

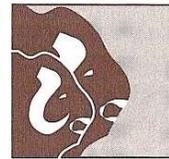


Kitikmeot Inuit Association

Kitikmeot Inuit Katuyikatigit

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Kitikmeot Inuit Association Policy and Procedures Manual



*Kitikmeot
Corporation*

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April 2008

KIA Policy and Procedures Manual

Foreward

To the Reader:

The purpose of the KIA Policy and Procedures Manual is to assist you – either as a KIA, KC, or KEDC Board member or staff member – to achieve results for KIA beneficiaries. To that end, the Manual outlines how we plan to govern ourselves with the hope that the better we govern ourselves the better we will achieve those results that matter most to beneficiaries. The committee that has worked on the Manual hopes it has achieved that goal.

Fred Elias
Executive Director
Kitikmeot Inuit Association

KIA Policy and Procedures Manual

The KIA Policy and Procedures Manual has four parts:

Part 1: KIA Board Member Handbook

Part 2: KIA Finance and Administrative Directive

Part 3: KIA Human Resource Directive

Part 4: Tabs



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1 Introduction to the Handbook

The purpose of the *KIA Board Member's Handbook* is to provide Board members with an overview of:

- KIA, KC, and KEDC organizations, and
- Board member roles and responsibilities and practices that serve to clarify those roles and responsibilities

2 KIA Overview

The Kitikmeot Inuit Association (KIA) is a non-profit society designated as an Inuit Birthright Organization and one of the three Regional Inuit Associations (RIAs) under the Nunavut Land Claims Agreement (NCLA). Established in 1976, the KIA assumed its birthright status in 1993 when the NLCA was given Royal Assent. The Kitikmeot Inuit Association is one of the three RIAs with Qiqiktani Inuit Association (Baffin Region), and the Kivalliq Inuit Association (Kivalliq Region).

The KIA represents all Inuit beneficiaries in the Kitikmeot Region, which includes six communities – Cambridge Bay, Kugluktuk, Gjoa Haven, Kugaaruk, Taloyoak, and Bay Chimo/Bathurst Inlet.

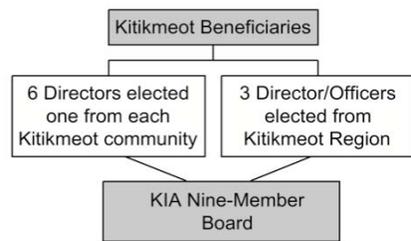
The KIA’s mandate is to defend, preserve and promote social, cultural and economic benefits for Kitikmeot Inuit beneficiaries. KIA focuses directly on the social, cultural, political and overall public economic issues for the benefit Kitikmeot Inuit, and manages 106,360 square kilometers of Inuit Owned Lands (IOL). Because Inuit culture and language is inherently connected to the land, KIA places considerable importance and resources on land management.

The KIA has established the Kitikmeot Corporation (KC) and the Kitikmeot Economic Development Commission (KEDC).

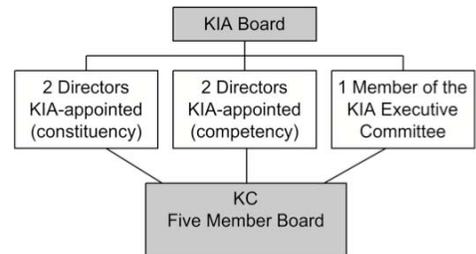
The KC is KIA’s ‘business arm’ with the mandate to develop business opportunities that build an economic base for beneficiaries. KC operates at “arm’s length” from the KIA under its own board, which is accountable to the KIA through its chair reporting directly to the KIA Board. The KC Board is composed of KIA-appointed five-member board, two members appointed based on constituency (one from East Kitikmeot and one from West Kitikmeot), two based on competency, and a member of the KIA Executive Committee.

The KEDC is the ‘economic development arm’ of the KIA with the mandate to improve the economic status and self-reliance of Kitikmeot Inuit. The KEDC Board is composed of a KIA-appointed five-person board two members appointed based on constituency (one from East Kitikmeot and one from West Kitikmeot), two based on competency, and a member of the KIA Executive Committee.

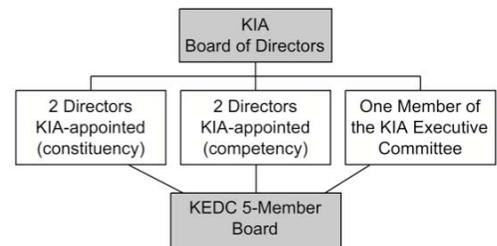
KIA Board Structure and Selection



KC Board Structure and Selection



KEDC Board Structure and Selection



3 KIA Board Selection, Structure and Operation

3.1 KIA Board Member Selection

As defined in the KIA By-laws¹, the nine-member KIA Board is comprised of six Board members elected from each of the Kitikmeot communities, and three additional Board members elected region-wide serving in dual capacity as both Board members and Officers. Each Board member is elected for a term of three years, and to ensure consistency in Board planning and implementation, Board members are be elected and retired in rotation so there is overlap of newly elected and sitting members from a previous Board.²

The Officers - President, 1st Vice-President, and Vice-President Finance together - form the Executive Committee, which acts on behalf of the Board between Board meetings.

3.2 KIA Board of Directors Roles and Responsibilities

In a general sense, the Board is responsible for exercising good stewardship of the Association on behalf of the trust placed in it by beneficiaries to fulfill KIA's mandate to *defend, preserve and promote social, cultural and economic benefits for Kitikmeot Inuit beneficiary constituents.*

Board member responsibilities are organized under five functional areas: governance, finance, human resources, operations, and external relations. Following is a general description of those roles and responsibilities.

- 1) *Governance.* The Board's role is to establish a KIA organizational framework that best guides the Association in fulfilling their mandate.
- 2) *Finance.* The Board's role is to ensure proper financial controls and fiscally responsible management are in place.
- 3) *Human Resources:* The Board's role is to ensure human resource management is in place.
- 4) *Operations.* The Board's role is to ensure Kitikmeot beneficiaries are effectively represented.
- 5) *External Relations:* The Board's role is to serve as a liaison between the membership and the KIA organization.³

¹ KIA, KC, and KEDC By-laws are found under Tabs 15, 16, and 17 respectively.

² KIA Election Schedules are found under Tab 3.

Current KIA Board members and KIA staff are listed under Tab 4.

³ Board Member Roles and Responsibilities Statement is found under Tab 5.

3.3 KIA Officer Responsibilities

The main responsibilities for each of the KIA Officers are outlined below:⁴

3.3.1 KIA President

As leader of the KIA, the President ensures the Board develops policies, programs and procedures for the organization to ensure accountability to beneficiaries. The President presides as Chairperson over all KIA meetings including annual general meetings and special meetings of the members of the Association and of the Board, ensuring that all orders and resolutions of the Board are carried into effect through the Executive Director. The President is responsible for the Board's public image and in that capacity serves as chief spokesperson for the Board. The President monitors KIA performance through the Executive Director.

