

# Sivumut Kajusiniq (Moving Forward): *Nunavut Heritage Sector Needs Assessment and Strategic Plan*

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**Final Report to: Inuit Heritage Trust, On behalf of 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
GN	Government of Nunavut
RFP	Request for Proposals
NHN	Nunavut Heritage Network
SWOC	Strengths, Weaknesses, Opportunities, Challenges

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## ***Executive Summary***

Prior to November 2004 very little recorded data and specific information was available on the activities, organizational capacity, funding and 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.

Working with partner agencies, the Inuit Heritage Trust issued a Request for Proposals in the fall of 2004 on behalf of the Nunavut Heritage Sector. The intent of the Request for Proposal was to conduct a needs assessment of heritage stakeholders across the territory, and develop a strategic planning document for the future development of the sector. The goals of the project, as identified in the request for proposals, were:

- To develop a positively focused ‘network’ of all Nunavut’s heritage stakeholders;
- To share information; and,
- To encourage forward thinking and planning of the heritage sector.

For the purpose of this project, the Nunavut Heritage Sector was broadly defined as any community, individual, or group involved in preservation, promotion, and/or presentation of Nunavut’s cultural and material heritage. Involvement may be in the form of programs, activities, display and/or advocacy that is in the interest of Nunavut’s heritage. Between November 22, 2004 and March 31, 2005, the following three-phased project methodology addressed the projects objectives for this sector:

- Needs Assessment of Nunavut Heritage Stakeholders
- Heritage Sector Strategic Planning Workshop
- Implementation Plan

### **Needs Assessment**

The first phase of the project, to conduct a Needs Assessment of the Heritage Sector in Nunavut, was undertaken between December 2004 and the first week of January 2005 through a survey of fifty-six heritage organization. From this sample group, the needs assessment survey response rate was 63%. Of the groups identified as our stakeholder population identified for the survey contact list, the percentage of total response we had from each of the following heritage organization stakeholder classifications, was:

- 16.9% from Community Committees or Groups;

- 38.0% from Hamlet heritage programs or groups;
- 15.5 % from Territorial Government heritage departments or programs;
- 4.2 % from Federal Government heritage departments or programs;
- 15.5 % from Regional/Territorial Society or Association; and,
- 9.9% from Others (Individuals, Businesses involved in heritage).

Based upon the types of organizations on the stakeholder contact list, the survey results can be classified as generally representative of all organization types but the groups listed as “other”, where response rates were less than half of the sample group from the stakeholder contact list.

The Nunavut Heritage Sector Needs Assessment Survey was divided into five sections. Each section asked detailed questions in the following categories to provide a snap shot of the current state of heritage groups in the territory. The five categories were:

- Organizational structure and capacity
- Communications
- Programs and Activities
- Funding
- Future opportunities and challenges

The strengths, weaknesses, opportunities and challenges (SWOC) facing the sector were identified, placing the sector in the position to develop a strategic plan. A sampling of SWOC issues facing the sector that were identified include the following:

*Strengths:*

- Communications networking is strong amongst heritage groups located in the same communities, and stakeholders feel that within their own communities there is public awareness of their programs and activities.
- Traditional Knowledge, Language and Culture programs and activities are established in most communities within the territory.
- Funding for special projects is available from a variety of funding agencies, although few groups report making applications to this type of funding.

*Weaknesses:*

- Staffing issues, such as low retention of staff, and lack of Nunavut based training of staff in heritage and cultural professional courses are issues for all heritage organizations.
- Lack of an inter-regional and inter-territorial communication network.
- Lack of “Best Practices” for programs and activities.

- Competition for core funding from a small pool of funding sources amongst heritage organizations.

*Opportunities:*

- Increasing public awareness of Nunavut and Inuit culture.
- Increasing access to communication tools through the introduction of Broadband.
- The proposed Nunavut Heritage Centre.

*Challenges:*

- Lack of Funding.
- Lack of qualified staff (particularly staff from Nunavut).
- Lack of organizational planning in the heritage sector.
- Loss of heritage and cultural resources with the passage of time.

