

SIVUMUT KAJUSINIQ 2

Nunavut Heritage Network Strategic Plan 2010 - 2015

Final Report to the Nunavut Heritage Network



Submitted by Aarluk Consulting

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List of Acronyms

CLEY	Department of Culture, Language, Elders and Youth, Government of Nunavut
EDT	Department of Economic Development and Transportation, Government of Nunavut
GN	Government of Nunavut
GoC	Government of Canada
IHT	Inuit Heritage Trust
NTI	Nunavut Tunngavik Inc.
RFP	Request for Proposals
NHN	Nunavut Heritage Network
SWOC	Strengths, Weaknesses, Opportunities, Challenges

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COVER PHOTOS (left to right): Conservator Colleen Healey working with Kyra Fisher on conservation issues at Uqqurmiut Centers for Arts and Crafts, October 2009; Tommy Akavak (Kimmirut) looking at archival images of his relatives and identifying them, Library and Archives Canada, September 2008; Visitors going through 'Project Naming' images at the Nunatta Sunakkutaangit Museum in Iqaluit, September 2008; Tiffany Muckpah connecting with objects made by her grandmother, Canadian Museum of Civilization, September 2008; Natalie Griller and Urias Puqinaq at the National Gallery of Canada, Ottawa, September 2008.

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SIVUMUT KAJUSINIQ 2



Five Year Strategic Plan for the Nunavut Heritage Network: 2010 to 2015

Sivumut Kajusiniq (Moving Forward), is the guiding document to guide the continued growth and vibrancy in Nunavut's heritage sector at the local, regional, territorial and national levels for heritage groups in Nunavut.

Since 2004 organizations and individuals working in Nunavut's heritage sector have been collaborating to achieve their common goals and aspirations for the heritage sector under an informal association called the Nunavut Heritage Network (NHN). As a group, the NHN is working to build capacity in the heritage sector; support the development of heritage programs; and, advocate and develop awareness of the heritage sector.

The benefits that the NHN has provided to the heritage sector in Nunavut for the past five years include: opportunities for networking among heritage related organizations; affordable training opportunities through the heritage Training Institute; promotion and awareness of the heritage sector with government and the public; organizational support related to planning, implementation, program delivery and funding applications.

***Sivumut Kajusiniq 2* is our strategic plan for 2010 to 2015.**

Nunavut Heritage Network's Vision:

The Nunavut Heritage Sector is a vibrant sustainable network united in protecting, interpreting and promoting Nunavut's rich heritage, in all its forms, by creating links with our past, present and future.

Our mission is to:

Facilitate collective support through the network, towards building capacity through promotion, education, and preservation of Nunavut's heritage.



The values and principles of the Nunavut Heritage Network are:

- To be inclusive of the heritage of all Nunavummiut
- To appreciate our elders and the role our heritage can play in shaping our future
- To recognize our present generation and the viable role they play in Nunavut's heritage
- to have open communication and sharing among Nunavut heritage stakeholders
- To assist and support Nunavut Heritage organizations towards achieving their goals
- To respect communities' desire to reflect their heritage in a way they see fit
- To recognize the important and diverse role heritage organizations play within the community
- To advocate the social and economic importance in investing in Nunavut's heritage
- To acknowledge the importance of having accountability

The five year strategic goals in Sivumut Kajusiniq 2 are:

- ✓ **The Heritage Sector is recognized as important to the cultural, social and economic well-being of the territory**
- ✓ **Heritage Organizations in Nunavut are successful and sustainable**

The goals in Sivumut Kajusiniq 2 will be achieved by these objectives:

Advocacy will result in:

- Government support for heritage organizations increases through policy, funding, development, and programs

Awareness of the heritage sector will achieve:

- Government and public awareness of heritage is increased through the communications, activities and programs made available by the Nunavut Heritage Network, and heritage organizations in the territory.
- Strengthened communications through continued sharing of information on heritage in Nunavut with heritage organizations, the public, and the government.

Organizational Structure will be provided by:

- Establishing a formal structure for operations of the Nunavut Heritage Network.

Capacity Development for the heritage sector will occur as:

- Heritage organizations receive support from the NHN to develop the capacity of their human resources through training and professional development.
- The NHN assists other heritage organizations in Nunavut with organizational support and development through networking, tools and programs.
- The NHN assists heritage organizations to be aware of funding agencies, programs, and requirements.
- The NHN undertakes and supports advocacy on funding for heritage organizations in Nunavut.



The implementation of our strategic plan involves specific tasks for each objective; assigning resources to the tasks (human and financial); and scheduling all tasks. Through the implementation of our strategic plan, the opportunities, challenges and future priorities of the heritage sector can be addressed.

Opportunities	Challenges
<ul style="list-style-type: none"> - Increased awareness about the heritage sector in the communities, Nunavut, Canada - Increased local capacity through organizational and professional development - Affordable and effective training opportunities - Growing collections and documentation of heritage archives - Improved and increased networking between heritage related organizations - Creation of the Nunavut Heritage Centre - Increased use of Traditional Knowledge in heritage related activities - Increased involvement of the community members in heritage related activities 	<ul style="list-style-type: none"> - Lack of long-term funding - Difficulty to attract and retain skilled staff - Loss of Traditional Knowledge - Lack of commitment from GN - Lack of an organization to coordinate and advocate for the heritage sector development at the regional and territorial levels - Limitations to participate in professional development opportunities - Limited community involvement in heritage sector development
Priorities	Future activities
<ul style="list-style-type: none"> - Funding and Sustainability - Awareness / advocacy - Cooperation / networking and support - Training, education and capacity building for Inuit - Access to Traditional Knowledge - Inuit employment - More involvement from GN 	<ul style="list-style-type: none"> - Continue to build communication tools - Provide affordable and effective training (such as entry level career training; professional development and technical training; developing new training programs as needs, complexity and capacity of heritage stakeholders change) - Increase awareness about the heritage sector in all levels - Advocacy for the heritage sector with government - Improve / increase information sharing and best practices

REPORT



Sivumut Kajusiniq 2

Nunavut Heritage Network

Strategic Plan

2010 – 2015

Introduction to the Strategic Plan

Since 2004 organizations and individuals working in Nunavut's heritage sector have been collaborating to achieve their common goals and aspirations for the heritage sector in four key areas: creation of a positively focused 'network' of all Nunavut's heritage stakeholders, called the Nunavut Heritage Network (NHN); working to build capacity in the heritage sector; supporting development of heritage programs; and, advocating and developing awareness of the heritage sector.

The five year strategic plans of the heritage sector, called *Sivumut Kajusiniq (Moving Forward)*, are the guiding documents heritage groups in Nunavut, from community based heritage groups through to national organizations.

Five years into the implementation of the first version of *Sivumut Kajusiniq*, the heritage sector has updated their strategic plan by assessing the implementation of the goals from the first plan, and reviewing the current and future needs of heritage organizations operating in the territory. *Sivumut Kajusiniq 2* will guide the continued growth and vibrancy in Nunavut's heritage sector from 2010 – 2015.

1.1. Project Background

Prior to 2004 very little recorded data and specific information was available on the activities, organizational capacity, funding, training levels, or issues facing the Nunavut heritage sector as a whole. The sector was comprised of fragments of community groups and larger heritage organizations operating with different levels of awareness of each other.

The previous heritage sector strategy, *Sivumut Kajusiniq* 2004 – 2009, brought the stakeholders together under a common vision and set of goals for the future of the Nunavut Heritage sector, with a five year plan aimed at:

- Establishing and defining the structure of the Nunavut Heritage Network group/committee;
- Developing communication tools for the sector;
- Advocating on issues of highest priority to heritage stakeholders;
- Supporting organizational, professional and skills development;
- Supporting and collaborating on heritage programs; and,
- Raising awareness of the heritage sector within Nunavut.

The Nunavut Heritage Network is in the final year of the previous strategy, and Inuit Heritage Trust has taken the lead on behalf of heritage sector stakeholders to update *Sivumut Kajusiniq*.

To renew the strategic plan, stakeholders in the heritage sector were asked to comment on the previous plan goals and objectives, as well as identify the current needs of the sector. Stakeholders provided information on the degree to which strategic goals have been implemented and the outcomes of the implementation. Where no action has been taken on a goal from the 2004 – 2009 plan, stakeholders provided insight into how goal will need to be adapted to reflect the current and future heritage sector circumstances. Through the survey comments and an updated needs assessment, new goals and objectives were identified for the next five year strategy.

The specific project objectives for the strategic plan update included:

- Surveying Nunavut heritage sector stakeholders to update the sector needs assessment and collect information relating to the goals in *Sivumut Kajusiniq*;
- Draft an updated Strategy and Implementation Plan for the Heritage Network members to review and comment on; and,
- Complete and present a final updated Strategy to the Inuit Heritage Trust and the Nunavut Heritage Network.

1.2. Summary of Report Contents

This report presents:

- The Heritage Sector Strategic Plan 2010 to 2015
- Background on the previous strategic plan and the findings of the 2009 survey and needs assessment of heritage sector stakeholders.

2. *Sivumut Kajusiniq 2: Heritage Sector Strategic Plan 2010 to 2015*

2.1. Introduction

Strategic Planning is the process by which heritage sector envisions its future and develops strategic goals, objectives to achieve that future. In the case of the Nunavut Heritage Sector, strategic planning was begun in 2004 with the first five year strategy. The goals and objectives for *Sivumut Kajusiniq 2* build upon the successes of the previous five year plan while setting updated goals to move the heritage sector forward to a brighter future.

The Vision Statement, Mission Statement, Values and Principles of the Heritage Sector, as written in 2004 for the previous five year plan, continue to be relevant to the heritage sector. The guiding statements informed the development of goals and objectives for the next five year strategy.

The strategic goals of *Sivumut Kajusiniq 2* were prepared following the assessment of the implementation of the previous five year goals, and the analysis of the results of the 2009 survey of heritage organizations. The five-year implementation framework for *Sivumut Kajusiniq 2* identifies the tasks, priorities, timeline and critical factors for success that are considerations for achieving the goals and objectives.

2.2. Strategic Goals

To achieve the long term Vision and mandate of Heritage Organizations in Nunavut, *Sivumut Kajusiniq 2* has identified two strategic goals for the heritage moving over the next five years.

- ✓ **The Heritage Sector is recognized as important to the cultural, social and economic wellbeing of the territory**
- ✓ **Heritage Organizations in Nunavut are successful and sustainable**

2.3. Strategic Objectives

To achieve the goals identified in *Sivumut Kajusiniq 2*, the following objectives will guide the actions of the Nunavut Heritage Network and our partner heritage organizations in the development of the heritage sector.

2.3.1. Advocacy and Awareness

Advocacy:

Advocacy is the deliberate practice of speaking out on an issue of concern in order to exert some influence on decision making, public-policy and resource allocation, opinions and ideas.

The advocacy objectives of the Nunavut Heritage sector will result in:

- i. Government support for heritage organizations increases through policy, funding, development, and programs**

Awareness:

Awareness refers to the level of knowledge or understanding that the government and public have about the heritage sector in Nunavut, in particular the level of awareness of the cultural, social, and economic contributions that the sector is making to the territory through heritage organization's services, programs, products and activities.

Communications is an important means of creating more awareness of the heritage sector, and developing communications involves two considerations - the communicated message, and the tools to communicate the message. The communication message is defined as information on an idea or important topic that is shared with an audience to start a dialogue. The needs assessment surveys in 2004 and 2009 identified several issues that heritage organizations feel are important to communicate to the government and public. The NHN can refer to the summary of key themes from the 2009 needs assessment to identify the messages that are important to communicate on an issue by issue basis.

Communication tools for the heritage sector include the NHN "Digest"; a website for the NHN and the websites of individual organizations and government departments; and other tools that the NHN can use to share their messages with a broader audience, such as templates for letters or media releases.

The Nunavut Heritage sector objectives to increase awareness in a positive manner will achieve the following:

- i. **Government and public awareness of heritage is increased through the communications, activities and programs made available by the Nunavut Heritage Network, and heritage organizations in the territory.**
- ii. **Strengthened communications through continued sharing of information on heritage in Nunavut with heritage organizations, the public, and the government.**

2.3.2. Organizational Structure, Capacity Development, and Communications

Organizational Structure:

In 2004 the Nunavut Heritage Network (NHN) was established “as a dynamic framework for organizations to participate and contribute to the heritage sector”. Since 2004, the NHN has been operated as an informal network primarily operated and administered by only a few key individuals and organizations. The NHN has undertaken several successful initiatives, and the efforts of the NHN are widely appreciated by heritage organizations across the territory.

The responsibility for implementing the Nunavut Heritage Sector Strategy is recognized as being beyond the current mandates and capacity of any one of the existing heritage organizations in Nunavut. This challenge was raised in the survey responses by heritage groups throughout the territory. **To move forward on the goal of having a successful and sustainable heritage sector, it is time for the formal establishment of the NHN to carry out the objectives identified in the plan on behalf of member heritage organizations in Nunavut.**

The objective concerning organizational structure is to:

- i. **Establish a formal structure for operations of the Nunavut Heritage Network.**

Capacity Development

The needs assessment surveys in 2004 and in 2009 identified capacity development as an ongoing need of heritage organizations. “Capacity development” is the process by which individuals, organizations or government develop, enhance and organize their systems, resources and knowledge to perform functions and move forward. Objectives for the NHN and heritage sector in Nunavut include human resource development, supporting heritage organization’s operations, and funding related policy and programs.