3.3.2 KIA 1st Vice-President

The 1st Vice-President carries out the duties of the President in the absence of the President.

3.3.3 KIA Vice-President Finance

With the support of KIA administration, the Vice-President Finance prepares and maintains the minutes of all meetings of the Board and the Association. The Vice-President Finance is responsible for the safekeeping of Association financial books and records in accordance with generally accepted accounting principles; ensuring the Association receives all moneys due, that funds are disbursed as determined by the Board, and ensuring prompt submission of financial reports to the Board.

During the absence of the President, and when the 1st Vice-President is not available, the Vice-President Finance is responsible for acting on behalf of the President.

3.4 KIA Executive Committee Roles and Responsibilities

In addition to their individual responsibilities as President, 1st Vice-President, and Vice-President Finance, these officers together compose the Executive Committee.

Between Board meetings, the Executive Committee acts on behalf of the Board with full authority of the Board.

The Executive Committee is responsible for recruiting, supervising, Executive Director performance review, and oversight administration of internal policy including administration of the Code of Conduct for Board members.

Further, the Executive Committee provides the Executive Director with direction for implementing delegated responsibilities.⁵

3.5 KIA Executive Director Responsibilities

The Board delegates the Executive Director with: recruitment and contracting; organizing, leading, monitoring the day-to-day performance of KIA employees and contracted human resources; and planning, management, and control of KIA financial and physical resources.

⁴ *Roles and Responsibilities Statements for the President, 1st Vice-President, and Vice-President Finance are found under Tabs 6, 7, and 8 respectively.*

⁵ *Terms of Reference for the Executive Committee are found under Tab 9.*

The Executive Director is responsible for communication between the Board and KIA employees and contracted human resources and executing Board directions and decisions, and promoting a positive working environment. Further, the Executive Director ensures that policy and procedure guidelines are adhered to in KIA day-to-day operations.

The Executive Director provides the Executive Committee with recommendations and advice that may further ensure effective and efficient operation.⁶

3.6 Responsibilities for Strategic Planning

Because the focus of a strategic plan is on the entire organization and not on a particular service or programme, strategic planning is the most important tool Board members use in fulfilling their governance responsibilities.

Strategic planning starts by focusing on Board's mission, vision, and goals to work toward the mission. Strategic planning includes an examination of the forces affecting the organization and how best to contend with those forces. Strategic planning identifies priorities, develops strategies, long-term and short-term action plans, and finally identifies performance measurement indicators that measure results and required changes. As such, strategic planning is an ongoing process.

In 2005 KIA determined a vision for the organization:

The KIA is a strong and effective organization working in partnership with other organizations with a focus on those areas of high priority to Inuit Beneficiaries. Kitikmeot Inuit Beneficiaries complete high school and pursue higher education. Kitikmeot Inuit Beneficiaries earn a good living through employment and business careers. Kitikmeot Inuit use their language in daily life and retain their culture. Mining and mineral exploration companies contribute to the Kitikmeot economy and are respectful of the environment incorporating Inuit traditional knowledge in their decision-making.

3.6.1 Who Should be Involved in Strategic Planning?

The Executive Director and KIA President drive plan development and implementation. However, it is the Board's responsibility to set the organization's strategic direction (mission, vision, values) while KIA staff are involved in determining current issues and goals. Further, primarily staff will determine strategies to address issues and meet goals. Mixing both Board members and staff during planning helps the Board understand day-to-day issues and helps staff understand higher-level issues. In addition the Executive Committee is responsible for keeping abreast of plan progress as well as revising the plan when needed.

3.6.2 Benefits of Strategic Planning

Strategic planning defines the purpose of the organization and sets realistic goals and objectives within a defined time frame and within the organization's available resources (human and financial). Strategic planning ensures the most effective use of the organization's resources by focusing those resources on priorities. Strategic planning provides a base from which progress can be measured and establishes a mechanism for informed change when needed.

⁶ *The Executive Director job description is found under Tab 10.*

3.6.3 The KIA Five-Year Strategic Plan (2005) and the KIA Assessment Report (July 2007)

In 2005, the KIA Board and Executive Director initiated the *KIA Five-Year Strategic Plan (2005)*⁷ in consultation with KIA Board and staff. The *KIA Five-Year Strategic Plan* provided an overview of the KIA including the KIA mission, organization, programs and services; and budget. The Plan identified forces affecting KIA; issues to be addressed; goals and strategies to be implemented over five years with 12-month work plans in each of nine program and service areas; and the means for monitoring and performance measurement.

In April 2007 the KIA Board undertook an assessment of KIA, KC, and KEDC to measure organizational effectiveness and efficiency and communication between the three organizations. The study involved staff from each organization, and provided a functional analysis of programs and services. The study findings and recommendations are contained in the *KIA Assessment Report July 2007* and included the reorganization of KIA into four departments with suggestions for strengthening communication between KIA, KC, and KEDC.

3.7 Board Members Responsibilities Policy-Making

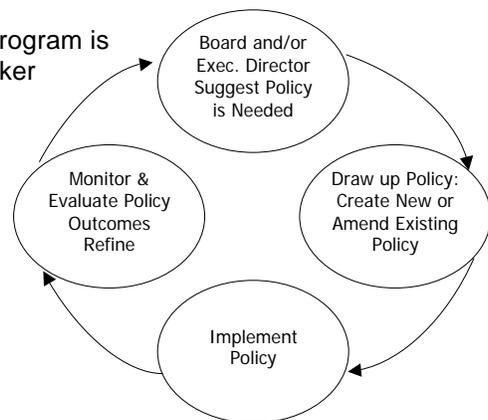
Policy-making provides a flexible means of resolving issues because the Board, rather than the membership as a whole, has authority to make or amend policies.

Policies may specify operational procedures such as codes of conduct, committee formation, how the Board will operate with the Executive Director, conflict of interest and confidentiality. Also, there are a numerous rules that regulate the nature of the relationship between an employee and his or her organization (for example, managing personnel files, employee retirement, and harassment, wrongful dismissal). In other words, policies are the safety steps taken to ensure services the Board provides works smoothly and maintains a standard of excellence in its affairs.

Board members, the Executive Director, and staff have roles to play in policymaking. Before Directors make policy decisions, staff should review the Association By-laws to ensure both that the authority to act or give direction individually other than in such manner approved in KIA policies or Board resolution, and in all cases must communicate through the Executive Director.

3.7.1 Policy Cycle

1. A Board member or staff may suggest a policy or program is needed to address an issue or problem. A policymaker should be prepared to explain why the action is necessary – what is the problem that needs to be solved? What are the implications of not acting?
2. Once agreement is reached that a new or amended policy or program is required, the Executive Director leads Board members and staff in policy development - outlining the issue, goals, management, and financial implications.



⁷ The KIA Five-Year Strategic Plan (2005) is found under Tab 21.

3. Upon Board approval, the Executive Director ensures staff carries out policy implementation strategies.
4. The Board ensures that staff carry out policy decisions as intended by monitoring and evaluating the policy or program outcomes. Ideally, performance indicators should form part of the initial planning of a policy or program, allowing the Board and/or staff to refine the policy or program accordingly over time.

