programs and answered general questions about careers in the public service, sharing from their own personal experiences and serving as roll models for the students.

This was well received and planning is underway to expand the scope of these visits and take opportunities to interact with students across Nunavut. Such proactive intervention should make the federal civil service a serious option for many young high school, college and university graduates.

Cape Dorset Field Trip

At the semi-annual meeting of the whole Council in March 2002, the NFC chartered to Cape Dorset for a day to look at the housing issues of a typical remote arctic community. Council members were joined by some GN officials responsible for housing issues as

well as interested NTI¹ staff. The teaching staff and graduating class of Peter Pitseolak High School in Cape Dorset served as our hosts and on-site coordinators and were joined by the mayor, municipal staff and several well organized volunteers from the community. They did an outstanding job and in exchange for their kindness and support the council was able to make a contribution several contributions.

Apart from the obvious need to learn about the difficulties of the housing issue from the perspective of a remote arctic community, the participants saw and learned much more than that. They saw, in the artistic expressions of the community, great talent and pride and a unique world-view. The students hosted a feast for the guests and then shared traditional Inuit games and throat singing/drum dancing performances. They also had an in-depth look into the economics and running of one of the best print shops in North America, and finally, an extensive community tour and historical orientation which focused on the housing problems typical north of 60.

The value of such first-hand experience cannot be over-stated, especially in Nunavut, much of which is what we still think of as frontier. For the federal government to be as effective as possible in its support of programs and services we need this kind of direct connection to communities in order to stay oriented. The relationships built with these visits, the warm welcome and interest shown by the community in future dialogue, and in turn the enthusiasm and good will of 'a plane load of senior federal managers' was very impressive. Beyond these positive feelings though the responsibility to follow up with these relationships was not lost on the group. The fact is that as we have become more engaged with the public and our partners, expectations rise and as a council we will need to balance this against our ability to effect service improvements but use the experiences to guide such improvements.

The Council is committed to another field trip in March of 2003 and the lead choice is to visit a more community known for traditional values and life style while at the same time undergoing rapid modernization. Igloodik is the likely choice.

¹ Nunavut Tunngavik Incorporated, the birthright corporation created out of the Nunavut Land Claim Agreement [NLCA].

Financial Report 2001/02:

Revenue	
National Public Service Week	2000.00
The Leadership Network – project funds	25,000.00
Member Agency Contributions	70,000.00
<u>Treasury Board Contribution</u>	<u>165,000.00</u>
TOTAL REVENUE	262,000.00
 Operating & Maintenance	
Total O & M	97,449.15
 Projects	
March 2002 Strategic Planning Session	16,250.00
Housing Symposium	50,000.00
Web Site	5,000.00
<u>A Day in the Life Project</u>	<u>20,000.00</u>
<u>Total Projects</u>	<u>91,250.00</u>
TOTAL EXPENSES	258,979.95
 BALANCE	 3,020.05

Comments:

Salary costs reflect the lateness of the hiring of the Executive Director and the intermittent, casual hiring of office support. Conversely, the O&M costs of the NFC reflect the establishment of a new office and the need to acquire resources, enter into rental/lease agreements, as well as purchasing that occurs frequently but not annually, i.e. computers and office furniture.

A rebalancing of the budget to reflect true costs of operating in a trilingual environment will have to be worked out against limited revenue sources in the next fiscal year. This will require flexibility by the NFC but also a review of the base contribution from TBS.

Photo Gallery:

March 2002 Cape Dorset Field Trip—Theme: Housing Issues

Back Row L->R

Burt Hunt, DFO, Chair
Greg Healey, Ex. Dir.
Wade Comin, Env. Can.
Dave Scott, NRCan
Stan Hutchins, NRCan
Jesse George, PWGSC
Mark Otto, CSC
Mariel Perrin, PCH
Tarik Khan, PCH
Glenn Steiner, IC
Andy Watt, Justice
John Lamb, CEO, NTI
Lesley Thompson,
Sid Bruinsma, Env. Can.
Michael Provan, CSC
Major R. Knight, DND
Joel Weiner, HC
Nathanael Olson, CRP



Front Row L->R

Mary Jane Adamson, HRDC,
Vice Chair
Colin Freebury, TBS
Terry Williston, PWGSC
Louis Chagnon, PCH
Joamie Eegeesiak, PSC
Vicki Pilot, PCH
Pam Hine, GN, HC
Jacqueline Simms, DIAND
Hélène Papineau, TLN
Don Rymes, HRDC
Sheila Hendrikson, NPB
Comm. Can.



Cape Dorset Housing #1

The scene to the left is a typical Cape Dorset neighbourhood, with the small 2-3 bedroom bungalows often housing more than they are intended for due to large families and housing shortages. The high costs of maintaining these units provokes discussion about homeownership and the need to upgrade and replace old units.

Cape Dorset Housing #2

The scene below highlights the newer townhouse style designs with a smaller footprint and greater cost efficiencies in construction. Still, there is a shortage.

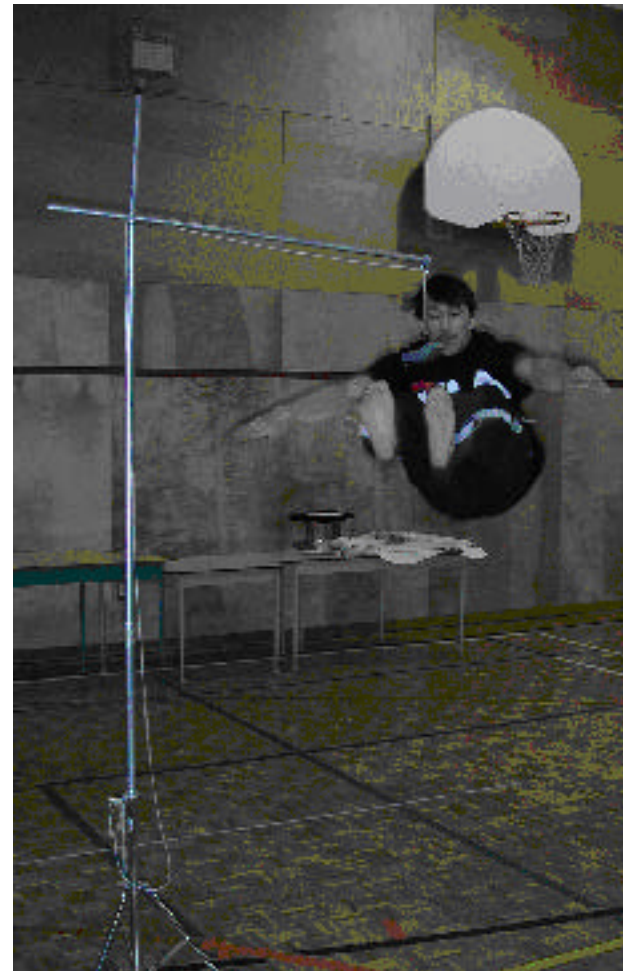


Sunset Over Cape Dorset





Peter Pitseolak grade 12 students explaining the drum, the qulliq [stone lamp] and some of the clothes they have made.



A demonstration of two-foot high kick, a traditional Inuit Game practiced at the Arctic Winter Games.