The Nunavut Heritage sector will achieve the objective of capacity development for the sector as:

- i. **Heritage organizations receive support from the NHN to develop the capacity of their human resources through training and professional development.**
- ii. **The NHN assists other heritage organizations in Nunavut with organizational support and development through networking, tools and programs.**
- iii. **The NHN assists heritage organizations to be aware of funding agencies, programs, and requirements.**
- iv. **The NHN undertakes and supports advocacy on funding for heritage organizations in Nunavut.**

2.4. Strategic Plan 2010 – 2015 Implementation Framework

The implementation framework in this section identifies how the NHN can work towards its goals over the next five years, by identifying the specific tasks for each objective; assigning resources to the tasks (human and financial); and scheduling all tasks.

An important consideration for implementation of the strategic plan is to monitor and adjust the plan on an annual basis. This requires identifying which objectives/task have been achieved, initiated or deferred; the outcomes and successes of the actions of the NHN; identifying any new objectives or tasks that have been identified since the strategic plan was prepared; and updating the implementation framework to show the tasks, schedule and resources required for the remaining years of the strategy. The implementation framework for 2010 – 2015 will help the Nunavut Heritage Network achieve our strategic goals:

- **The Heritage Sector is recognized as important to the cultural, social and economic well-being of the territory**
- **Heritage Organizations in Nunavut are successful and sustainable**

2.4.1. Implementation Tables for each Objective

Advocacy Objective: Government support for heritage organizations increases through policy, funding, development, and programs

TASK		ACTION SCHEDULE	ROLE
i.	NHN sends a copy of the Heritage Sector Strategy 2010 – 2015 summary to all government department, with a cover letter signed by members of NHN organization	Within 3 months	NHN
ii.	NHN asks Government of Nunavut and Government of Canada to host a roundtable on Nunavut heritage concerns regarding: funding and support for heritage organizations; heritage programs offered by government (e.g. CLEY Historic Places Initiative) and program government should be offering; and government legislation and policies that would support heritage sector development.	Within Year 1	NHN
iii.	Seek awareness and action on the Core Funding barriers facing heritage organizations, programs and activities. Objective is increasing core funding to sufficient levels to meet the needs of the sector to protect and celebrate heritage in Nunavut. The Government reviews policy on heritage, and funding programs, in collaboration with the NHN and heritage organizations to develop a pro-active action plan.	Within Year 1	NHN
iv.	Special Project Funding increases for initiatives that benefit all heritage organizations, and the protection and celebration of heritage in Nunavut.	Ongoing Year 1 thru 5	NHN
v.	A commitment is made to establish the Training Institute as an ongoing education and professional development program.	Within Year 1. Ongoing support Year 2 -	NHN

	NHN and its partner organizations are supported by government in the official establishment and offering of heritage training courses through the Training Institute.	5	
vi.	Lobby the Government of Nunavut (CLEY) to broaden the mandate of the cultural school in Clyde River through collaborations with heritage sector organizations.	Ongoing Year 1 thru 5	NHN
vii.	NHN continues the scholarship program for post-secondary beneficiary students studying for a career in heritage.	Ongoing Year 1 thru 5	NHN
viii.	NHN continues to use communication tools (Digest, website, etc.) to encourage partnerships and collaborative relationships between heritage organizations and government departments; to increase awareness among heritage organizations of government funding and support programs	Ongoing Year 1 thru 5	NHN
ix.	NHN issues media releases on issues concerning government policy, funding, development and programs related to heritage. NHN communicates the position, impact, and issues of the heritage sector in the media.	As required in Year 1 thru 5	NHN
x.	NHN and heritage organizations continue to call for action on the Nunavut Heritage Centre	As required in Year 1 thru 5	All heritage orgs.
Resources Required: Advocacy requires dedicated human resources (time committed to identify issues, develop consensus on response and actions, and administer response). Financial resources vary action by action.			
Links to other Objectives: Advocacy links with objectives on awareness, organizational structure, and capacity development.			
Key themes that the NHN can address through Advocacy: <ul style="list-style-type: none"> ✓ Benefits of the NHN <ul style="list-style-type: none"> - Networking with other heritage related organizations - Training to increase organizational capacity and sustain operations - Increased confidence among staff - Access to shared communication tools - Increased awareness related to the heritage sector - Support with funding process and applications 			

- ✓ **Priorities of Nunavut Heritage Organizations**
 - Funding and Sustainability
 - Awareness / advocacy
 - More involvement from GN - CLEY
 - Cooperation / networking and support
 - Training, education and capacity building for Inuit
 - Inuit employment
 - Traditional Knowledge

- ✓ **Challenges facing the Heritage Sector in Nunavut**
 - Lack of long-term funding
 - Lack of commitment from GN
 - Difficulty to attract and retain skilled staff
 - Loss of Traditional Knowledge
 - Lack of a non-government heritage sector body
 - Barriers for professional development opportunities
 - Limited community involvement

Awareness Objectives: Government and public awareness of the heritage sector is increased in a positive manner through the communications, activities and programs made available by the Nunavut Heritage Network, and heritage organizations in the territory.

TASK		ACTION SCHEDULE	ROLE
i.	NHN launches their website via/hosted on the IHT website. A media release is issued about the new website. The website includes information about NHN member organizations; the NHN strategic plan vision, mandate, principles and goals.	Within 6 months	NHN
ii.	NHN develops a logo (and an Inuktitut name) to brand itself.	Year 1	NHN
iii.	NHN develops an events calendar on the website of heritage activities and programs taking place across the territory. Organizations submit their calendar event information, and the NHN makes the calendar available to government and the	Year 1 (updates ongoing)	NHN

public through the website, and media releases.		
iv. NHN develops a template for media releases, and "Issue" letters. The templates will identify a suggested format for each type of document; the suggested content considerations; suggested length; and other tips to help the NHN and individual heritage organizations prepare communication pieces.	Year 2	NHN
v. NHN issues media releases on activities and programs related to heritage organizations and issues in Nunavut. NHN communicates the positive actions and contributions of heritage, and heritage organizations, through the media. NHN target having a minimum of one small media story per month in the media (newspaper, magazine, radio or television), and one feature article every six months.	Ongoing Year 1 thru 5	NHN
vi. NHN updates the Strategic Plan on an annual basis, and prepares a one page report on the completed actions, outcomes and successes. The report is posted on the NHN website and issued to all members of the NHN.	Ongoing Year 1 thru 5	NHN
vii. NHN uses the Digest to conduct an ongoing needs assessment of heritage organizations by asking for input on a key issue once a month. The NHN collects the data in an annual heritage sector report card.	Ongoing Year 1 thru 5	NHN
Resources Required: Awareness requires dedicated human resources (time committed to identify issues, develop consensus on response and actions, and administer response).		
Links to other Objectives: Awareness links with objectives on advocacy, organizational structure, and capacity development.		
Key themes that the NHN can address through Awareness: <ul style="list-style-type: none"> ✓ Benefits of the Heritage Sector to Nunavut's culture and economy <ul style="list-style-type: none"> - Network of heritage organizations through NHN - Programs offered through NHN to enhance heritage sector - Economic contribution of heritage to Nunavut - Role of heritage organizations to protect and preserve culture 		

<p>✓ Opportunities</p> <ul style="list-style-type: none"> - Increased awareness about the heritage sector in the communities, Nunavut, Canada - Increased local capacity through organizational and professional development - Affordable and effective training opportunities - Growing collections and documentation of heritage archives - Improved and increased networking between heritage related organizations - Creation of the Nunavut Heritage Centre - Increased use of Traditional Knowledge in heritage related activities - Increased involvement of the community members in heritage related activities <p>✓ Challenges</p> <ul style="list-style-type: none"> - Limited commitment from GN - Ensuring long-term funding - Attracting and retaining skilled staff - Loss of Traditional Knowledge
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Organizational Structure Objectives: NHN establishes a formal structure for operations

TASK	ACTION SCHEDULE	ROLE
i. NHN strikes a Committee of heritage organization members to review the proposed NHN structures. Committee selects a preferred structure, and uses the Digest to update NHN members on the proposed structure and solicit input.	Year 1	NHN
ii. NHN structure is implemented.	Ongoing Year 2 thru 5	NHN
iii. NHN funding and human resources are secured	Ongoing Year 2 thru 5	NHN
iv. NHN workplan	Ongoing Year 2 thru 5	NHN
Resources Required: The organizational structure of the NHN requires funding for human resources, and operations (see proposed structure options in Appendix 6.3).		
Links to other Objectives: The organizational structure of the NHN will have an impact on advocacy, awareness, capacity development, and communications.		

However, if the structure remains status quo, all other objectives and tasks in the strategic plan can be implemented.

Key themes that the NHN organizational structure can address :

- ✓ **Coordination on behalf of heritage organizations**
- ✓ **Implementation of the strategic plan**
- ✓ **Advocacy and awareness with government**
- ✓ **Training, capacity development and support for heritage organizations**

Capacity Development Objectives:

- **Heritage organizations receive support from the NHN to develop the capacity of their human resources through training and professional development**
- **The NHN assists other heritage organizations in Nunavut with organizational support and development through networking, tools and programs**
- **The NHN assists heritage organizations to be aware of funding agencies, programs, and requirements**
- **The NHN undertakes and supports advocacy on funding for heritage organizations in Nunavut**

TASK		ACTION SCHEDULE	ROLE
i.	NHN continues to offer the Training Institute courses on heritage.	Ongoing Year 1 thru 5	NHN
ii.	NHN continues to use the Digest, and the website, to provide information on training and professional development courses in heritage that are offered through other training institutes (universities and colleges, museum and heritage associations, etc.)	Ongoing Year 1 thru 5	NHN
iii.	Special Projects, such as the conservator project and collections management project are funded and rolled out for the benefit of all NHN member organizations.	Ongoing Year 1 thru 5	NHN
iv.	NHN continues to develop collaborations with Nunavut Arctic College to have heritage	Ongoing Year 1 thru 5	NHN

	training and professional development courses recognized.		
v.	NHN continues to network heritage organizations in Nunavut with other national and international heritage groups. The NHN uses the Digest and website to provide information, and links to information, from other jurisdictions on best practices and new developments in heritage.	Ongoing Year 1 thru 5	NHN
vi.	NHN continues to network heritage organizations in Nunavut with each other through the Training Institute, Digest and website.	Ongoing Year 1 thru 5	NHN
vii.	NHN uses the Digest and website to provide member organizations with information on funding organizations, funding programs, and funding application deadlines.	Ongoing Year 1 thru 5	NHN
viii.	NHN provides support to community heritage organizations completing funding applications.	Ongoing Year 1 thru 5	NHN
ix.	NHN develops and delivers a training program for heritage organization Boards, to help Board of Directors understand their roles and responsibilities. The 2009 needs assessment identified the training courses that could be repeated or developed in the future [section 5.4.5.3].	Year 2-3. Ongoing delivery	NHN
Resources Required: Capacity development requires dedicated human resources to organize and administer; and committed participants to take an active role in their own development. Funding resources are required for ongoing capacity development of the NHN and heritage organizations.			
Links to other Objectives: Capacity development links with objectives on advocacy, awareness and organizational structure.			
Key themes that the NHN can address through capacity development: <ul style="list-style-type: none"> ✓ Priorities <ul style="list-style-type: none"> - Funding and Sustainability - Awareness / advocacy - Cooperation / networking and support - Training, education and capacity building for Inuit - Access to Traditional Knowledge - Inuit employment - More involvement from GN 			

✓ **Activities**

- Continue to build communication tools
- Provide affordable and effective training
- Increase awareness about the heritage sector in all levels
- Advocacy for the heritage sector with government
- Improve / increase information sharing and best practices

✓ **Challenges**

- Lack of long-term funding
- Difficulty to attract and retain skilled staff
- Loss of Traditional Knowledge
- Lack of an organization to coordinate on behalf of the sector
- Barriers to professional development opportunities
- Limited community involvement

3. Background Report on Updating the Strategic Plan

3.1. Overview of *Sivumut Kajusiniq* (Moving Forward) 2004 – 2009: Nunavut Heritage Sector Needs Assessment and Strategic Plan

Strategic Planning is “the process by which an organization envisions its future and develops strategies, goals, objectives and action plans to achieve that future”. The strategic planning process, if applied as the definition indicates, required an established organization to take the lead in developing the broad vision statement and goals. However, in the case of the Nunavut heritage sector stakeholders, there was no umbrella organization in 2004, but rather a collection of individual organizations and groups with varying programs and mandates. The work towards developing the first strategic plan therefore began with addressing how the stakeholders could work together in the future as an informal network of heritage organizations. The Nunavut Heritage Network (NHN) was envisioned as a dynamic framework for organizations to participate and contribute to the heritage sector.

The following Vision Statements, Mission Statements, and Values and Principles were identified for the Nunavut Heritage sector in 2004, and these statements will continue to guide the sector in the renewed strategy.

The **vision** for the Nunavut Heritage Sector states:

The Nunavut Heritage Sector is a vibrant sustainable network united in protecting, interpreting and promoting Nunavut’s rich heritage, in all its forms, by creating links with our past, present and future.