3.8 Board Member Responsibilities for Meetings

Because all meetings are held in public (including Annual General Meetings, special meetings, and regular Board meetings), Board meetings are by far the most visible part of a Board member's role and important in fulfilling his/her responsibilities. Meetings are what beneficiaries see or hear about in the media and are largely the basis on which Board member effectiveness is judged. Approved Board meetings minutes (except in-camera sessions) are also available to the public further ensuring beneficiaries that Board operations are undertaken in an open and transparent manner.

The way in which meetings are conducted and how the Board members conduct themselves in meetings are very important to the overall success of the KIA Board. Each Board member is expected to prepare for, attend and actively participate in all Board meetings. In accordance with KIA by-laws, a Board member who misses three consecutive Board meetings is considered to have resigned.

3.8.1 KIA Board Meetings

1. *Annual General Meetings (AGM)*⁸ are held in Cambridge Bay and on such days and times as the Board may decide provided the AGM is held no later than fourteen months after the previous AGM. AGMs are held for the purposes of meeting and orienting new members and to discuss issues related to by-laws, policies and procedures. The Board may also be required to attend Special meetings of the members of the Association.
2. *Regular Board Meetings* are held at least two times per fiscal year and in rotation in Kitikmeot communities except Cambridge Bay. The President can call additional meetings, upon written request stating the purpose of the requested meeting, by at least three Board members with the location of meetings to be determined by the Board. Except as otherwise required by KIA By-laws, the Board may hold its meetings at such times and places as it decides. Five (5) Board members form a quorum.
3. *Committee Meetings* are held as required and with dates and times determined through informal communication between the Executive Director and committee members.

3.8.2 Meeting Procedures

1. *Notice of Meetings.* Written notice of Board meetings will be sent to each Board member not less than three (3) weeks before the meeting is to take place. No written notice is required under the following circumstances:
 - i) if all Board members are present when the meeting decision is made
 - ii) if those Board members who are absent consent to the meeting being held in their absence, or
 - iii) for a meeting immediately following the AGM or Special Meeting of Association members.

⁸ A schedule of AGM and Regular Board meetings and their locations are under Tab 11.

2. *Chairperson of Meetings.* The President, or in his absence the 1st Vice-President, and absence of both, the Vice-President of Finance serves as Chairperson.
3. *Voting at Board Meetings.* Decisions made at any Board meeting are decided by a majority of votes of the Board members. In the case of a tie vote the Chairperson shall have the casting vote. All votes shall be taken by assent or dissent except when a Board member present requests the vote be taken by a recorded vote or by secret ballot.
4. *Meeting Minutes* are the official record of meetings and required by policy. Minutes list the motions made and whether or not the motion was carried. Minutes should contain any reports that the Board considered in taking certain actions and should clearly indicate the Resolution, by-law or policy on which a motion is based or to which it refers. The Vice-President Finance is responsible for maintaining minutes of all Board meetings including the annual general meeting.

3.9 Responsibility for KIA Appointments

The Board nominates or appoints representatives to external boards and committees with a view to ensure Kitikmeot beneficiaries have fair and adequate representation.

3.9.1 KIA Appointments

KIA makes numerous appointments to boards and committees. These include but are not exclusive to: Community Beneficiary Committees, Kitikmeot Corporation, Kitikmeot Economic Development Commission, NTI, BHP Independent Monitoring Agency, Nunasi Corporation, Nunavut Trust, Nunavut Enrolment Appeals Committee, and others.⁹ KIA appointees are expected to uphold KIA's reputation by honoring the KIA Code of Conduct in their roles as KIA appointees.

3.9.2 KIA Nominations for NTI Appointments and Nominations

- a) *The Inuit Heritage Trust (IHT):* KIA nominates a Kitikmeot beneficiary to NTI for consideration as an IHT trustee. Three of IHT's four trustees are nominated by each of the Regional Inuit Associations (RIA's) and then directly appointed by NTI. The fourth member is directly appointed by NTI.
- b) *Institutes of Public Government (IPG):* IPGs are co-management boards through which Inuit and government manage resources together. The KIA Board is responsible for making recommendations to four IPGs – the Nunavut Wildlife Management Board, Nunavut Impact Review Board (NIRB), Nunavut Planning Commission (NPC), and Nunavut Water Board (NWB).

For NWMB only, the process followed for recommending appointees is the same as for the IHT, that is, KIA nominates an individual to NTI for consideration and NTI appointment.

For other IPGs appointments there is a two-step process. First, KIA seeks names of interested individuals and recommends someone to NTI. Second, NTI considers the KIA Board recommendations, and if deemed suitable, nominates the individual for appointment by federal ministers.

⁹ A current list of KIA appointments is found under Tab 13.

3.9.3 KIA Appointment Policy

The KIA Appointment Policy¹⁰ is designed to ensure that Kitikmeot residents have the opportunity to be considered for nomination or appointment to external boards and committees. Under the direction of the KIA Board, the Executive Director is responsible for soliciting names from interested individuals by posting public notices for appointment or nomination positions including background information required from interested individuals.

The Board shall meet in-camera to consider and discuss all applications.

The Department of Planning and Communication shall be responsible for maintaining records of appointments and recommendations for appointments.

3.10 Board Member Conduct

In all aspects of fulfilling their roles and responsibilities as Board members, KIA expects each Board member to be committed to the best interests of the KIA and Kitikmeot Inuit.

3.10.1 Code of Conduct

In general, the Code of Conduct establishes the standards and rules of conduct for all KIA Board members, KC appointees and KEDC appointees, in carrying out their duties in the best interests of the Board and their constituents.¹¹

The Code more specifically defines the rules of conduct KIA requires from Board members with regard to personal conduct, conflict of interest, confidentiality, and dealing with the media.

Upon assuming their duties, all Board members and KIA appointees are required to read the Code and certify their promise to act in accordance with and be bound by the Code of Conduct.

3.11 Board Member Compensation

For their service and requirements for travel on Board business, Board members are entitled to an honorarium, reimbursement for travel expenses, vehicle use¹², and on a case-by-case basis, training and education assistance.

¹⁰ The Appointment Policy is found under Tab 12, and includes CBC Terms of Reference

¹¹ The Code of Conduct is found under Tab 2.

¹² Honoraria Rates are found under Tab 1, page 1.

Travel Expense rates are found under Tab 1, page 2.