**Strategic Plan**

In the second phase of the project, twenty-one heritage stakeholders came together at the Heritage Sector Strategic Planning Workshop held in January in Iqaluit. Based upon the analysis of the needs assessment, the heritage stakeholders worked for three days to develop a strategic plan for the sector. The stakeholders stated that their Vision for the future of the Nunavut Heritage sector is:

***A VIBRANT SUSTAINABLE NETWORK UNITED IN PROTECTING,  
INTERPRETING AND PROMOTING NUNAVUT'S RICH HERITAGE,  
IN ALL IT'S FORMS, BY CREATING LINKS WITH  
OUR PAST, PRESENT AND FUTURE***

The stakeholder group also evaluated and rated the importance of their needs, and addressed the possible means of satisfying those needs to the benefit of the sector by setting goals and drafting an implementation plan.

The responsibility for implementing a Nunavut Heritage Sector Strategy was recognized as being beyond the current mandate and capacity of any one of the existing heritage organizations in Nunavut. The question of who would take responsibility for implementing the strategy that resulted from this project was perhaps one of the most challenging questions that needed to be addressed during the workshop. The stakeholders considered several options for partnership, discussing each one at length, and in the end the majority voted in favour of a developing Network structure for heritage organizations in the territory. To facilitate the establishment of the Nunavut Heritage Network, the stakeholders established a seven-person interim steering committee tasked with working towards developing preliminary communications tools that would lead into the larger group project of developing a Nunavut Heritage Network (NHN), recognizing the ultimate goal of

becoming a dynamic framework for organizations to participate and contribute to the heritage sector.

### **Implementation Plan**

In February 2005, the interim steering committee decided to further develop a framework implementation plan for the sectors strategic goals. The framework plan identifies the four main goals for the next five year period, including the tasks, priorities, timeline and critical factors for success, that are considerations for achieving the goals identified by heritage stakeholders throughout this project. The four main goals identified were: create the Nunavut Heritage Network; Build the sectors capacity; support the development of programs in the sector; and, develop advocacy and awareness of the sector.

In year one of the five-year plan for the heritage sector, the Nunavut Heritage Network will:

- Establish and define the structure of the Nunavut Heritage Network group/committee.
- Develop communication tools including a website and newsletter, and hold regular meetings.
- Create “Best Practices” information packages on issues of highest priority to heritage stakeholders.
- Support organizational, professional and skills training initiatives in heritage.
- Support and collaborate on programs concerning Traditional Knowledge.
- Develop advocacy on funding related issues.
- Raise awareness of the heritage sector within Nunavut.

Upon the establishment of the Nunavut Heritage Network, a review of the rough framework plan should be undertaken, including assigning responsibilities for the planned tasks to individuals or organizations as the means to implement the strategic plan. Implementing the plan is not the end of the process. The Nunavut Heritage Network must regularly monitor and adjust the plan to ensure that new issues are addressed, progress is monitored, and achievements are celebrated.

Throughout the project, stakeholders emphasized the importance of heritage to Nunavummiut past, present and future. The development a positively focused ‘network’ of all Nunavut’s heritage stakeholders and forward planning of the heritage sector were goals that were achieved by the committed group of stakeholders involved in the project. These goals, and the strategic plan to take Nunavut’s Heritage Sector into the future are documented in this report, *Sivumut Kajusiniq (Moving Forward): Nunavut Heritage Sector Needs Assessment and Strategic Plan*.

***“This is an important sector that we need to keep alive; we need to be dedicated to working on this. This is our heritage; this is for the benefit of all Nunavummiut. What we’re striving towards is to keep heritage strong and that’s what were doing right now by networking”***

Tommy Papatsie, January 27th, 2005, Nunavut Heritage Sector Workshop in Iqaluit

## ***1. Introduction***

Throughout the Nunavut Heritage Sector Needs Assessment and Strategic Planning project, the importance of heritage to Nunavummiut was emphasized, stressed and celebrated by individuals and organizations involved in this sector. Heritage in Nunavut means many things to a variety of stakeholders: it encompasses the sharing of traditional knowledge, participation in cultural activities, and the preservation of artefacts and documents that are the lifeline between the heritage of Nunavut’s past and the emerging culture of the territory.