The **mission statement** of the Nunavut Heritage Network is to:

Facilitate collective support through the network, towards building capacity through promotion, education, and preservation of Nunavut’s heritage

The **values and principles** of the Nunavut Heritage Network are:

- To be inclusive of the heritage of all Nunavummiut

- To appreciate our elders and the role our heritage can play in shaping our future
- To recognize our present generation and the viable role they play in Nunavut's heritage
- to have open communication and sharing among Nunavut heritage stakeholders
- To assist and support Nunavut Heritage organizations towards achieving their goals
- To respect communities' desire to reflect their heritage in a way they see fit
- To recognize the important and diverse role heritage organizations play within the community
- To advocate the social and economic importance in investing in Nunavut's heritage
- To acknowledge the importance of having accountability

Strategic goals were defined in *Sivumut Kajusiniq* as short and long-term priorities born from the Vision and Mission Statement. The five year goals and priorities for the Nunavut Heritage sector 2004 – 2009 were:

Organization Structure and Capacity

Short Term 1 Year

- Create a Nunavut Heritage Network (NHN)
- Develop training programs and information to build capacity among heritage organizations

Long Term 2-5 Years

- Develop territorial, national and international affiliations
- Investigate the range of models for developing heritage centres in Nunavut
- Create education links with government

Communications

Short Term 1 Year

- Create a communications strategy for Network Membership
- Develop website
- Develop newsletter
- Host annual symposiums, and regular meetings by video/teleconferencing
- Establishing public awareness of the Nunavut Heritage Network

Long Term 3-5 Years

- Provide input into the development and operation of Nunavut Heritage Centre
- Lobby Government for support of heritage initiatives

Programs & Activities

Short Term 1 Year

- Develop and share best practices
- Assist organizations with enhancing their programs and activities

Long Term 3-5 Years

- Encourage the recording of traditional place names
- Support community-based collection and storage of artefacts, and Nunavut inventory of artefacts

Funding Goals

Short Term 1 Year

- Identify funding sources – Territorial, Federal and beyond
- Facilitate organizations ability to create self-generating revenue

Long Term 3-5 Years

- Encourage Government to put more funding into heritage sector

3.2. Updating the Strategy and Needs Assessment

Since 2004 the Nunavut Heritage Network has been working to achieve their goals as an informal association of heritage organizations and professionals to accomplish foundational work addressing a range of heritage sector needs that were not being addressed prior to the *Sivumut Kajusiniq* strategy. A few examples of the successful initiatives that grew out of the implementation of the 2004 – 2009 strategic plan include: the Training Institute; establishment of a Nunavut Heritage Training Fund for heritage workers wanting to improve their skills by attending conferences, workshops and distance education courses; conservator project, and collections management project. Other initiatives have been undertaken by individual heritage organizations, but will provide long term benefit to the heritage sector as a whole, such as the establishment of a scholarship for post-secondary beneficiary students studying for a heritage career.

A review of the 2004 – 2009 strategic goals implementation was undertaken as part of the update, to identify which tasks had been completed, were ongoing initiatives, or had not been undertaken in the past five years. The following section summarizes the progress made to date on the goals and tasks in the previous strategic plan.

Organizational Structure

Sivumut Kajusiniq set the tasks, priorities, and timeline for achieving the collective goals of heritage stakeholders between 2004 and 2009. To work towards these goals, the stakeholders proposed a seven-person interim steering committee/focus group in 2005, with the first year task of formally creating a Nunavut Heritage Network (NHN) organization. The formal NHN structure was never completed, in

large part because no heritage organization in Nunavut has the mandate or resources to create and operate the NHN under their umbrella of programs. However, the informal network of heritage stakeholders did continue to work towards the goals of *Sivumut Kajusiniq*, with Inuit Heritage Trust allowing many of the strategic plan goals to be initiated by their Project Manager, and other individuals and organizations providing support as and when required. The successful initiatives from *Sivumut Kajusiniq* are therefore a direct result of the dedication and partnerships of this informal group of heritage sector stakeholders.

The following objectives related to the goals for Organizational Structure were completed, or initiated and remain ongoing, as of 2009:

- A detailed contact list of all heritage sector stakeholders was created as part of the strategic planning in 2004, and this document has been updated on a regular basis over the past five year.
- Baseline data on heritage organizations was collected through the needs assessment surveys in 2004 and 2009.
- Fostering organizational development at the community level has been addressed through training institute courses and the weekly heritage “Digest” e-mailed to all stakeholders.
- The development of territorial affiliations and networking has occurred through the NHN by developing partnerships with other territorial organizations, for example the Nunavut Arctic College (training) and Nunavut Research Institute (data collection).
- Individual organizations in the sector have been recognized for their programs, which increases the profile of the overall sector. In 2009 the Inuit Heritage Trust received a Canadian Museum association (CMA) award for their training plan program (Training Institute). Other projects are also bringing additional recognition and exposure to the heritage sector.
- Heritage centre and collection support has been provided through Training Institute courses, and NHN members on an “as and when” basis, in the territory to community heritage groups. For example, information and advice was available to the Kugluktuk Heritage Centre when their collection was moved into the local school.

The following tasks related to the goals for Organizational Structure were not undertaken, as of 2009:

- The development of national and international affiliations has not been undertaken through the NHN, however, individually several heritage organizations in Nunavut are pursuing these affiliations and sharing information with other Nunavut heritage groups through the weekly “Digest” and discussions. The implementation of this goal, as stated, is limited by the lack of a formal NHN structure.

- The investigation of the range of models for developing heritage centres in Nunavut and relevant studies conducted both for Nunavut and Canada (i.e. GN Feasibility Study for the Heritage Centre (Tri-Lateral Working Group model) has not been undertaken through the NHN as a specific initiative, however, through the training institute heritage groups have access to information concerning heritage centre operations and collections. The implementation of this goal, as stated, is limited by the lack of a formal NHN structure and dedicated funding.
- A lack of action by the Government of Nunavut on the Heritage Centre has limited territorial activity related to heritage centre contributions to the larger heritage sector.
- The creation of education links with government through virtual museums and IT education tools has not been undertaken through the NHN as a specific initiative, however, through the training institute and “Digest” heritage groups have access to information concerning education and alternative/new technology in heritage education and operations. The implementation of this goal, as stated, is limited by the lack of a formal NHN structure, funding, and government participation in initiatives.

Building Sector Capacity

The needs assessment in 2004 identified “capacity” as a key theme that posed both opportunities and challenges for heritage sector organizations in Nunavut. As a result, the NHN set Capacity Building as a goal in the five year plan, and several objectives were identified to help achieve the goal, including developing communications tools, and developing training programs. The following objectives related to the goals for Building Sector capacity were completed, or initiated and remain ongoing, as of 2009:

- Create a communications strategy for the NHN, including developing communication network among members (list serves).
- The development of a heritage sector website was proposed, a page piggybacking from an existing site was operational in the first year of the strategy, but this page was later dropped. In 2009, the initiative was restarted with an external web designer developing a Nunavut Heritage Network website to be hosted off of the Inuit Heritage Trust site. The new website was in development at the time of this report.
- The heritage “Digest” was developed by the Project Manager of the Inuit Heritage Trust. A four page weekly newsletter digest is prepared and emailed (in English) to members of the heritage network.
- One of the greatest successes of the previous strategic plan has been the development of training programs to help build capacity among heritage organizations. The Training Institute was initiated by IHT and NHN organizations, and the courses are recognized by the Nunavut Arctic College (NAC) (not for credit). In the future, the Training Institute hopes gain

ongoing funding and support to expand and regularize course offerings through partnerships with schools in the territory, NAC, and other training organizations.

- The task of teasing out some heritage issues related to social economy, while looking at all social economy organizations across Nunavut has been developed through a partnership with the Nunavut Research Institute (NRI). The NRI will be undertaking a study, and agreed to ask “heritage” specific questions to collect statistics and examples that could inform the activities of the NHN. In addition, the needs assessments surveys completed by NHN in 2004 and 2009 are contributing to baseline data on the sector.
- Spreading public awareness of the Nunavut Heritage Network has not been undertaken as originally identified in the strategic plan. The growth of public awareness of heritage has occurred primarily through local heritage groups. The efforts to build capacity of these groups, through the training, have contributed indirectly to increased awareness of heritage in Nunavut.
- The NHN has not lobbied Government for support of heritage initiatives as originally envisioned in the strategic plan. This responsibility has been taken up by individual organizations.

The following tasks related to the goals for Building Sector Capacity were not undertaken, as of 2009:

- The objective of hosting annual symposiums, or regular meetings by video/teleconferences was not initiated due to the high cost of travel and funding limitations of most heritage organizations. The Training Institute courses are an opportunity to bring together heritage representatives every 1-2 years.
- The specific task, to develop information packages for heritage organizations including best practices, was not completed as initially envisioned. A more feasible approach for the NHN, given its structure, was to offer information through the weekly “Digest”, and courses offered by the Training Institute.
- The NHN has not been able to provide input into the development and operation of Nunavut Heritage Centre because the Government of Nunavut has not initiated the project.

Funding Goals

Heritage organizations in 2004 identified annual funding as a barrier to the growth and sustainability of the sector, and a root cause of some of the challenges that the sector faced with regards to program delivery, capacity and organizational development, and the protection of heritage resources and knowledge in Nunavut. The following objectives related to the goals for Funding were initiated and remain ongoing, as of 2009:

- Through the weekly newsletter “Digest”, the NHN has been able to collect and share information about potential funding sources – Territorial, Federal

and other (e.g. foundations) – with heritage organizations. The NHN sees itself as a “pathfinder” for information on funding programs, but despite individual organizations making efforts to provide support to other organizations in completing funding applications, the NHN does not have the capacity to provide administrative support to heritage organizations on funding applications.

- Through the Training Institute, heritage organizations have been given some information to help them create self-generating revenue opportunities.
- Through the Training Institute, heritage organizations have been given some information on the benefits of becoming registered charities.
- Individual organizations in the heritage sector lobby Government to put more funding streams into Nunavut’s heritage sector.

It is noted that none of the objectives from the 2004 strategic plan have been listed as complete or incomplete. The funding issue remains a key challenge based on the results in 2009 from the needs assessment survey, requiring ongoing efforts and initiative to ensure the heritage network is stable and sustained in the future.

Developing Sector Programs

The following objectives related to the goals for Developing Sector Programs were completed, or initiated and remain ongoing, as of 2009:

- Through the Training Institute, the NHN is providing information to organizations on ways to enhance their programs and activities.
- The NHN is in the process of initiating a collections management system that all museums, visitor centres, and archives will be able to use as of March 2010. This initiative will help with community-based collections and storage of artefacts, and create a Nunavut inventory of artefacts.
- The NHN provides information through the “Digest” on funding programs available for programs, activities and special projects (including facility and equipment funding).

The following tasks related to the goals for Developing Sector Programs were not undertaken, as of 2009:

- The development of best practices was not undertaken as envisioned in the strategic plan because this information was found to be available to Nunavut organizations through Museum Associations in other jurisdictions.
- Despite the efforts of every member of the NHN, the ongoing recording of traditional place names, and use of Traditional Knowledge in the heritage sector, is identified as an area that is not receiving enough attention. This is a challenge that the sector faces in the future due to a lack of funding and political will to make these activities a priority.

4. Nunavut Heritage Needs Assessment

4.1. Introduction

In 2004 a Needs Assessment survey was completed with a number of Nunavut's heritage sector stakeholders. The results of the 2004 Needs Assessment were used to better understand the opportunities and challenges that the members of the Nunavut's heritage sector, and at the same time to guide the identification of overarching goals of the sector in the first five year strategic plan.

Recognizing that the needs of the heritage sector have evolved, and to make sure that the activities and the support provided by the update strategic plan were addressing the present needs and challenges that the stakeholders of the heritage sector are presently facing, the NHN decided to conduct a follow up Needs Assessment in 2009.

The revised survey included questions in two general categories: assessing the needs of Nunavut Heritage organizations; and reviewing the strategic priorities of the Nunavut Heritage sector plan from 2004 - 2009. The surveys are included in the appendices to this report (Appendix 6.1).

4.2. Issuance of Survey

The main tasks in undertaking the 2009 survey included:

- Identification of key NHN stakeholders;
- Update the survey;
- Implementation of the survey;
- Follow-up with various stakeholders in order to increase the response rate;
- Data processing and analysis, and
- Report preparation

The following is a summary of these steps:

- Identification of Nunavut Heritage Network Stakeholders:

IHT and Aarluk updated the contact list of the Nunavut Heritage Network organizations/individuals to be contacted for the purpose of this project. The contact list for 2009 includes 76 individuals or organizations. A letter of introduction for the project was prepared and translated, and sent to stakeholders by IHT before the survey was issued;

- Update of the Needs Assessment Survey:

IHT and Aarluk reviewed the questions from the 2004 survey and made revisions to reflect the *Sivumut Kajusiniq* strategic plan goals; to correct problem questions identified in the 2004 survey; and to introduce new questions that reflect current issues and conditions of the heritage sector in Nunavut. The revised survey was translated prior to being emailed to all of the NHN stakeholders.

- Survey Implementation

The survey was sent to NHN stakeholders on June 16, 2009, with a deadline for response of June 30, which was subsequently extended to August 7.

A total of eighteen completed surveys were received. The initial stakeholder group of 76 individuals was later reduced to a potential pool of 63 stakeholders due to vacancies or new employees with heritage groups. The total response rate in 2009 was 28.5%. This is lower than the response rate in 2004, when 63% of stakeholders responded.

Common responses from stakeholders that were contacted but did not participate in the survey included: “the survey is too long”, “I am too new to the job to fill this in”, or “I promise to complete it” and then no submission would follow. Issuing the survey over the summer months may have contributed to lower response rates.