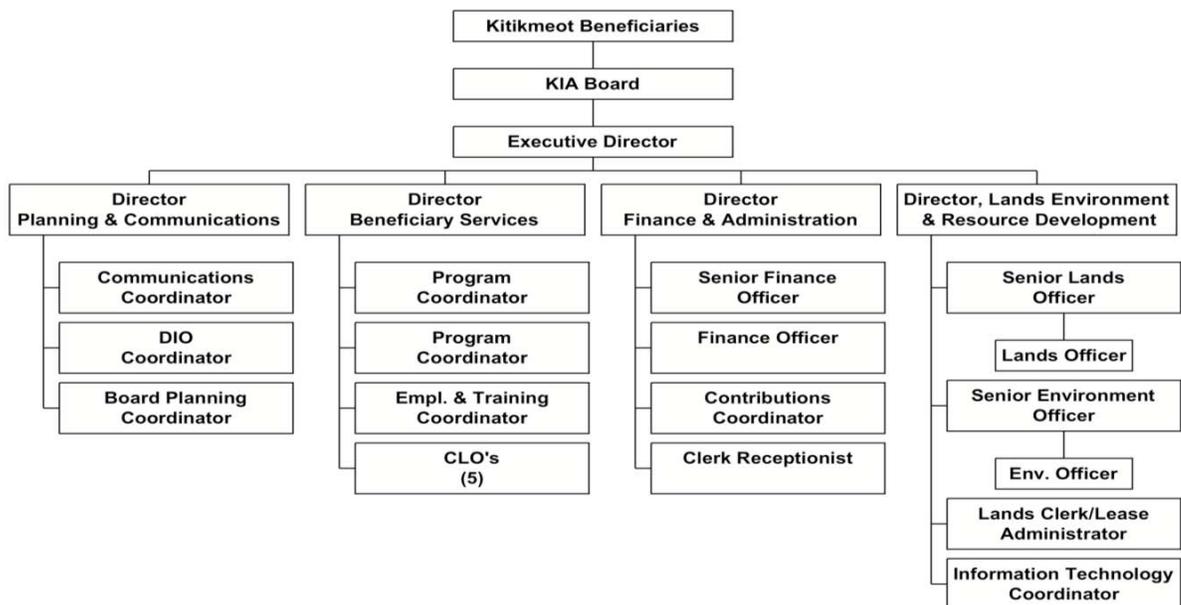
Vehicle Use details are in Finance & Administration Directive, Section 10.

Training and Education Assistance details are found in the Human Resource Directive, Section 26.

4 KIA Departments, Staff Roles & Responsibilities

4.1 KIA Department Overview

KIA has headquarter offices in Cambridge Bay, the Department of Lands Environment & Resource Development office in Kugluktuk, and Community Liaison Officers in every Kitikmeot community. The KIA corporate structure consists of an elected nine-member Board and a staff of 26 employees organized into four departments: 1) Planning & Communications; 2) Beneficiary Services; 3) Finance & Administration, and 4) Lands Environment & Resource Development. Each department reports to the Executive Director.



The following sections provide a general description of KIA staff roles and responsibilities.¹³

4.2 KIA Executive Director

The Executive Director provides six critical processes:

1. Directing all staff
2. Strategic planning with KIA Board and staff
3. Monitoring and reviewing programs and services
4. Human resource management (e.g., recruiting, staffing and evaluation)
5. Maintaining inter-organization communication between KIA, KC and KEDC

¹³ Complete job descriptions for KIA, KC, and KEDC staff are kept on file with the Department of Finance & Administration.

6. Reporting to the KIA Board.

4.3 Department of Planning and Communications

The Department of Planning and Communications is responsible for providing overall *internal* support to KIA operations. The department coordinates strategic plan development, monitors performance, and develops communication materials including reports to beneficiaries. The department is also responsible for ensuring Designated Inuit Organization (DIO) responsibilities are negotiated, implemented, tracked and providing reports on those activities. Finally, the department is responsible for providing overall KIA Board support including elections. The department has a staff of four:

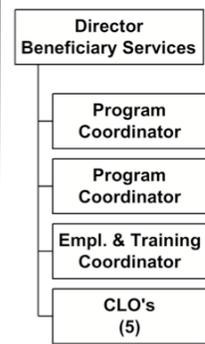


1. **Director.** Under the direction of the Executive Director, the Director of Planning and Communications is responsible for:
 - contributing to the achievement of the KIA's vision, mandate and strategic objectives
 - providing effective coordination, management and support to KIA policy initiatives; strategic and operational communications; and public affairs activities
 - coordinating KIA requests for designation under the NLCA, and developing implementation plans for designated activities
 - monitoring KIA strategic activities to measure success and reporting to beneficiaries on such successes
 - making recommendations for improving implementation of plans and activities
 - ensuring appropriate KIA board election systems are in place.
2. **Communications Coordinator.** Reporting to the Director, the Communications Coordinator is responsible for:
 - developing and implementing KIA communications strategies, plans and activities
 - providing KIA with advice on media relations and developing communications tools to advance KIA's strategic objectives.
3. **DIO Coordinator.** Reporting to the Director, the DIO Coordinator has responsibility for:
 - ensuring DIO designations under the NLCA from NTI are managed and comply with the NLCA
 - preparing requests for designation and negotiating designations
 - developing DIO responsibility implementation plans
 - implementing and coordinating certain DIO activity
 - monitoring and reporting on overall KIA DIO activity
4. **Board Planning Coordinator.** Reporting to the Director, the Board Planning Coordinator responsibilities include:
 - providing overall planning and logistical support to KIA Board operations
 - acting as chief returning officer during KIA elections
 - supporting the Executive Director during meetings and other Board functions

4.4 Department of Beneficiary Services

The Department of Beneficiary Services is responsible for planning, developing and managing KIA program and services that enhance Inuit beneficiary culture and language, and advance wellness, education, training and economic status within the Kitikmeot. The Department is responsible for accessing third-party funding and ensuring programs and services offered reflect the needs of beneficiaries. Further, the department provides a vital link between beneficiaries and KIA through Community Liaison Officers (CLOs) who represent KIA in each community.

The department has a staff of nine: four are located in the Cambridge Bay office; and five are CLOs, located one each in Kugluktuk, Cambridge Bay, Gjoa Haven, Taloyoak and Kugaaruk.

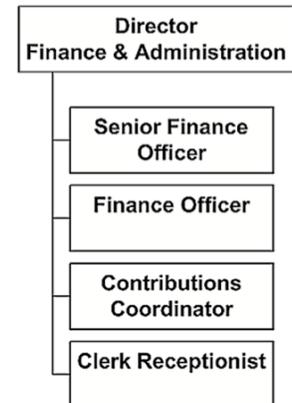


1. **Director.** Under the direction of the Executive Director, the Director of Beneficiary Services is responsible for:
 - planning, developing, managing and delivering KIA program and services that advance Inuit beneficiary culture, language, wellness, education, training and economic status
 - ensuring a stable source of third party funding is obtained and that program and services offered reflect the needs of beneficiaries
 - assisting the Executive Director in developing and setting objectives, strategic priorities, program and service policies
 - consulting with beneficiaries
 - allocating resources and meeting third-party agreement requirements
2. **Program Coordinator (2 positions).** Reporting to the Director, the Program Coordinator is responsible for:
 - assisting in securing sources of funding for the purpose of enhancing Inuit culture, language, Elders, youth and other priorities that reflect the needs of beneficiaries
 - participating in the development of objectives, strategic priorities, and programs and service policies
 - consulting with beneficiaries
 - writing proposals to access to third-party funding
 - coordinating delivery of program and service initiatives
3. **Employment and Training Coordinator.** Reporting to the Director, the Employment and Training Coordinator is responsible for:
 - assisting in securing a stable source of third-party funding for the purpose of enhancing Inuit employment and training
 - participating in the development of objectives, strategic priorities, and programs and service policies
 - consulting with beneficiaries
 - writing proposals to access third-party funding
 - coordinating delivery of program and service initiatives
4. **Community Liaison Officer (5 positions).** Reporting to the Director, the CLO is responsible for:
 - acting as KIA's principal representative in Kitikmeot communities
 - ensuring beneficiaries receive accurate information concerning KIA activities
 - ensuring KIA receives timely information on issues important to beneficiaries.