To strengthen heritage and the organizations that are actively involved in heritage in Nunavut, stakeholders from all regions of the territory enthusiastically provided information and shared data. The goals of the project that were originally identified by Inuit Heritage Trust on behalf of heritage stakeholders, became the goals of the stakeholders as the project progressed. To develop a positively focused ‘network’ of all Nunavut’s heritage stakeholders, to share information, and encourage forward thinking and planning of the heritage sector. These goals and the strategic plan to accomplish these objectives are documented in this report, *Sivumut Kajusiniq (Moving Forward): Nunavut Heritage Sector Needs Assessment and Strategic Plan*. *Sivumut Kajusiniq* is an apt title for this project, reflecting the wish of heritage stakeholders to take the sector forward into the future as a supportive and coordinated network.

### **1.1. Project Background, Objectives, and Methodology**

Working with partner agencies, the Inuit Heritage Trust issued a Request for Proposals in the fall of 2004 on behalf of the Nunavut Heritage Sector. The intent of the Request for Proposal was to conduct a needs assessment of heritage stakeholders across the territory, and develop a strategic planning document for the future

development of the sector. The Inuit Heritage Trust is responsible to Inuit residents of Nunavut, however it is not considered a ‘territorial heritage organization’ with a mandate taking in all issues of Nunavut’s heritage sector. Despite not having a territorial mandate, IHT spearheaded this project because they share a common interest with other heritage groups in the territory to build capacity at the community, regional and territorial level; and to empower heritage organizations to increase the capacity of heritage organizational cooperation for all of Nunavut.

The goals of the project, as identified in the request for proposals, were to develop a positively focused ‘network’ of all Nunavut’s heritage stakeholders, to share information, and encourage forward thinking and planning of the heritage sector. For this project, the approach to achieving the objectives was divided into three phases, and for each of the phases a variety of tasks were identified.

Project Phases:

- Needs Assessment of Nunavut Heritage Stakeholders
- Heritage Sector Strategic Planning Workshop
- Implementation Plan

Several critical milestone dates were identified at the outset of the project, including the survey completion period and the best possible timing of the stakeholder workshop. The survey was issued between December and early January, with the heritage sector stakeholder workshop held in Iqaluit between January 25-27<sup>th</sup>. This report will review the project phases, the data collected, through analysis of the data, identify the priorities of the sector for moving forward to increase the capacity, coordination and support of heritage organizations across the territory.

The project began on November 22, 2004, with a completion date of March 31, 2005. Initial background research identified gaps in the knowledge of Nunavut’s heritage sector. In order to thoroughly perform the required needs assessment of Nunavut heritage stakeholders, the gaps identified through initial research required the development of a broad survey questionnaire. The survey and interview tools were developed to collect and evaluate both quantitative and qualitative responses. The survey had to cover a variety of areas ranging from basic information about the heritage organization itself (allowing us to develop a sample representation of heritage organizations across Nunavut) to the areas such as funding, training and perceived opportunities and challenges.

The Nunavut Heritage stakeholder group was identified through our research and in partnership with Inuit Heritage Trust. To determine the stakeholder population for the project, it was determined to broadly define the Nunavut Heritage Sector as any community, individual, or group involved in preservation, promotion, and/or presentation of Nunavut’s cultural and material heritage. Involvement may be in the form of programs, activities, display and/or advocacy that is in the interest of Nunavut’s heritage.

The project's final stakeholder group identified 56 groups and organizations. Contact information was assembled for these groups and efforts were made at all stages of the project to provide correspondence with these groups in the language of their choice. The contact list is located in Appendix 7.1.

## **1.2. Summary of Report Contents**

The report contents are detailed under following sections:

- Section 2: Nunavut Heritage Sector Needs Assessment
- Section 3: SWOC Analysis
- Section 4: Heritage Sector Strategic Planning
- Section 5: Implementation Plan Framework

The Appendices of the report contain relevant documents used or collected during the course of the project.

## 2. Nunavut Heritage Needs Assessment

### 2.1. Introduction

The preliminary project phase involved conducting a Needs Assessment of the Heritage Sector in Nunavut to capture data and information from stakeholders across the territory. A needs assessment is:

*An approach to gathering data about the needs and opportunities of a population, to evaluate and rate the importance of these needs; and address the possible means of satisfying these needs to the benefit of the group. This approach to conducting a need assessment can include various data collection methods, and for this project it was determined that the best methods to collect data would be through research, and a survey directed to heritage groups.*

The needs assessment task began with a review of existing documents and research on additional background information relating to Heritage Organizations in Nunavut. Research included:

- Identifying groups in the territory with involvement in heritage activities
- Searching for existing statistical information on the heritage sector in Nunavut
- Reviewing existing studies and reports on the Nunavut heritage sector.