- Data processing and analysis

The data processing and analysis included a content analysis for the qualitative data, and statistical / descriptive analysis for the quantitative data.

- Reporting

The data processing and analysis informed the development of this, the final report on the survey, and the development of the update strategic plan.

4.3. Comparison with 2004 Survey

An objective of the project was to use the 2009 survey to conduct a follow up Needs Assessment of the heritage sector so that data collected in 2009 could be compared with data from the 2004 survey. As the number of responses for the 2009 Needs Assessment survey was limited, it was not possible to conduct an adequate, statistically defensible comparison between the results of the surveys completed in 2004 and 2009.

All the comparisons provided in this report between 2004 and 2009 data are used only to illustrate general trends, and are not to be considered comparable base line data.

4.4. Distribution of Organizations

The distribution (by region) of the stakeholders that completed and returned the 2009 survey is presented in Table 1. The distribution of organizations is compared with the representation of stakeholders from the 2004 survey.

Table 1 –Distribution of 2004 and 2009 Needs Assessment respondents by region

No	Representation	2004		2009	
		Number	%	Number	%
1	Baffin	16	45.7	12	66.9
2	Kivalliq	11	31.4	2	11.2
3	Kitikmeot	3	8.6	3	11.2
4	Nunavut-wide	5	14.3	-	-
5	Outside of Nunavut	-	-	1	5.6
6	TOTAL	35	100.0	18	100.0

5. Survey findings and analysis

The following section provides a summary of the main findings of the 2009 survey as well as an analysis of the key aspects. A more detailed breakdown of the findings and analysis of all the areas covered by the survey is provided in Appendix 6.2.

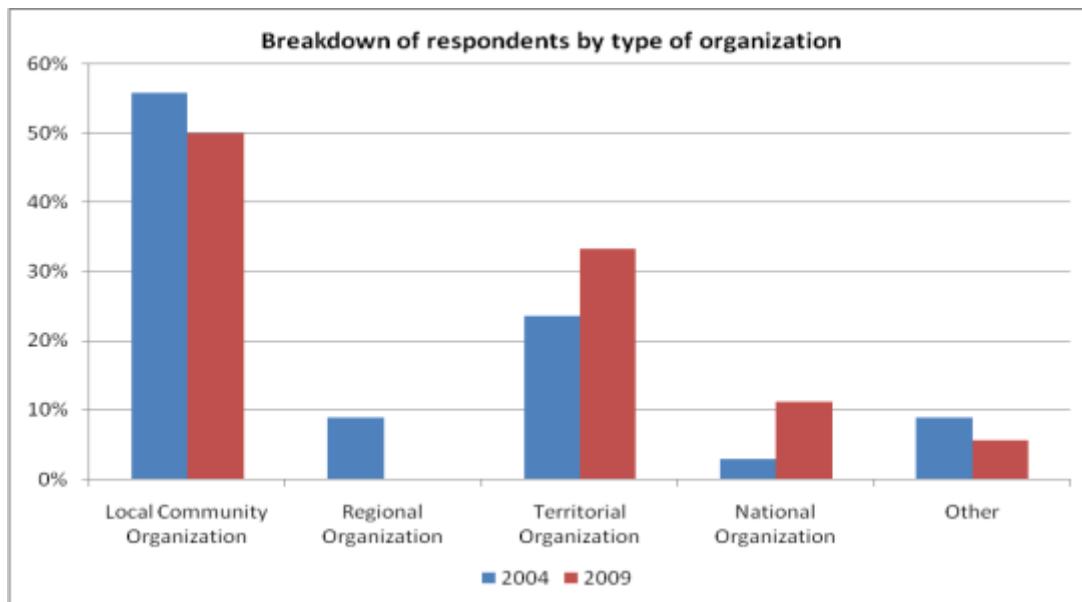
5.1. Composition of the respondents

A total of 18 stakeholders completed and returned the survey forms. Half of those stakeholders were community based organizations, six were territorial organizations, one was a national organization and one organization identified itself as “other”. Table 2 and Graph 1 provide a detailed breakdown of the stakeholders that responded to the survey, as well as a comparison with the stakeholders that responded to the survey completed in 2004. Although response rate was much lower in 2009, the representation of organization type, by percentage, was similar in 2004 and 2009.

Table 2 – Breakdown of survey respondents for 2004 and 2009 Needs Assessment

No	Representation	2004		2009	
		Number	%	Number	%
1	Community	19	55.9	9	50.0
2	Regional	3	8.8	-	-
3	Territorial	8	23.5	6	33.3
4	National	1	2.9	2	11.1
5	Other	3	8.6	1	5.6
6	TOTAL	34	100.0	18	100.0

Graph 1 – Breakdown of respondents by type of organization



5.2. Achievement of goals and objectives for the period 2004 – 2009

The first section of the 2009 survey asked respondents questions concerning the 2004-2009 strategic plan for the Nunavut Heritage sector. Questions sought answers specific to the strategic objectives and goals, and the impact of the implementation of the strategic plan on the Nunavut Heritage Network, their own organization, and the overall heritage sector.

Survey respondents were asked to state the:

- Benefits that have been realized in the last five years (2004 – 2009) as the result of the implementation of the heritage sector strategic goals both from their organizational perspective, and for the Nunavut Heritage sector in general;
- Challenges faced during the implementation of the strategy both from their own perspective and for the Nunavut Heritage sector in general;
- Level of achievement of the goals identified by the strategy;
- Benefits that have been realized in the last five years (2004 – 2009) as the result of the implementation of the heritage sector strategic objectives both from their organizational perspective, and for the Nunavut Heritage sector in general; and
- Level of achievement of the objectives identified by the strategy.

5.2.1. Strategic Goals 2004 - 2009

The key **benefits** organizations reported were of direct benefit to their own organizational capacity from the implementation of the goals of the Nunavut Heritage Strategy included:

- *Networking* – The NHN improved the connection between various heritage related organizations;
- *Training* – NHN provided affordable training opportunities for the staff of heritage related organizations; provided assistance in professional development through training programs and workshops by the heritage “Training Institute”; and provided practical experience to heritage organizations;
- *Promotion and awareness* of the heritage sector – NHN created more awareness about the heritage sector both in Nunavut as well as outside of Nunavut, and at the same time increased awareness about the heritage sector with other organizations and government departments; helped with the promotion of Archives;
- *Support with planning and implementation* of projects – NHN supported the development of a number of heritage programs;
- *Support for funding* applications – NHN helped the members to develop awareness of funding resources available and helped build the capacity of various organization to access those funding resources

The representatives of the community based organizations stated that the main benefits that they have derived from the implementation of the Strategic goals included: i) networking, sharing of information and knowledge, ii) training, and iii) promotion of the heritage sector. For the territorial organizations the main benefits included: i) networking, ii) training, and iii) increased awareness about the heritage sector.

According to the respondents, the key **benefits** for the Nunavut Heritage Sector in general, as a result of the implementation of the strategic plan, included:

- *Networking / sharing ideas* – Networking between a number of heritage related organizations has improved the efficiency of the whole NHN, and the sharing of ideas amongst the organizations has strengthen the capacity of the members of the NHN; the networking is happening both at organizational levels and at personal levels and as such is improving communication channels and communication flow between NHN members;
- *Awareness* about heritage sector – The general awareness of the heritage sector has increased amongst heritage and non-heritage related organizations; members of the NHN are more aware of the successes and challenges of the whole heritage sector;

- *Training* – Training provided through NHN has strengthened the overall capacity of the heritage sector;
- *Confidence* of staff / organizations – Increasing the level of experience amongst the staff of heritage related organizations lead to an increase in confidence from the staff and the heritage related organizations;
- *Support* for heritage related programs – The NHN has supported the development of a number of heritage related programs;

The key **challenges** that individual organizations faced during the implementation of the Strategic Goals included:

- *Lack of skills / local capacity* – While the capacity of heritage related organizations has improved, the lack of skills and local capacity remains the main challenge that the heritage organizations are facing;
- *Funding* – The lack of funding for core operations as well as for capital improvements was another challenge that almost all the heritage related organizations face;
- *Human resources / staff turn-over* – The lack of long-term funding has resulted in the lack of continuity of staff and frequent turn-over of staff;
- *Project management / meeting deadlines* – Lack of skills and local capacity has been reflected even in the organizational capacity to deal with complex projects as well as to meet certain deadlines related to the implementation of various heritage related projects;
- *Distance / logistics / costs* – The distance and the relative high cost of travel to attend workshops and training courses impacted the ability of a number of organizations to attend such events;
- *Knowledge of resources* – Lack of knowledge about various resources (funding, tools, training opportunities) meant that a number of organizations were not able to apply / benefit from these available resources.

The key **challenges** that organizations reported for the Heritage Sector in general included:

- *Funding* – The lack of long-term and appropriate funding has resulted in limited organizational capacity, and the delivery of programs;
- *Awareness* of the heritage sector – The lack of awareness about the role of the tourism and heritage sector in Nunavut has resulted in a significant challenge;
- *Project / program management* - Lack of skills and local capacity has been reflect even in the organizational capacity to deal with complex projects as well as to meet certain deadlines related to the implementation of various heritage related projects;
- *Knowledge of resources* - Lack of knowledge about various resources (funding, tools, training opportunities) meant that a number of

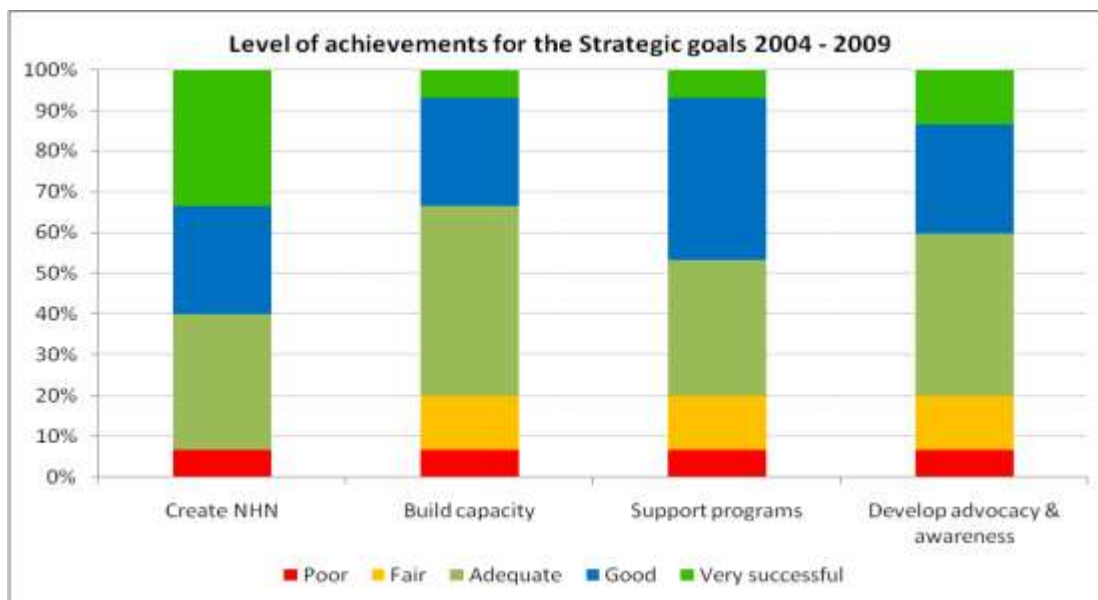
organizations were not able to apply / benefit from these available resources

- *Human resources* / staffing – The lack of long-term funding has influenced the recruiting and the retention of staff in heritage related organizations;
- *Lack of infrastructure* (Nunavut Heritage Centre) – The lack of a Heritage Centre has hampered the implementation of a number of activities related to training, awareness, advocacy etc.

The main challenges for the community based organizations included: i) lack of funding, ii) inadequate human resources, and iii) lack of project / program management skills.

When asked about the level of achievement of the strategic goals for the period 2004 – 2009, the majority of the respondents stated that the strategic goals were achieved adequately to very successfully. Graph 2 shows the complete breakdown of responses. More detailed information for each of the strategic goals is provided in Appendix 6.2].

Graph 2 – Level of achievement of strategic goals 2004 - 2009



As can be seen from Graph 2, the creation of the NHN was considered by the majority of the respondents (93%) as being achieved adequately to very successfully, followed by the development of advocacy and awareness, support for the heritage programming and capacity building. The high successful level of achievement in relation to the creation of the NHN is related to the fact that the respondents considered as their main benefits from the newly established network the opportunity to connect with other heritage organizations, training opportunities

provided by the network, as well as the support provided in relation to funding applications and awareness creation.

Table 3 –provides a summary of the benefits derived from and challenges faced by heritage related organizations during the implementation of the Strategic goals for the period 2004 – 2009.