4.5 Department of Finance & Administration

The Department of Finance and Administration provides overall financial management services to KIA and KC including development of budgets, maintaining cost controls, reporting, and payroll; as well as administrative functions including filing systems and inventory control. The department operates with a staff of five.

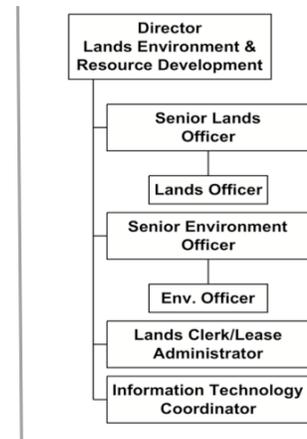
1. **Director.** Under the direction of the Executive Director, the Director of Finance and Administration is responsible for:
 - providing overall efficient day-to-day administration of KIA financial management; financial planning; human resource management; and administrative support
 - ensuring adherence to various legislation and policies
 - assisting KIA staff with administering their annual and/or project operating budgets.
2. **Senior Finance Officer.** Reporting to the Director, the Senior Finance Officer is responsible for:
 - providing management and financial control and maintenance of KIA and KC accounting systems
 - overseeing human resource administration
 - supporting general office administration
3. **Finance Officer.** Reporting to the Director, the Finance Officer is responsible for:
 - supporting human resource administration including employee records of leave and attendance, and maintaining employee personnel records
 - providing payroll data entry for employees and board members
 - providing day-to-day administration support services
 - maintaining the department's filing system
 - maintaining KIA inventory control systems
4. **Contributions Coordinator.** Reporting to the Director, the Contributions Coordinator is responsible for:
 - coordinating KIA contracts and contribution agreements
 - providing tracking and bookkeeping for the *Impact and Benefit Funding Allocation Policy*
 - acting as secretary for the *Funding Allocation Committee*
 - working with the Department of Beneficiary Services on delivery of *Impact and Benefit Funding Allocation Policy*
 - maintaining a system of coordinating all KIA contracts and contribution agreements including follow-up programs to ensure overall accountability
5. **Clerk Receptionist.** Reporting to the Director, the Clerk Receptionist responsibilities include:
 - providing receptionist duties at KIA's Cambridge Bay main office
 - answering and forwarding phone calls, and managing incoming and outgoing faxes
 - providing clerical support including assisting with records management, making staff travel arrangements and supporting the Department of Finance and Administration with finance related responsibilities.



4.6 Department of Lands Environment & Resource Development

The Department of Lands, Environment and Resource Development is responsible for ensuring Inuit interests in environment and resource development on all Kitikmeot land are represented with direct responsibility for protection of Inuit interests of the 106,360 square kilometers of Kitikmeot Inuit-Owned Lands (IOL). The department is responsible for license and lease issuance, inspections and ensuring participation in regulatory processes including those of the Nunavut Impact Review Board and the Nunavut Water Board. The department is also responsible for ensuring benefits from resource development occurring on IOL are maximized for Kitikmeot beneficiaries.

The department is based in Kugluktuk and has a staff of seven, whose responsibilities include:



1. **Director.** Under the direction of the Executive Director, the Director of Lands, Environment and Resource Development is responsible for:
 - providing leadership in the implementation of Inuit responsibilities related to the management of IOL throughout the region
 - ensuring environmental concerns are addressed in management decisions relating to IOL and non-IOL lands throughout the region
 - maximizing sustainable benefits accruing to Inuit by IOL-development consistent with the NLCA.
2. **Senior Lands Officer.** Reporting to the Director, the Senior Lands Officer responsibilities include:
 - providing specialized knowledge in land management issues, particularly access rights and tenure on IOL
 - providing lands policy and procedures expertise to the Director
 - developing leases for IOL and ensuring their implementation
 - managing and supervising the Lands Officer
3. **Lands Officer.** Reporting to the Senior Lands Officer, the Lands Officer is responsibilities include:
 - undertaking inspections of Kitikmeot region IOL for developer compliance
 - providing support to the Senior Lands Officer with overall IOL management
 - administering licenses, protocols, agreements and leases.
4. **Senior Environment Officer.** Reporting to the Director, the Senior Environment Officer is responsible for:
 - providing oversight of input into the regulatory regime for access to IOL within the region, including screening, reviewing, analyzing, providing recommendations, monitoring and reporting on all phases of developments and their respective regulatory instruments
 - managing and supervising the Environment Officer.

- 5. Environment Officer.** Reporting to the Senior Environment Officer, the Environment Officer is responsible for:

 - supporting KIA participation in the regulatory regime for access to Inuit Owned Land within the region, including screening, reviewing, analyzing, providing recommendations, monitoring and reporting on all phases of developments and their respective regulatory instrument.

- 6. Information Technology Coordinator.** Reporting to the Director, the Information Technology (IT) Coordinator is responsible for:

 - providing overall information technology coordination for the department
 - providing technical expertise related to computer hardware and software
 - ensuring maintenance of electronic filing systems
 - providing geographic information system (GIS) expertise
 - maintaining and administering the Naonayoatit Traditional Knowledge Project (NTKP) GIS database
 - coordinating KIA-sponsored or supported traditional knowledge studies

- 7. Lands Clerk/Lease Administrator.** Reporting to the Director, the Lands Clerk/Lease Administrator is responsible for:

 - providing receptionist duties at KIA's Kugluktuk office
 - answering and forwarding phone calls, and managing incoming and outgoing faxes
 - providing clerical support including assisting with records management, making staff travel arrangements and supporting the Department of Finance and Administration with finance related responsibilities
 - providing records management support
 - maintaining a tracking system for all Department-issued license and lease documents

5 Impact and Benefit Funding

5.1 Inuit Impact and Benefit Agreements with Mining Companies

KIA is responsible for negotiating Inuit Impact and Benefit Agreements (IIBAs) when major project developments occur on or use Inuit Owned Lands (IOL) in the Kitikmeot region. Article 26 of the Nunavut Land Claims Agreement (NLCA) establishes the terms and conditions for IIBA negotiations. An excerpt of Section 26.3.1 of the NLCA states:

“An IIBA may include any matter connected with the Major Development Project that could have a detrimental impact on Inuit or that could reasonably confer a benefit on Inuit, on a Nunavut Settlement Area-wide, regional or local basis ...”

The KIA is also responsible for negotiating *Water Compensation* in accordance with Article 20 of the NLCA, for projects that may affect quality, quantity or flow of water flowing through IOL.