Topics included: Heritage Organization primary functions (examples: museum, archives, historic site, community heritage programs, etc.), and statistics (examples: employment, operating and capital revenue, user population, etc.). Although there was speculative and anecdotal information passed on to us during the research task, it was clear that there were many gaps in the specific, hard data available on the sector for Nunavut. To address this gap, the survey tool developed for the project was expanded in scope to allow for a broad range of data and information to be collected. It was hoped that this survey tool would provide a set of baseline findings that could be used in the future, to monitor the development of the sector through future needs assessment surveys, and focus future information gathering efforts.

The Nunavut Heritage Sector Needs Assessment Survey that was developed was divided into five sections. Each section asked detailed questions in the following categories to provide us with a snap shot of the current state of heritage groups in the territory and the issues of importance in the present and for the future.

The five categories were:

- Organizational structure and capacity
- Communications
- Programs and Activities
- Funding
- Future opportunities and challenges

Copies of the survey were issued to stakeholders in the language of their choice (English, Inuktitut and Inuinnaqtun), and can be found in Appendix 7.2.

## **2.2. Issuance of Survey**

The survey was sent out to stakeholders beginning on December 8, 2004. Recognizing the challenges of conducting a survey in the weeks leading up to the holiday season, stakeholders were originally required to return their completed surveys by December 15, 2004. To accommodate those that had already left for their holidays, the completion deadline was later extended to January 7, 2005.

Of the 56 groups identified on the stakeholder contact list, 35 completed survey responses were received by the deadline, giving the survey a 63% participation rate.

## **2.3. Distribution of Organizations**

The percentage of distribution of survey respondents, by region, were:

- Baffin – 45.7%
- Kivalliq – 31.4%
- Kitikmeot - 8.6%
- And Nunavut-wide (Nunavut Wide indicates groups that said they have a territorial wide mandate) – 14.3%

Of the 56 groups identified as our stakeholder population identified for the survey contact list, the percentage of total response we had from each of the following heritage organization stakeholder classifications, was:

- Community Committees or Groups (16.9% of responses)
- Hamlet heritage programs or groups (38.0% of responses)
- Territorial Government heritage departments or programs (15.5% of responses)
- Federal Government heritage departments or programs (4.2% of responses)
- Regional/Territorial Society or Association (15.5% of responses)
- Others (Individuals, Businesses) (9.9% of responses)

Comparing the types of organizations that submitted completed surveys with the types of organizations on the stakeholder contact list, our survey results can be classified as representative of all organization types but the groups listed as “other”, where response rates were less than half of the sample group from the stakeholder contact list.

### **3. SWOC Analysis**

The survey responses that were received were and all data was analyzed, and consideration of the heritage sectors Strengths, Weaknesses, Opportunities, and Challenges were used as indicators to identify the sectors needs. Commonly referred to through the acronym SWOC, these four indicators are defined as:

- “Strengths” are positive things about Nunavut’s Heritage Sector that currently help achieve the mission;
- “Weaknesses” are things that Nunavut’s Heritage Sector needs to improve in order to achieve its mission;
- “Opportunities” are anticipated trends or events that Nunavut’s Heritage Sector may be able to take advantage of in the future to achieve its mission;
- “Challenges” are anticipated trends or events that may endanger the Nunavut’s Heritage Sector’s capacity to achieve its mission;

Results were tabulated using the statistical software program SPSS to calculate the results, and written responses were recorded and collated. The results were then reviewed to identify the preliminary SWOC analysis, organized following the categories that were used to structure the needs assessment survey. Complete results of the survey analysis can be found in Appendix 7.3 (complete collated survey results), with additional information provided in the SWOC Summary Report that was presented to the IHT project Manager following the survey (Appendix 7.4).

Following the review of the IHT project manager, and the review of the preliminary SWOC findings at the January stakeholder workshop, the SWOC issues for the heritage sector were compiled. The following sections review the compiled results following the categories used to structure the needs assessment survey.