Table 3 – Summary of benefits and challenges – Strategic goals 2004 – 2009

All heritage sector		
	Benefits	Challenges
At the Organization level:	<ul style="list-style-type: none"> - Networking with other heritage related organizations - Affordable training opportunities - Promotion and awareness of the heritage sector - Support related to funding applications - Support with planning and implementation 	<ul style="list-style-type: none"> - Lack of local capacity and skills - Lack of long term funding and funding in general - Difficulty in attracting and retaining qualified/motivated staff - Lack of general project management skills - Distance / logistics / high cost of doing business in general - Lack of knowledge about various resources
At the Sectorial level:	<ul style="list-style-type: none"> - Networking and sharing ideas - Increased awareness about the heritage sector - Affordable training opportunities - Confidence of staff - Support for heritage related programs 	<ul style="list-style-type: none"> - Lack of long-term funding - Limited awareness about the heritage sector - Difficulty in attracting and retaining skilled staff - Lack of people with project management skills - Limited knowledge on various resources - Lack of infrastructure – Nunavut Heritage Centre
Community based organizations		
	Benefits	Challenges
	<ul style="list-style-type: none"> - Networking and sharing of ideas - Training opportunities - Promotion and awareness about the heritage sector 	<ul style="list-style-type: none"> - Lack of funding - Lack of adequate human resources - Lack of general project management skills

5.2.2. Strategic Objectives 2004 - 2009

The benefits that organizations say have been realized in the last five years as a result of the **objectives** from the strategic plan goals include:

- *Training* – The IHT Training Institute provided important training modules, and the skills and knowledge gained from those training modules improved the quality of programs provided by heritage organizations; the new skills and knowledge that have been acquired through the training modules have had an impact within the community as well as have been shared with other organizations in the community;
- *Communication* – The members of the NHN benefited from the development of various communication tools and from the regular communication between heritage organizations;
- *Networking* – The increased networking and communication between various heritage related organizations has improved sharing of information between heritage organizations, has helped heritage organizations to work together, and has increased the networking with both organizations in Nunavut and across Canada.

The main benefits that individual community based organizations derived from the implementation of the objectives of the strategic objectives included: i) training, and ii) communication and information sharing.

The key benefits that the Heritage Sector in general gained as the result of the strategic plan **objectives** include the following:

- *Networking* – The networking between various heritage related organization resulted in better teamwork, an increase in project and funding applications, creating a supportive and positive professional environment, and a greater sense of being connected and supported;
- *Communication tools* – The communication tools developed and the regular communication between the members of the NHN has helped establishing closer relationships between various organizations, as well as providing access to various heritage related resources and information;
- *Training* – The professional development courses resulted in increasing the capacity of various heritage related organizations;
- *Awareness creation* – As the result of the work done by the NHN, the general awareness about the heritage sector in Nunavut has been raised;

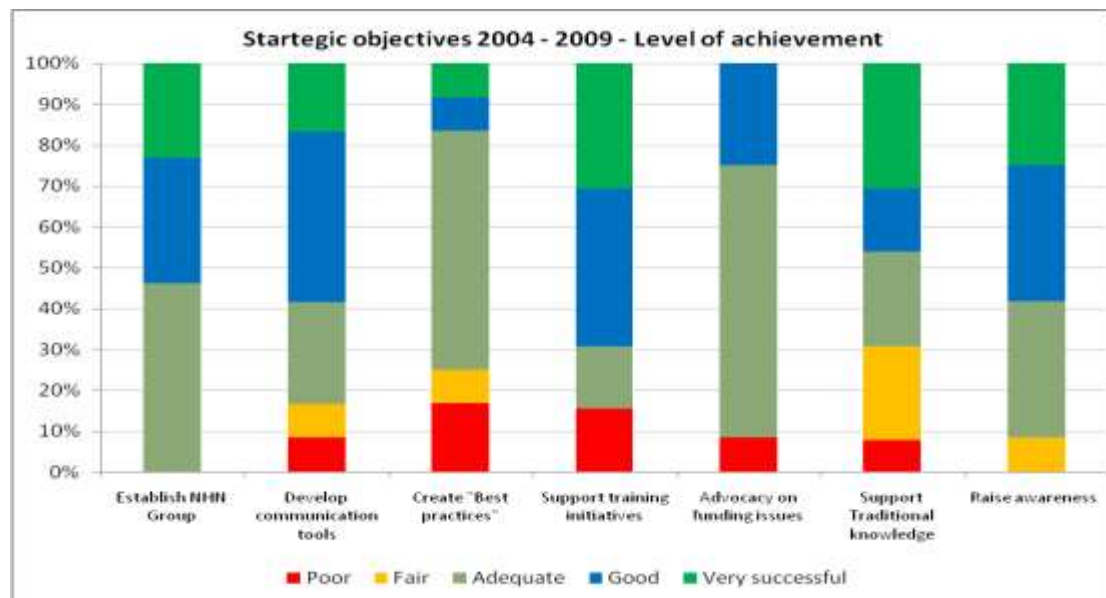
The main challenges reported by informants on the achievement of the **objectives** for the strategic plan goals that have experienced in the past five years include:

- *Lack of support from GN* – The commitment from GN both in terms of funding as well as the general commitment in relation to the heritage sector is not satisfactory.

- *Limited use of Traditional Knowledge* – The lack of funding has limited the number of programs that can be implemented in the communities, and as such the amount of Traditional Knowledge that is collected and utilized is very limited;
- *Competition* from similar organizations for funding – a small percentage of respondents were concerned that the limited amount of funding forces heritage related organizations to compete for the same funding sources, and as such, sharing information and resources with other heritage related organizations is not always seen as feasible. Given the cooperative nature of heritage organizations in the territory, this concern highlights the pressure that limited funding places on organizations decision making process.

The main **challenges** that community based organizations faced during the implementation of the objectives were: i) lack of funding, and ii) limited use of Traditional Knowledge.

Graph 3 – Strategic objectives 2004 – 2009 – Level of achievement



Data from Graph 3 shows that the objective that was most successfully achieved was the establishment of the NHN, followed by awareness creation, while Table 4 provides a summary of the benefits and challenges as related to the implementation of the objectives for the 2004 – 2009 strategic plan.

Table 4 – Summary of benefits and challenges – strategic objectives 2004 – 2009

All heritage sector	
Benefits	Challenges
<ul style="list-style-type: none"> - Training opportunities - Communication tools and opportunities - Networking with other heritage related organizations - Awareness creation about the heritage sector 	<ul style="list-style-type: none"> - Limited use of Traditional Knowledge in heritage related activities - Lack of support from GN - Competition from similar organizations for funding
Community based organizations	
Benefits	Challenges
<ul style="list-style-type: none"> - Training opportunities - Communication tools 	<ul style="list-style-type: none"> - Limited funding - Limited use of Traditional Knowledge in heritage related activities

Table 5 provides a summary of the key benefits that the participants derived from the implementation of the strategic goals and objectives for the period 2004 – 2009 as well as the challenges they faced during the same period.

Table 5 – Summary of benefits and challenges – Period 2004 - 2009

All heritage sector	
Benefits	Challenges
<ul style="list-style-type: none"> - Networking with other heritage related organizations - Training opportunities - Increased awareness related to the heritage sector - Support with funding applications - Increased confidence in staff - Communication tools 	<ul style="list-style-type: none"> - Limited local capacity - Lack of long-term funding - Difficulties attracting and retaining staff - Limited project management skills - High cost of doing business in general - Limited awareness about the heritage sector in all levels - Lack of the Nunavut Heritage Centre - Limited use of Traditional Knowledge - Lack of support from GN - Competition from other similar organizations – especially related to funding sources

Community based organizations	
Benefits	Challenges
<ul style="list-style-type: none"> - Networking with other heritage related organizations - Training opportunities - Promotion of the heritage sector - Increased awareness about the heritage sector - Communication tools 	<ul style="list-style-type: none"> - Limited funding - Inadequate human resources - Lack of general project management skills - Limited use of Traditional Knowledge

5.3. Opportunities, challenges and priorities for the next five years

The participants were asked to identify the opportunities, challenges and priorities for the next five-year period, both for their specific organizations, as well as for the whole Nunavut Heritage Network. The following section of the report describes these opportunities, challenges and priorities.

5.3.1. Opportunities for the next five years

The greatest **opportunities** organizations believe they can realize in the next five years include:

- *Increased awareness* – The increased awareness would include an increased public recognition of the importance of the heritage sector and an increased interest in young people in the heritage sector, as well as develop interpretive products that inform the general public about the Inuit culture, language and practices;
- *Training / local capacity building* – The training courses provide by the Training Institute has created the foundation for improving the local capacity, and as such it is important in continuing to provide training courses geared towards the needs of heritage organizations;
- *Growing collections* – The increased local capacity has made possible that various heritage related organizations continue to grow their collection;
- *Networking* – Networking of heritage related organizations within Nunavut, in Canada and internationally is considered to be important factor that contributes to a successful and efficient NHN;
- *Creation of the Nunavut Heritage Centre* – The creation of the Nunavut Heritage Centre, announced by the Government of Nunavut as a future initiative, would greatly improve the operation of the NHN and the whole heritage sector in Nunavut;
- *Increased use of Traditional Knowledge* – In recognizing the importance that the Traditional Knowledge has in Nunavut communities,

- opportunities exist in supporting and collaborating on Traditional Knowledge projects across the communities;
- *Increased involvement of communities* – With the increased awareness about the heritage sector in the communities, the chances are that community residents would be more involved in heritage related activities and projects in the future.

The opportunities that community based organizations see for the next five years include: i) improving local capacity, ii) increasing awareness about the heritage sector in the communities, region, Nunavut, nationally and internationally, iii) increased use of Traditional knowledge in heritage related activities, and iv) growing heritage related collections. Table 6 summarizes the opportunities for the next five years as seen by the respondents of the survey.

Table 6 – Summary of opportunities for the next five years

All heritage sector
<ul style="list-style-type: none"> - Increased awareness about the heritage sector in the communities, Nunavut, Canada - Increased local capacity - Affordable and effective training opportunities - Growing collections - Improved and increased networking between heritage related organizations - Creation of the Nunavut Heritage Centre - Increased use of Traditional Knowledge in heritage related activities - Increased involvement of the community members in heritage related activities
Community based organizations
<ul style="list-style-type: none"> - Improved local capacity - Increased awareness about the heritage sector - Increased use of the Traditional Knowledge - Growing heritage related collections

5.3.2. Challenges for the next five years

The greatest **challenges** heritage related organizations believe they will face in the next five years included:

- *Long-term funding* – The greatest needs are for long-term funding for staffing, operations and maintenance; the recognition by the Government of Nunavut of heritage organizations through a long-term commitment to financial support would benefit all heritage related organizations;
- *Government of Nunavut to make heritage a priority* – Lobbying GN to making heritage a political, cultural, and economic priority: the

establishment of the Nunavut Heritage Centre has to be seen by the GN as a priority;

- *Human resources* – Hiring and retaining staff with genuine interest in the heritage work; High turnover rate and continuous change of personnel in community organizations;
- *Professional development* – The limited local capacity contributes and limits the quality of the implementation of heritage related projects / activities;
- *Loss of Traditional Knowledge* – The speed at which the first hand Traditional Knowledge is disappearing is increasing;
- *Lack of an organization to represent the Heritage Sector*– Without a territorial body to coordinate and act on behalf of the sector, the heritage organizations will continue to act independently, which will result in inefficient use of resources, overlapping of projects / activities, and loss of cooperation / opportunities.

The main challenges that community based organizations identified for the next five years included: i) limited long-term funding, ii) attracting and retaining skilled staff members, and iii) lack of community involvement in heritage related activities. Table 7 shows the summary of the potential challenges that the heritage sector might face in the next five years.

Table 7 – Potential challenges to be faced in the next five years

All heritage sector
<ul style="list-style-type: none"> - Ensuring long-term funding - Attracting and retaining skilled staff - Loss of Traditional Knowledge - Limited commitment from GN - Lack of an organization dedicated to the heritage sector - Limited opportunities for professional development
Community based organizations
<ul style="list-style-type: none"> - Limited long-term funding - Attracting and retaining skilled staff - Lack of community involvement in heritage related activities

5.3.3. Future activities to be implemented by NHN

When asked about the **future activities** that the NHN could implement in order to help heritage related organizations, the respondents stated the following:

- *Development of communication tools* – There is a need to continue to develop various communication tools that will allow heritage related

- organizations to communicate with each other, share ideas and experiences, and lobby various levels of government;
- *Continue to provide training* – The continuation of the training courses, offered through IHT Training Institute, should continue in order to provide a solid foundation for local staff to gain overall knowledge about the heritage sector; For more effective training, respondents recommended more courses could be delivered on-the-land in spaces of importance for the communities as well as in the classrooms. It was also suggested that the current Training Institute program could connect to the culture school in Clyde River, if that school is willing to offer formalized or curricular training;
 - *Awareness creation* – Increasing the awareness about the heritage sector will continue to be an important aspect of the overall development for the sector;
 - *Advocacy* – The key areas for advocacy would have to address issues such as availability of long-term funding, resource distribution, professional development, etc; Continue to be an advocate for the heritage sector both at territorial and federal level;
 - Continue to *share information* on funding sources, best practices.

5.3.4. Priorities for the Heritage Sector

The respondents were asked to identify any priorities for the heritage sector at community, territorial and regional level. The key suggested priorities at community level are presented in Graph 4, and a total breakdown of responses is presented in Table 8. Graph 5 shows the key suggested priorities at regional level with Table 9 providing a complete breakdown for the priorities at the regional level. Table 10 shows the breakdown of suggested priorities at territorial level.