To date KIA has successfully negotiated two IIBAs and Water Compensation Agreements with mining companies. As mineral exploration in the Kitikmeot region increases, and more mineral properties proceed to mine construction and operations phases, the KIA will continue to represent and protect Kitikmeot Inuit interests.

5.2 Other types of Agreements

KIA has also entered into other types of agreements, namely:

- *Impact Benefit Agreement (IBA)*: KIA and the Hamlet of Kugluktuk are parties to a BHP Billiton (BHP) IBA for BHP's Ekati diamond mine located in the NWT. Because Ekati is not in Nunavut or on IOL, NLCA provisions do not apply. However, at the time of negotiation, the Minister of INAC directed BHP to negotiate an IBA with both the Hamlet and KIA in view of potential impacts on water. Therefore, KIA co-manages implementation of the IBA with the Hamlet, separate from other agreements.
- *Participation Agreement (PA)*: KIA has also entered into a PA with Diavik Diamond Mines Inc (DDMI). Again, DDMI is not located in Nunavut or on IOL, and therefore NLCA provisions do not apply. However, DDMI recognized that the “West Kitikmeot” may be impacted by its activities and agreed to negotiate a PA.

5.3 Benefits from Agreements

Benefits for Kitikmeot Inuit from IIBAs, IBAs, and PAs are similar and include provisions for:

- Employment, including preferential hiring for Inuit
- Training and Education, including on-the-job training opportunities
- Contracting opportunities, including preference provisions for Inuit companies
- Funding
- Other matters ranging from ensuring employee support programs to ensuring the company conducts community visits.

5.4 KIA Funding Allocation Policy

The objective of the KIA *Funding Allocation Policy*¹⁴ (Allocation Policy) is to ensure that funds received through PAs, IIBAs, and Water Compensation Agreements are targeted to priority areas, and to provide guidelines for prudent and beneficial allocation of such funds. Through the Allocation Policy, KIA established the following Six Funds:

1. *Future Fund* for long-term growth providing funds for opportunities or beneficiary needs that may arise from time to time in the future.
2. *Training Fund* for beneficiary training in trades or mine related training programs not available through government sources.
3. *Capital Fund* for infrastructure in Kitikmeot communities that improve beneficiary quality of life and/or wellness.
4. *Scholarship Fund* for beneficiaries attending post-secondary institutions including colleges, universities and trade schools.
5. *Initiatives Fund* for beneficiary social, cultural, recreational and employment development activities and/or projects.
6. *Equity Fund* for KIA to use as seed capital to raise additional external funds from government and other organizations for Inuit culture and wellness program development and implementation.

A KIA Board three-member committee, which set budgets and criteria for each Fund administers the Allocation Policy.

¹⁴ The KIA Funding Allocation Policy can be found under Tab 14.

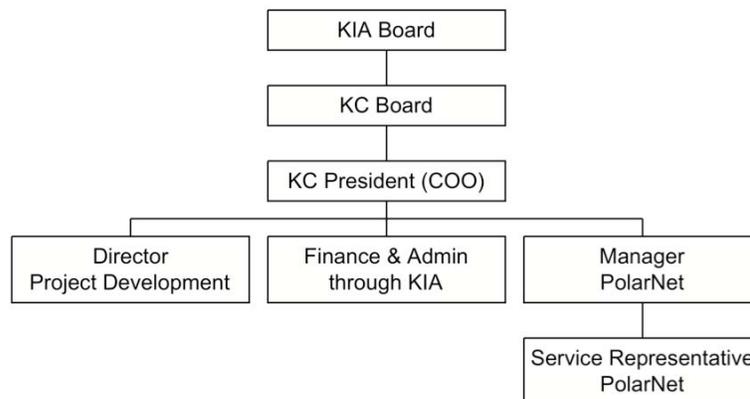
6 Kitikmeot Corporation (KC)

6.1 KC Overview

KC is the 'business arm' of the KIA with responsibility for developing business opportunities that build an economic base in the Kitikmeot region. KC's vision is

"a vibrant economic climate, sustainable business and employment opportunities, a skilled and confident population with the capacity and entrepreneurial spirit to take advantage of the business and employment opportunities we create, and ultimately, advancing the economic, social and cultural interest of our people".

KC is based in Cambridge Bay and operates with an appointed board and a staff of five including: the President, (and COO), Director of Project Development, PolarNet Manager and PolarNet Service Representative.



6.2 KC Mandate, Roles and Responsibilities

In meeting its mandate as the KIA 'business arm', KC has made seventeen joint venture investments in a range of industries - mining, mineral exploration, technology, travel services, property, casualty insurance, construction, and fuel supply.

Of these seventeen joint ventures, KC is majority or equal owner of the six companies described below:

- 1) *PolarNet*: A division of KC, PolarNet is wholly owned by KC. PolarNet is the original internet service provider for the Kitikmeot, is a partner in the Nunavut Broadband Corporation (Qiniq Network), and provides GlobeStar satellite phones.

- 2) *Kitikmeot Caterers*: KC owns 51% of Kitikmeot Caterers with Horizon North Logistics Inc owning 49%. The business provides camp catering, camp management, camp sales and rental, and housekeeping.
- 3) *Kitikmeot Cementation Mining & Development*: KC owns 51% with Cementation Canada Inc. owning 49%. The business provides underground contract mining, mine development, and underground mine infrastructure.
- 4) *Kitnuna Corporation*: KC owns 50% with Nunasi Corporation owning 50%. The business provides cat train services, earthworks, fuel and supplies, environmental cleanups, and expediting.
- 5) *Kitikmeot Explosives*: KC own 51% with Explosives Ltd. owning 49%. The business provides bulk and packaged explosives and blasting services.
- 6) *Medic North Nunavut*. KC owns 51% with Medic North Emergency Medical Services owning 49%. The business provides emergency medical services to remote sites and medical equipment supply.

KC holds minority ownership in the following ten businesses:

- 1) *Nuna Group of Companies*: KC owns 25.5% with Nunasi Corporation owning 25.5% and a numbered company (management group) owning 49.0%. The business provides open pit mining, earthworks, dike and dam construction, all-weather road construction, ice road construction, site services, and large diameter drilling.
- 2) *Toromont Arctic Ltd.* KC owns 20% with Sakku Investments owning 20%, Qikiqtaaluk Corporation owning 20% and Toromont Industries Ltd owning 40%. The business provides sales and service of mining and other heavy equipment.
- 3) *Ryfan Nunavut Inc.*: KC owns 25.5% with Nunasi Corporation owning 25.5% and Ryfan Electric owning 49.0%. The business provides industrial mechanical and electrical services and project management and procurement.
- 4) *I&D Management Services*: KC owns 25% with Dogrib Nation Trust owning 25%, Deton'Cho Corporation owning 25% and Denesoline Corporation owning 25%. The business provides employees to mine projects in Nunavut and the Northwest Territories.
- 5) *Diamonds International Canada*: KC owns 17% with the Aboriginal Diamonds Group which consists of Dogrib Nation Trust owning 17%, Deton'Cho Corporation owning 17% and WWW International Diamond Consultants owning 49%. The business serves as the Canadian Government diamond valuator for Nunavut and the NWT.
- 6) *NCC Investment Group*: KC owns 25% with Nunasi Corporation owning 25%, Qikiqtaaluk Corporation owning 25% and Sakku Investments owning 25%. The business constructed and manages various "foundational" GN infrastructure projects, and is engaged in real estate development and management.
- 7) *Larga Edmonton*: KC owns 33% with Nunasi Corporation owning 33% and the Gwich'in Tribal Council owning 33%. Larga is a medical residence in Edmonton for patients living in Nunavut and NWT.
- 8) *Nunavut Insurance Brokers*: KC owns 25.5% with Sakku Investments owning 25.5% and Leipsic Insurance owning 49%. The business provide property and casualty insurance.
- 9) *Pan Arctic Inuit Logistics Corporation (PAIL)*: PAIL is a consortium of corporations including Kitikmeot Corporation, Qikiqtaaluk, Sakku Investments, Inuvialuit Development, Nunasi, Makivik , and the Labrador Inuit Development in a 50/50 partnership with ATCO Frontec. PAIL operates the North Warning System, formerly known as the DEW line on behalf of the Department of National Defence.

- 10) *Top of the World Travel and Tours*. KC has part ownership with YZF Corporate Travel comprised of Nunasi Corporation and the two founding Warner family partners. The business provides corporate travel service.
- 11) *Inuksugait Inc.* is jointly owned by Nunasi Corporation and NCC Investment Group. KC and Nunasi Corp. provided additional investment in Inuksugait Plaza (Iqaluit).

Through its many joint ventures and subsidiaries, KC has been able to achieve profits while generating training and employment opportunities for beneficiaries. KC receives funding through the Nunavut Investment Review Committee (NIRC) a portion of which it allocates to KEDC for the Kitikmeot Business Assistance Program (KBAP) leaving KC with the balance for strategic investments. In addition, NTI provides KEDC with funding which flows through KC for the NS Program.

6.3 KC Board

The KC board includes a member of the KIA Executive Committee and four other members, two of whom are appointed based on competency and two based on constituency.

6.4 KC Staff

KC operates with a staff of five including: the President, Chief Operating Officer (COO), Project Manager, Polarnet Manager and Polarnet Service Representative.

The roles and responsibilities of each position include:

President and CEO: The position is responsible for:

- all matters pertaining to recommending investment decisions to the Board
- overseeing KC subsidiary and joint venture investments
- communication with beneficiaries, KIA and other stakeholders
- The president/CEO sits on a number of subsidiary and joint venture boards and serves as KC's watchdog on those boards, and
- The President/CEO serves as the main spoke person for the corporation.

Chief Operating Officer (COO): The COO reports to the President and is responsible for the day to day operations of the corporation including:

- managing KC's commercial and residential real estate investments
- managing the acquisition and operation of new property development
- establishing and negotiating leases on commercial and residential properties
- directing and managing PolarNet
- sitting on the Kitnuna Group of Companies Board of Directors
- participating as a member of the corporation's management committee
- identifying new investment opportunities
- negotiating and arranging cash flow and financial needs; and
- providing advice on accounting policies.

Director of Project Development: The position manages specific projects for the corporation as determined by the COO. The position is also responsible for assisting in overseeing the ongoing day-to-day operations of the corporation including its many joint ventures and subsidiaries.

Manager Polar Net: The PolarNet Manager reports to the COO and is responsible for managing all aspects of PolarNet an internet provider in addition to providing personal computer support to KC, its affiliates and KIA.

PolarNet Service Representative: The PolarNet Representative reports to the Manager of PolarNet and is responsible for providing customer support to PolarNet customers in Cambridge Bay and via telephone to customers in other Kitikmeot communities.

6.5 KC Investment Policy

KC manages its investments with care, choosing conservative investments that provide maximum returns, with more than just a financial return on capital but training and employment for Kitikmeot Inuit, transfer of expertise and management training opportunities. In a 2003 KPMG review, KC was deemed to have *'adopted a cautious investment approach involving a number of small strategic investments; affiliate and real estate portfolios that were profitable and generating adequate cash flow to cover overhead costs; and the corporation in a 'healthy financial position.'*

6.6 KC Communication & Accountability

KC communicates with beneficiaries through a variety of means: the KC President undertaking community tours and board members explaining KC achievements to residents. Otherwise KC relies on periodic circulated newsletters, presentations to the KIA Board and AGM, website, newspaper articles and press releases.

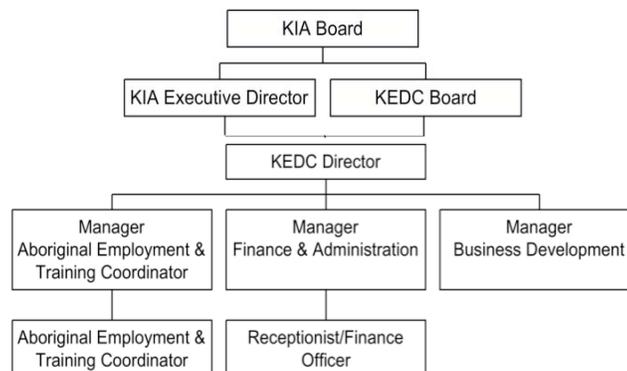
KC maintains accountability to KIA through the KIA Executive Committee member who sits as a Board member; the KC President reporting on corporate plans and performance at KC Board meetings; KC submitting quarterly financial reports to the KIA Board; and annually KC submitting audited financial statements to the KIA Board, and the KC President attending and reporting to the AGM.

7 Kitikmeot Economic Development Commission (KEDC)

7.1 Overview

KIA established KEDC in 1993. The Kitikmeot Economic Development Commission (KEDC) is the economic development arm of the Kitikmeot Inuit Association (KIA) with the mandate to improve the economic status and self-reliance of beneficiaries under the Nunavut land Claim Agreement (NCLA) in the Kitikmeot Region.

The KEDC is based in Cambridge Bay and operates with a KIA-appointed Board and a staff of six including a Director, Manager of Finance and Administration, Manager Aboriginal Employment and Training, Manager Business Development, Project Officer and a Receptionist/Administration Officer.



7.2 KEDC Mandate, Role and Responsibilities

KEDC is accountable to KIA which signs all the agreements that KEDC is mandated to deliver. KEDC delivers programs through three different sources of funding:

1. *Human Resources and Skills Development Canada (HRSD)*: Through the Aboriginal Human Resources Development Agreement (AHRDA), HRSD provides program and core funding for various employment and training programs and services. AHRDA is a five-year agreement ending March 31, 2009.
2. *Indian and Northern Affairs Canada (INAC)*: Through the Community Economic and Capacity Development Program (CEDP), Youth Employment Strategy Skills Link Program and Summer Work Experience Program Agreement, INAC provides core and program funding.
3. *Nunavut Tunngavik Incorporated (NTI)*: Through the Nunavut Investment Review Committee (NIRC), NTI provides funding for a Kitikmeot Business Assistance

Program (KBAP) and a Nunavut Sivummut (NS) grant program. Under program guidelines funds are restricted to Inuit beneficiaries.