Graph 4 – Suggested key priorities for the Heritage Sector at the community level

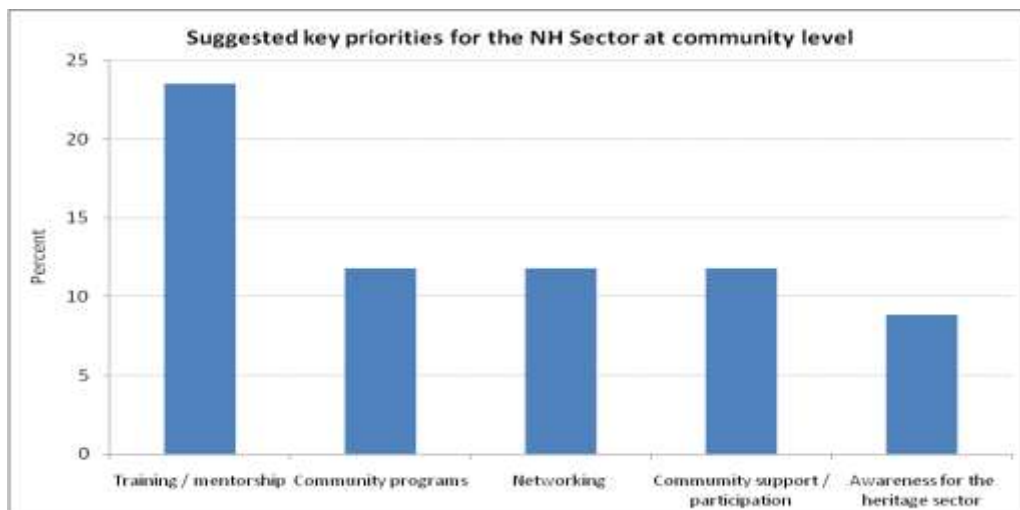
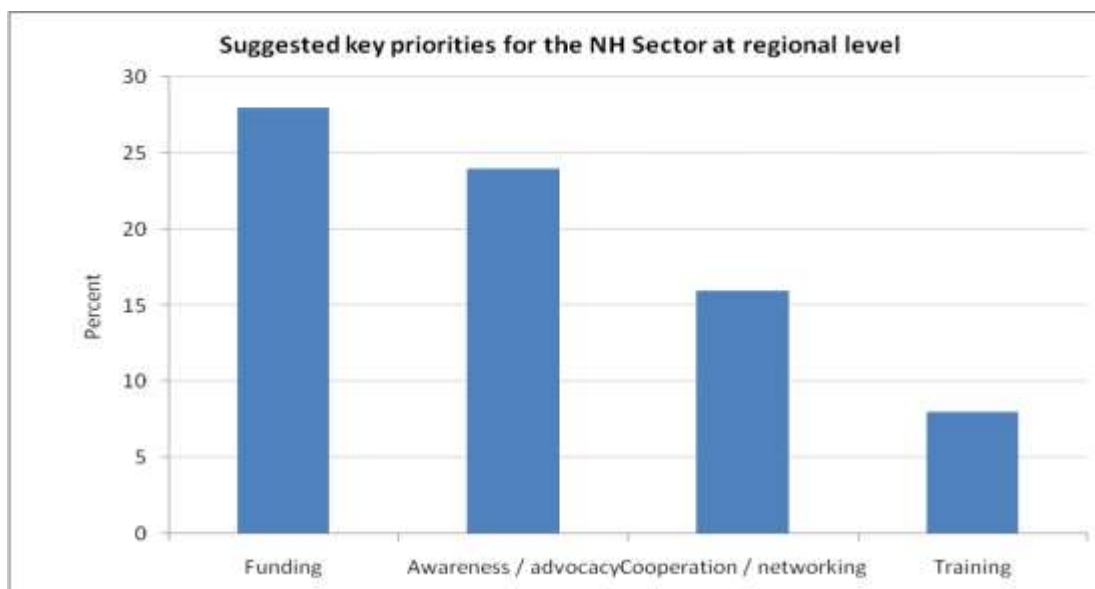


Table 8 – Breakdown of suggested priorities for Heritage Sector at the community level

No	Suggested priorities	Number of responses	%
1	Training / mentorship	8	24
2	Community programs	4	12
3	Networking	4	12
4	Community support / participation	4	12
5	Awareness for the heritage sector	3	9
6	Awareness for funding	2	6
7	Increased capacity / education for Inuit	2	6
8	Adequate funding (both core and special project)	2	6
9	Effective use of resources	2	6
10	Strengthening partnerships	1	3
11	Work with elders	1	3
12	Advocacy for funding	1	3

Graph 5 – Suggested key priorities for the NH Sector at regional level¹



¹ “Regional Level” indicates priorities that organizations/groups within a region would/could address of particular interest to their own region.

Table 9 – Suggested priorities for Heritage Sector at the regional level

No	Priorities	Number of responses	%
1	Funding	7	28.0
2	Awareness / advocacy	6	24.0
3	Cooperation / networking	4	16.0
4	Training	2	8.0
5	Access to traditional knowledge	1	4.0
6	Inuit employment	1	4.0
7	Education and capacity building for Inuit	1	4.0
8	More involvement from GN - CLEY	1	4.0
9	Sustainability	1	4.0
10	More support	1	4.0

Graph 6 - Suggested key priorities for Heritage Sector at territorial level

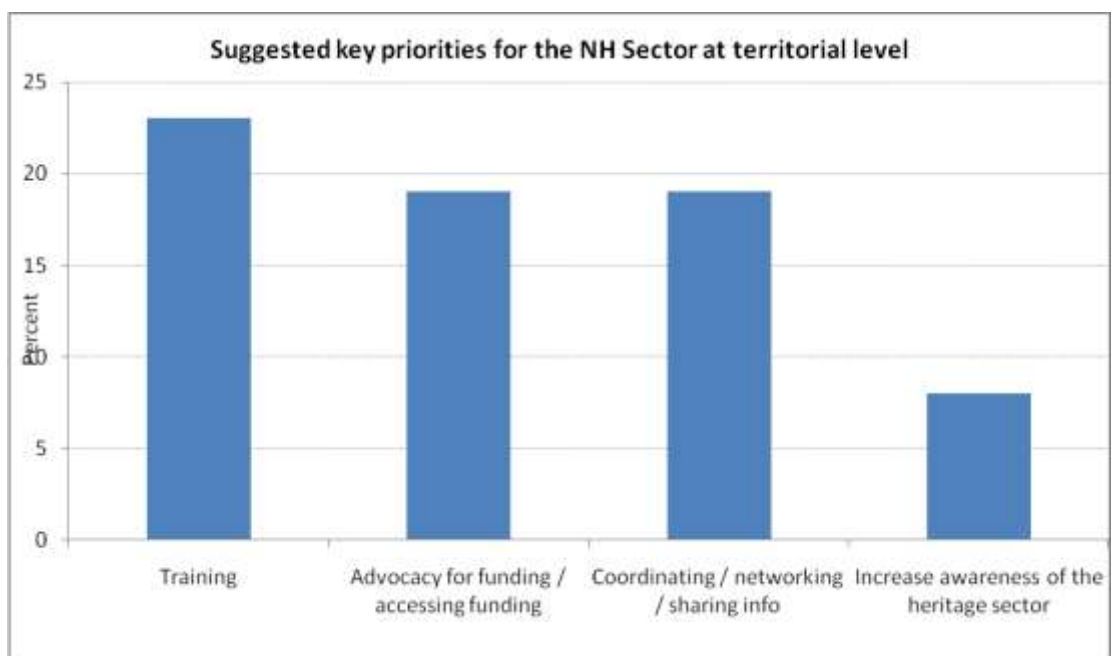


Table 10 – Breakdown of suggested priorities for Heritage Sector at the territorial level

No	Priorities	Number of responses	%
1	Training	6	23
2	Advocacy for funding / accessing funding	5	19
3	Coordinating / networking / sharing info	5	19
4	Increase awareness of the heritage sector	2	8
5	Share resources	1	3.8
6	Set up a Regional Committee	1	3.8
7	Identify partnerships	1	3.8
8	Community visits	1	3.8
9	Education / capacity building for Inuit	1	3.8
10	Digital infrastructure	1	3.8
11	Lobby GN for the Nunavut Heritage Centre	1	3.8
12	Work with elders	1	3.8

As can be seen from Table 8, 9, and 10, the top five priorities at community, territorial and regional level are almost the same. These priorities include:

- Training and mentorship
- Networking / coordination
- Awareness for the heritage sector
- Advocacy
- Funding in general and long-term funding.

Summary of opportunities, potential challenges and priorities for the next five-year period (2010 – 2015) is provided in Table 11.

Table 11 – Summary of opportunities, challenges and priorities for 2010 – 2015

Opportunities	Challenges
<ul style="list-style-type: none"> - Increased awareness about the heritage sector in all levels - Increased local capacity - Affordable and effective training - Grow heritage related collections - Increased networking by heritage related organizations at all levels - Establishment of the Nunavut Heritage Centre - Increased use of Traditional Knowledge - Increased involvement of the communities in the heritage related activities 	<ul style="list-style-type: none"> - Lack of long-term funding - Difficulty to attract and retain skilled staff - Loss of Traditional Knowledge - Lack of commitment from GN - Lack of an organization to represent heritage sector organizations/groups - Lack of professional development opportunities - Limited community involvement

Priorities	Future activities
<ul style="list-style-type: none"> - Funding - Awareness / advocacy - Cooperation / networking - Training - Access to Traditional Knowledge - Inuit employment - Education and capacity building for Inuit - More involvement from GN - CLEY - Sustainability - More support 	<ul style="list-style-type: none"> - Continue to build communication tools - Provide affordable and effective training - Increase awareness about the heritage sector in all levels - Advocacy for the heritage sector - Improve / increase information sharing and best practices

5.4. Needs Assessment 2009

The other sections of the survey addressed topics related to a number of aspects such as programs and projects implemented by the participants, human resources, funding requirements, facilities, professional development, and communication. This section of the report provides the analysis of the Needs Assessment findings.

5.4.1. Organizational Structure

Close to one-third of the organizations that responded to the survey (27.8%) were a registered Canadian charity with a charitable number from Revenue Canada, 44.4% were not a registered Canadian charity, and 27.8% of the respondents weren't sure if their organization was a registered Canadian charity or not.

The data from the survey indicate that organizations that are registered as a Canadian charity are 44.4% community based, 16.7% Territorial based, and none national based.

Table 12 provides a summary of the status of the respondents in relation to being a Canadian charity or not, as well as provides a comparison with the results from the 2004 survey.

Table 12 – Status of registration as a Canadian charity

Registration status	2004		2009	
	Number	%	Number	%
Registered	5	15.6	5	27.8
Not registered	25	78.1	8	44.4
Not sure	2	6.3	5	27.8
TOTAL	32	100.0	18	100.0

5.4.2. Organizational purpose

The majority of the respondents (88.2%) stated that their organization has a Vision or Mission statement (in 2004 83.3% of the respondents had a Vision or Mission statement). From the organizations that had a Vision or Mission statement, more than one third (41.2%) had revised it in the last five years.

From the community based organizations, three-quarters of them (75%) had a vision or mission statement, and one-quarter (25%) did not have a vision or mission

statement. All the territorial and national organizations had either a vision or a mission statement.

5.4.3. Planning and budgeting

When asked about the preparation and the presence of a business or operational plan, more than half of the respondents (52.9%) stated that they had a business or operational plan. Half of the community based organizations (50%) had a business or operational plan, and only 33.3% of the territorial organizations reported to having one. Close to three-quarters of the community based organizations (71.4%) prepare a budget each year. Table 13 shows the presence of a yearly budget for each type of stakeholders.

Table 13 – Presence of yearly budget by type of organization

Representation	2004		2009	
	Number	%	Number	%
Community	7	46.7	5	71.4
Regional	1	50.0	-	-
Territorial	6	85.7	6	100.0
National	1	100.0	2	100.0
Other	2	66.7	1	100.0
Overall	17	60.7	14	87.5

5.4.4. Management and reporting

Table 14 shows the presence of policies and processes related to Inuit employment, monthly financial reports, job description, monitoring, reporting and maintenance of financial reports, while Table 15 shows the same aspects only for community based and territorial organizations.

Table 14 – Presence of policies and processes - 2009

Topic	%
Presence of job description for all staff and management positions	88.2
Presence of written policy and procedures for Board members	52.9
Presence of policy specifying Inuit employment levels	37.5
Presence of financial process to produce monthly financial reports	52.9
Presence of processes to monitor and report on finances	75.0
Presence of processes to ensure financial records are maintained	82.4

Table 15 – Presence of policies and processes – Community based organizations – 2009

Topic	%	
	Community	Territorial
Presence of job description for all staff and management positions	87.5	83.3
Presence of written policy and procedures for Board members	50.0	50.0
Presence of policy specifying Inuit employment levels	12.5	50.0
Presence of financial process to produce monthly financial reports	50.0	33.3
Presence of processes to monitor and report on finances	62.5	80.0
Presence of processes to ensure financial records are maintained	62.5	100.0

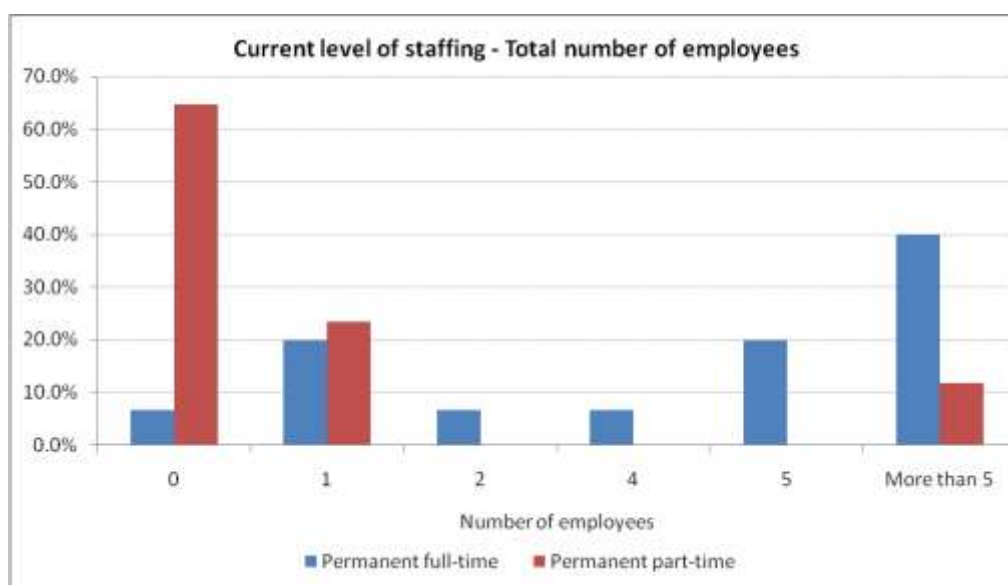
As can be seen from Table 15, a number of community and territorial based organizations lack the policies and procedures related with the management and reporting aspect.

5.4.5. Human resources

5.4.5.1. Staffing

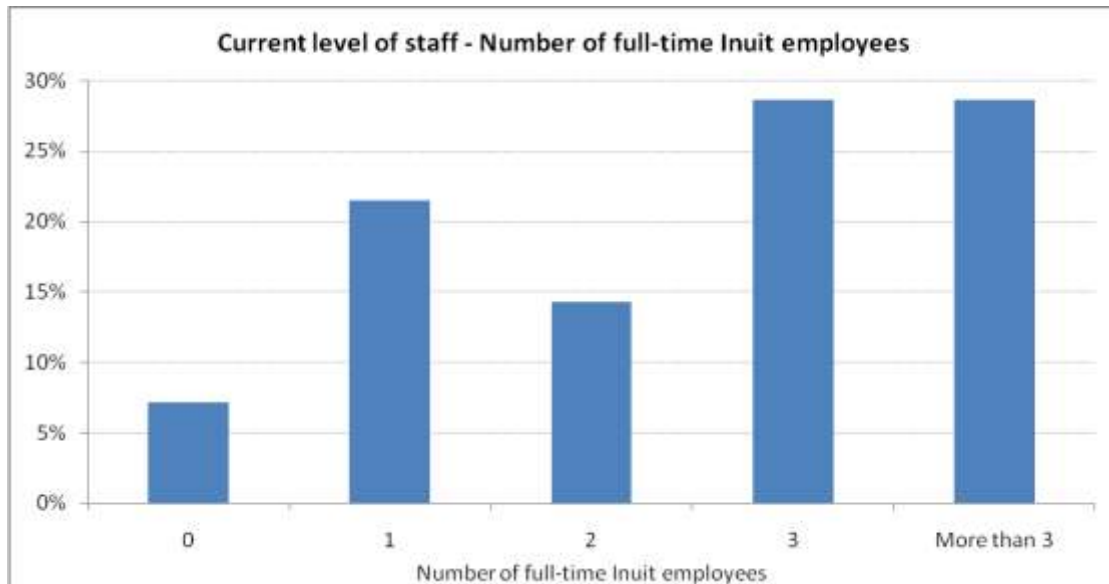
Almost two-thirds of the organizations that responded to the survey (60%) have from one to five full-time employees, with 6.7% of the respondents having no full-time employees at all. Close to one quarter of the respondents (23.5%) have one part-time employee, while 64.7% do not have any part-time employees at all. Graph 7 provides a detailed breakdown of the total number of employees for all of the respondents.

Graph 7 – Current level of staffing – Total number of employees



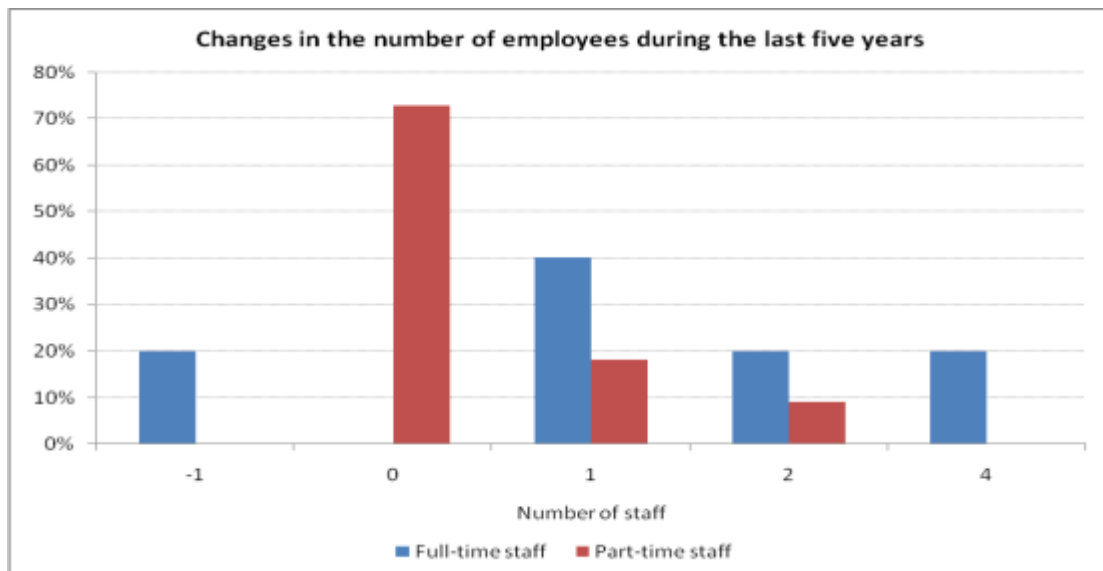
In terms of Inuit employment, the majority of the respondents (92.8%) reported to having full-time Inuit employees. Graph 8 provides a detailed breakdown of the total number of full-time Inuit employees for all of the respondents.

Graph 8 – Current level of staffing – Full-time Inuit employees



When asked about changes in the level of full-time staff, more than one-third of the respondents (40%) stated that they increased the number of full-time staff by one position in the last five years.

Graph 9 – Changes in the number of employees during the last five years



Half of the respondents stated that during the next year they will need to hire one more full-time employee in order to keep up with the workload and to be able to accomplish the objectives of their organizations.

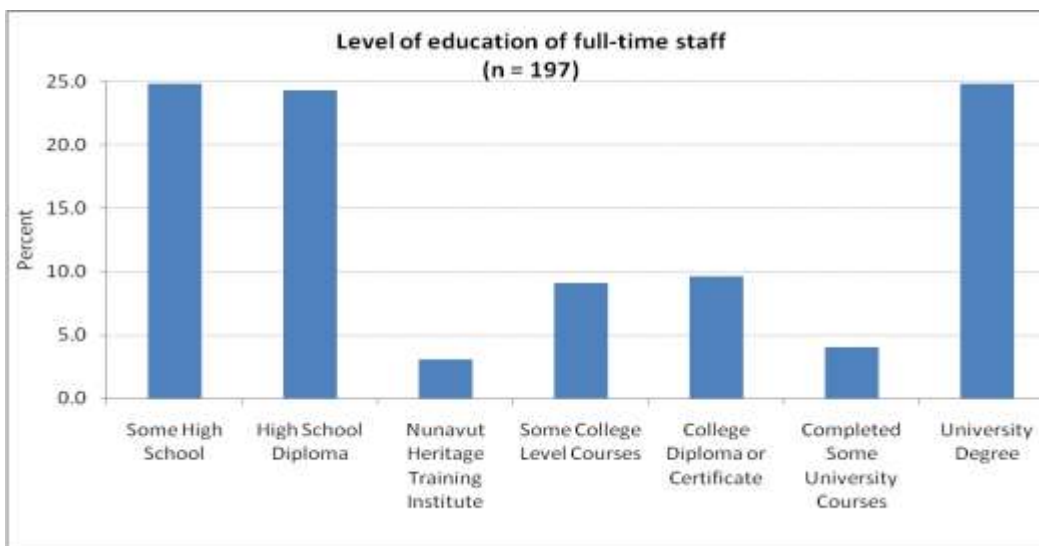
Graph 10 – Need for more full-time employees



5.4.5.2. Education

The data collected through the survey show that one-quarter of the full-time staff (24.9%) with no high school diploma, almost one-quarter of the full-time staff have a high school diploma (24.4%), and that one-quarter of the full-time staff have a university degree (24.9%). The complete breakdown of the responses is provided in Graph 11.

Graph 11 – Current level of education for the full-time staff



5.4.5.3. Professional development

The training sessions offered by the Heritage Training Institute were attended by a number of staff from a variety of organizations that responded to the survey. Table 16 provides a summary of the courses and participant attending². The data collected show that almost one-third of the participants in these training sessions (27.8%) were repeat participants, and that sixteen different heritage related organizations from twelve different communities sent staff to attend the training courses – with half of the participants coming from Baffin (50.0%), over a quarter coming from Kivalliq (27.3%) and less than a quarter coming from Kitikmeot (22.7%).

Table 16 – Participation at training courses provided by IHT

Training course	Participants
Collections management	13
Exhibit design	9
Heritage / Visitor Centre management	8
Conservation	7
Research	7
Introduction to Heritage / Visitor Centre	6
Interpretation	5
Training summer staff	4
Cultural resource management	3
Public programs	2
Facility management	1

The respondents stated that the training provide by IHT was “highly beneficial”, that they “provided very important information”, that the training sessions served both as “in terms of information gained at the course as well as the contacts made with other individuals and organizations”.

Respondents felt strongly that IHT should continue to provide training courses to heritage related organizations, and apart from the courses offered so far, they would like to see courses in other subject areas such as:

- Software for photography
- Database development and maintenance
- Website creation and maintenance
- Inuit history, culture, language
- Basic book-keeping
- Proposal writing

² The number of participants in the training course presented in Table 18 does not represent all the participants attending the courses. The figure is based only on responses provide by the participants of the survey.

5.4.6. Communications

The participants in the survey were asked if they communicate with other heritage organizations in their communities, region, in Nunavut and outside of Nunavut. The responses provided by the respondents are provided in Table 17.

Table 17 – Communication between heritage related organizations

Topic	%	
	2004	2009
Respondents communicate with other heritage organization in the community	57.7	56.3
Respondents communicate with other heritage organization in the region	33.3	61.5
Respondents communicate with other heritage organization in Nunavut	37.5	50.0
Respondents communicate with other heritage organization outside of Nunavut	45.8	50.0

Graph 12 – **Sharing of information and partnering with other heritage organizations** shows the percentage of the respondents that share information with other heritage organizations, and partner with other heritage organization for various programs and activities and for marketing and communication purposes. Table 18 provides a comparison between the 2004 and 2009 surveys.

Graph 12 – Sharing of information and partnering with other heritage organizations



Table 18 – Sharing information and partnering with other heritage related organizations

Topic	%	
	2004	2009
Share information regularly	44.0	53.8
Partner for programs and activities	66.7	53.3
Partner for marketing / communication	46.2	21.4

All organizations responded positively about the content and usefulness of the Heritage Digest. The information in the Digest that has been most helpful includes:

- Funding information
- News
- Networking (contacts)
- Upcoming events, and
- Training

Some of the suggestions that were provided by the respondents in relation to the preparation and the distribution of the Heritage Digest included:

- Instead of preparing and distributing the Digest every week, make it a bi-weekly publication. In this way it will still continue to be a very important source of information and ideas and provide a vital contact link for the heritage sector, and reduce the workload on the people / organization(s) that prepare and distribute it
- There is a need for more input from all the stakeholders of the heritage sector
- As Internet connection still proves to be problematic in the communities, explore the possibility for other distribution channels for the Digest.

5.4.7. Programs and Activities

The respondents stated that they provide an array of programs including collecting oral histories, recording traditional place names, promoting and preserving language, and publishing educational and learning materials. Graph 13 shows the key programs offered by the respondents. More information on the programs offered by the heritage related organizations can be found at Appendix 6.2.

Graph 13 – Key programs offered by the respondents

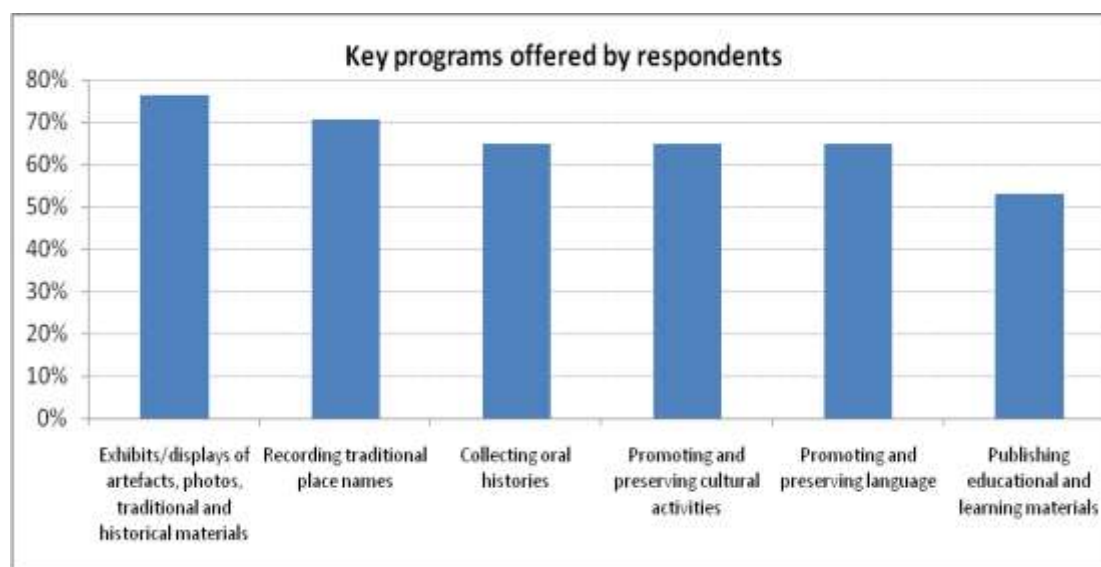


Table 19 provides a comparison between the programs offered by the heritage sector in general and the programs offered by the community based organizations.