4. In addition, KEDC has access to surplus KBAP and NS funds that are under the control of the Kitikmeot Corporation (KC).

Further, KEDC has recently entered into a GN agreement to maintain a Canada Business Center, a resource library for businesses, for which it receives \$1,000 per month in rent.

In meeting its mandate, KEDC is required to work on different fronts: working with the Community Economic Development Officers (CEDOs) to service business clients; working with training providers such as Arctic College to develop training programs; working with employers to match skills development to targeted employment opportunities; counseling or 'case managing' people seeking employment; working with funding agencies to obtain required funding and investment and reporting on KEDC program and service impacts; and working with leaders and beneficiaries so there is a broad understanding of KEDC's role and responsibilities.

KEDC activities include: reviewing submitted proposals; lobbying; counseling; tracking and monitoring; reporting on impacts; participating in inter-agency forums including workshops and working groups; and attending trade shows where there is opportunity to network and promote and market the Kitikmeot region.

7.3 KEDC Board

The KIA Board appoints two members based on demonstrated experience and skills in the area of employment, training and business (competency), two on representing the East and West Kitikmeot (constituency), and the fifth Board member is a KIA Executive Committee member. Board members are expected to be leaders within their communities and well respected.

The KEDC Board approves funding applications, sets strategic direction, monitors KEDC performance and assists in communicating KEDC's role and responsibilities and achievements to beneficiaries. As the signatory to KEDC funding agreements, KIA is accountable for the agreements and as such, KEDC is accountable to the KIA Board.

7.4 KEDC Programs and Services

The KEDC has five program and service areas – or functions – it performs. These are summarized below:

- a) **Finance and Administration:** Finance and Administration activities include: financial management – developing budgets, cash flows, maintaining cost controls, reporting and payroll, and personnel. KEDC uses the KIA Policies and Procedures Manual in addition to policies and guidelines specific to funding agreements and delivered programs and services. KIA provides administrative support to KEDC.
- b) **Communications:** The KEDC operates with the KEDC Director, Board and the support of contracted translators/interpreters in delivering communication including: informing stakeholders on KEDC's role and responsibilities, activities and accomplishments while obtaining beneficiaries views and opinions on employment and training and economic development –more specifically where KEDC should concentrate its effort and resources. Communication is intended to improve the *means* of informing stakeholders – e.g., community visits, workshops, Website, newspaper coverage, and press releases; and improving the *message* – e.g., KEDC

role and responsibilities, business plan, activities, accomplishments and Board meeting decisions.

- c) **Employment and Training:** The Manager of Aboriginal Employment and Training and Day Care Coordinator deliver ARDHA and those parts of the INAC agreement specific to employment and training.
- d) **Business Development:** Business Development activities include: assisting communities in planning and implementing their CED plans; facilitating CEDO training and support; undertaking with other agencies such as Economic Development & Transportation Community Economic Development (CED) coordination throughout the region; supporting business development in the region by assisting in developing business plans that raise financing, providing KBAP contributions to offset business development and facilitating training and aftercare support; attending trade shows, workshops and meetings where there is opportunity to network and raise awareness of Kitikmeot opportunities for investment and needs; and providing NS grants for Inuit involved in traditional or non-business activities including fishing, carving, arts and crafts, sewing and prospecting.
- e) **Planning, Monitoring and Reporting:** In meeting its mandate KEDC undertakes and maintains a number of internal activities that support its other activities including: developing a Business Plan that addresses short term (1 year) and longer term (beyond 1 year) goals and strategies; developing and maintaining a performance measurement system that allows KEDC to determine where it is meeting beneficiary needs and where more effort and investment is required; and reporting to funding agencies, KIA and beneficiaries on accomplishments against funds expended.

7.5 KEDC Staff

KEDC operates with six full time staff. Given the KEDC's broad mandate, demands on staff are challenging with the organization constantly facing the need to consult with different stakeholders, choosing which priorities to pursue and reporting on impacts.

Director: Reporting to the KIA Executive Director, the KEDC Director has responsibility for:

- developing strategies for effective KEDC program and service delivery
- financial control of KEDC loan, grant, contribution and operating budgets
- accountability to KEDC funding agencies through effective and efficient monitoring and evaluation of delivered programs and services
- accountability to the KIA Executive Director for day-to-day administration of delivered programs and services and the KEDC advisory board for decisions respecting strategic direction and funding allocation.

Manager, Finance and Administration: Reporting to the KEDC Director, the Manager of Finance and Administration is responsible for:

- management, financial control and maintenance of KEDC accounting systems
- producing timely and accurate financial information for management
- facilitating compliance reporting to funding agencies
- personnel and general office administration.

Receptionist/Finance Officer. Reporting to the Manager of Finance and Administration, the Manager of Receptionist/Finance Officer is bilingual in Inuinnaqtun/English or Inuktitut/English and is responsible for:

- receptionist duties at KEDC office in Cambridge Bay including answering and forwarding phone calls, managing incoming and outgoing faxes
- assisting with records management, and maintaining and orderly office space
- clerical duties including assisting with records management and making staff travel arrangements
- providing bookkeeping and data-entry support to the Manager.

Manager, Aboriginal Employment and Training (AE&T): Reporting to the KEDC Director, the Manager of Aboriginal Employment and Training is responsible for:

- implementing and administering KEDC Inuit employment training programs and Inuit childcare programs
- providing employment assistance services to Kitikmeot Inuit
- ensuring funding provided under the Federal government's Aboriginal Human Resource Development Agreement and Youth Employment Strategy is allocated in accordance with agreement terms and conditions
- ensuring impacts – that is success of program and service implementation – are measured, reported on, and result in on-going KEDC delivery support by funding agencies.
- supervising one full time Aboriginal employment and training coordinator.

Aboriginal Employment and Training Coordinator: Reporting to the Manager of AE&T division, the coordinator is responsible for:

- assisting in implementing and administering the Aboriginal Employment and Training Inuit employment training programs, Inuit childcare programs
- providing employment assistance services to Kitikmeot Inuit
- ensuring professional financial management, accounting and reporting for AE&T division activities according to the approved budget, operational plan, program requirements, funding agreements, and generally accepted accounting principles
- ensuring professional and effective human resource management, supervision, and team building within KEDC.

Manager, Business Development. Reporting to Director or KEDC, the Manager of Business Development is responsible for:

- facilitating access to small business financing and support for Kitikmeot Inuit and Inuit-owned businesses in the region
- ensuring effective and efficient administration and program delivery and services to clients, including programs and services delivered on behalf of third parties such as Kitikmeot Corporation, Aboriginal Business Canada, INAC, etc.

planning, developing, coordinating and implementing policies, strategies, and initiatives aimed at creating a positive and nurturing environment for the establishment and expansion of viable, profitable, and well-managed Inuit-owned businesses, thereby