Table 19 – Programs offered by heritage organizations

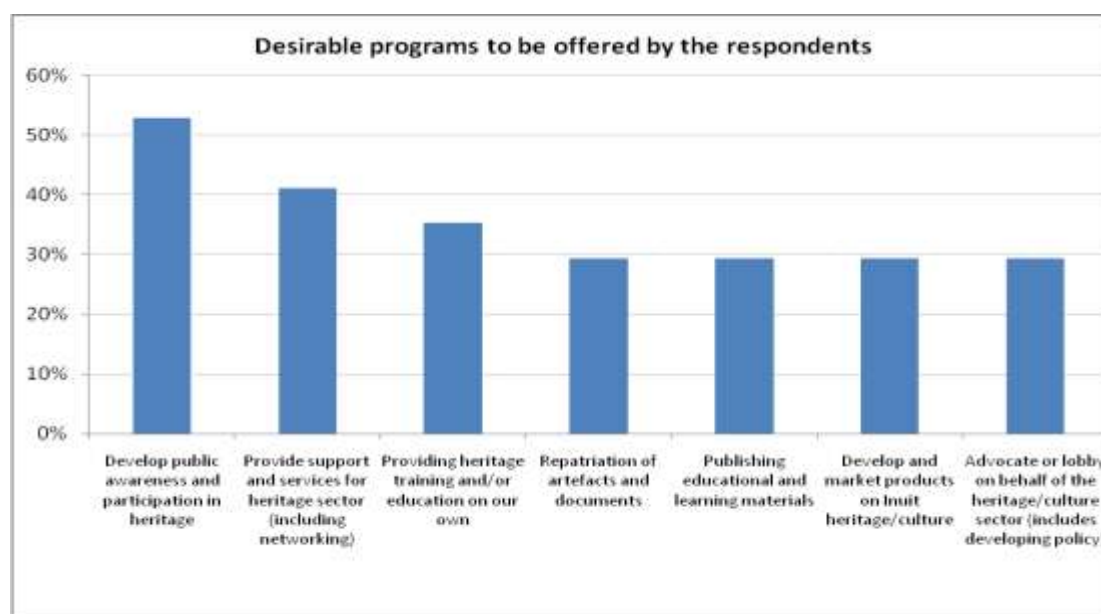
Program	All participants	Community based organizations
	%	%
Exhibits / displays artefacts, photos, traditional and historical materials	72	54
Collects historical photos and documents	44	50
Repatriates artefacts and documents	22	50
Collects oral histories	61	45
Promotes and preserves languages	61	46
Promotes and preserves cultural activities	61	45
Records traditional place names	67	42
Collects and preserves artefacts	44	38
Publishes educational and learning material	50	22
Preserves archaeological sites	39	14

As can be seen from Table 19, the most frequent programs offered at community level are the exhibition of artefacts, photos and traditional / historical materials and the collection of historical photos and documents. While the size of the sample for the survey does not allow for a statistical correlation between the participation at

various training courses and the programs offered by community based organizations, it is worth noting that the most frequented courses related to collections management and exhibition design.

When asked about the programs that heritage related organizations would like to be able to provide in the next five years, the main programs included repatriation of artefacts and documents, publishing of educational and learning materials, development of products of Inuit heritage. Graph 14 shows the main programs that respondents want to be able to offer in the next five years. A complete list of desirable programs is provided in Appendix 6.2.

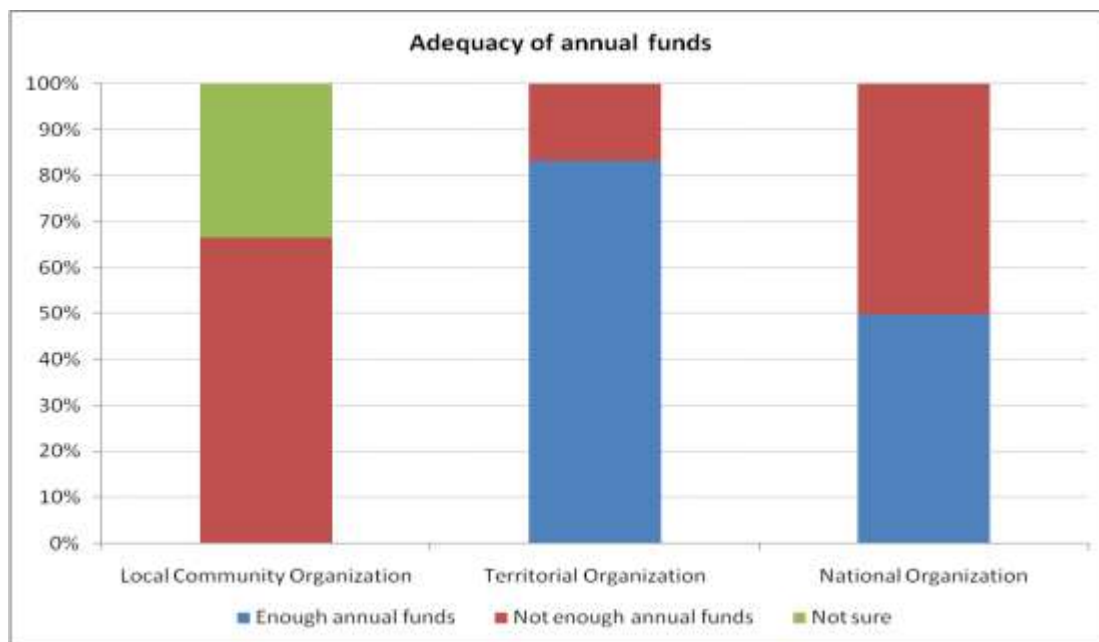
Graph 14 – Desirable programs to be offered



5.4.8. Funding

When asked about the level and the source of funding, close to half of the respondents (42.9%) stated that they do not receive enough annual funding and that the amount of funding that they receive does not allow them to cover salaries, expenses, and implement programs and activities. A breakdown of the data shows that more than two-thirds of the community based organizations (67%) do not receive enough annual funding, while only 17% of territorial organizations state that they do not receive enough annual funding. Graph 15 provides a complete breakdown of this aspect.

Graph 15 – Adequacy of annual funding



The majority of the respondents (90.9%) stated that they have one funding agency that provides the core funding, and half of the respondents stated that they generate revenues through their programs and activities. The organizations that provided core funding for the heritage related organizations included NTI (which provided core funding to five organizations), CLEY (which provided core funding to two organizations), GN (EDT) (which provided core funding for two organizations), and GoC (which provided core funding for one organization). Community based organizations got their core funding only from two key sources – CLEY and ED&T (GN), the territorial organizations got their core funding from NTI and EDT (GN), while the national organizations got their core funding from GoC.

Respondents stated that they receive special project funding from a number of organizations. The organizations that provided special project funding included: CLEY (which provided special project funding to four organizations), Canadian Heritage (three organizations), NTI (two organizations), GoC (two organizations), Kitikmeot Economic Development Commission (two organizations). Community based organizations got their special project funding from CLEY, Canadian Heritage, and KEDC, while territorial organizations got their special project funding from a wider range of funders including NTI, CLEY, Canadian Heritage, KEDC, GN, and GoC. Graph 16 shows the number of special project funders that the respondents reported having.

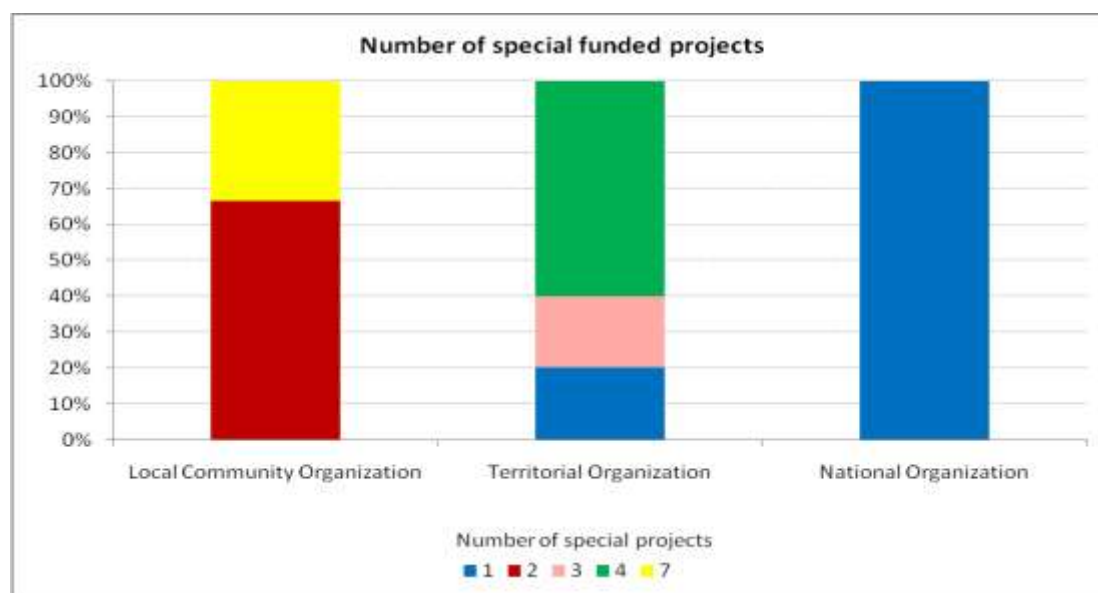
The main challenges organizations have experienced in getting annual funding in the past five years include:

- Limited knowledge of grant programs
- Lack of staff
- Limited life of projects.

Some of the suggestions on how NHN could help the heritage related organizations with the funding aspects include:

- Advocate multi-year funding
- Lobby GN for the Nunavut Heritage Centre
- Fewer criterions for funding.

Graph 16 – Number of special project funders



5.4.9. Adequate resources to work with NHN

Half of the respondents stated that they have the adequate resources to work with the Nunavut Heritage Network in the implementation of the new Strategic plan. The organizations that can work with the NHN include all the national heritage organizations, 60% of territorial organizations and only 28.6% of the community based organizations.

5.4.10. Summary of the Needs assessment

Table 20 provides a summary of the key aspects of the Needs assessment survey for all the organizations that participated in the survey and for community based organizations as a sub-component of the sample (for comparison).

Table 20 – Summary of key aspects of the Needs Assessment 2009

Aspect	All respondents	Community based
Registration as a Canadian charity	27.8%	44.4% ³
Presence of a vision / mission	88.2%	75.0%
Vision / mission reviewed in the last 5 years	41.2%	37.5%
Presence of a business or operational plan	52.9%	50.0%
Prepare yearly budgets	87.5%	71.4%
Presence of job description for all staff and management positions	88.2%	87.5%
Presence of written policy and procedures for Board members	52.9%	50.0%
Presence of policy specifying Inuit employment levels	37.5%	12.5%
Presence of financial process to produce monthly financial reports	52.9%	50.0%
Presence of processes to monitor and report on finances	75.0%	62.5%
Presence of processes to ensure financial records are maintained	82.4%	62.5%
Number of full-time staff 1 to 5	60.0%	33.3%
Full-time staff with no high school diploma	24.9%	46.8%
Respondents communicate with other heritage organization in the community	56.3%	37.5%
Respondents communicate with other heritage organization in the region	61.5%	50.0%
Respondents communicate with other heritage organization in Nunavut	50.0%	25.0%
Respondents communicate with other heritage organization outside of Nunavut	50.0%	25.0%
Share information regularly	53.8%	28.6%
Partner for programs and activities	53.3%	25.0%
Partner for marketing / communication	21.4%	12.5%
Do not receive enough annual funding	42.9%	67.0%
Adequate resources to get involved with the implementation of the new Strategy for NHN	46.7%	28.6%

³ The number of community based organizations had not changes in comparison with 2004 Survey

The findings of the Needs Assessment conducted in 2009 would indicate that heritage organizations in Nunavut have benefited from the activities of the NHN in the areas of increased networking and information sharing among heritage organizations; increased opportunities to obtain training and professional development relevant to heritage (for those organizations that have the funding to participate); and, increased awareness of the heritage sector. Heritage organization in Nunavut continue to be challenged and threatened by low funding; human resource capacity; and, lack of awareness of the sector, particularly with the Government of Nunavut. However, because the findings were not comparable between 2004 and 2009 due to low response rates, definitive conclusions are not possible.

The findings of the survey in 2009 have been used to identify the key issues and opportunities that the NHN can address through strategic planning. The survey findings have informed the refinement of the long term goals of the NHN, and the development of the objectives for the next five year period (2010 – 2015).

6. Appendices

6.1. Surveys

6.2. Detailed Survey Analysis Report

6.3. Considerations for a NHN Organizational Structure