#### **3.1. Organizational Structure and Capacity**

The SWOC issues relevant to the heritage sectors organizational structure and capacity section provide a current picture of Nunavut’s heritage sector organizations and groups function, the types of groups exist, and how they are organized and operating. Based upon the findings of the survey and input during the stakeholder

workshop, the following strengths, weaknesses, opportunities and challenges are currently issues for the sector in the areas of organizational structure and capacity.

**Strengths:**

- *Types of Organizations:* the representational distribution of organizations shows us that Community Groups make up more than half of heritage groups, and almost every community has at least one organized heritage group. Regional and Territorial organizations combined make up almost a third of heritage groups in Nunavut.
- *Purpose:* A strong majority of groups (83%) feel that their purpose as a heritage organization is clearly defined.
- *Management and Reporting:* for the majority of heritage groups, management and reporting practices on their program activities and of their financial records are being actively maintained.
- *Base of Operations:* The majority of heritage groups have a stable base of operations, with most working out of either shared facilities or their own facility (“own” facility includes community based organizations operating out of Hamlet owned buildings). Of those that share office spaces and buildings, groups identified that sharing of equipment is common, keeping overhead costs to a minimum.
- *Staffing:* Inuit participation rate in the heritage organizations surveyed stood at 63.9% (higher than the GN Inuit participation rate from March 2004).

**Weaknesses:**

- *Types of Organizations:* the majority of the stakeholders that did not respond to the survey are the Hamlet operated community heritage groups, typically in the smallest, non-decentralized communities in the territory. Our contact list indicates that these communities either have no organized heritage group, or the current status of their heritage group is either defunct or unknown.
- *Base of Operations:* Comments indicate that some groups do not currently have an adequate space to meet their needs, in terms of space required for their operation and based upon the physical condition of their current space and the limitation the condition of the space places on programs.
- *Purpose:* less than half of the heritage groups have a formalized statement of their purpose and priorities. This could indicate several things: that many heritage organizations are moving forward without clearly defined visions and goals; that organizations do not have the capacity to write clear goals; or, organizations feel that they can operate without formalized organizational documentation.
- *Planning:* Very few (18.5%) heritage groups have a strategic plan covering their organization’s 1 to 5 year objectives, and almost two thirds of heritage groups have no process in place to undertake strategic planning.

- *Staffing:* While Inuit participation rate in the heritage sector appears to be strong, it has not reached the 85% target of Inuit representation percentage of employment for Nunavut.
- *Professional Development:* Numbers of organizations sending their staff for Professional Development in cultural courses and heritage specialty courses (ex. Museology) show low participation rates. For the future development of the sector, collections and preservations initiatives, and in preparation for a future Nunavut Heritage Centre, it is important for heritage organizations to increase the Professional Development of their staff in these areas.

### **Opportunities:**

- *Charitable Status:* with fewer than 15% of heritage groups currently having official charitable status, there may be opportunity for other eligible groups to work toward achieving charitable status. This may open up additional funding sources and revenue generating potential for heritage groups.
- *Purpose:* Often funding applications require that a group identify they organizational goals and objectives. If groups without written goals were assisted to document these for their organizations, additional funding opportunities may be realized.
- *Professional Development* in management and administrative courses shows higher participation rates indicates that heritage organizations will be better positioned to improve their organizational capacity and address their future strategic planning requirements.
- *Documenting Trends:* as the heritage sector in Nunavut develops, further work to conduct needs assessments through a network of organizations will help the sector track and report on trends or changes in heritage sector capacity.

### **Challenges:**

- *Planning:* Only 60% of heritage groups have a current year budget, leaving 40% of the heritage groups currently vulnerable to being unable to continue or grow their programs and activities. This could also indicate that funding demand is greater than available funding to meet the needs of all heritage groups, and/or, some heritage groups do not currently have the capacity to secure funding for their activities.
- *Base of Operations:* Infrastructure demands, and high cost of building construction, operations and maintenance in the territory will continue to be a challenge for the heritage sector in the future.

## **3.2. Communications**

The SWOC issues related to communication of heritage groups in the territory are identified in this section of the report. Based upon the analysis of the survey

responses in this category, and input from workshop participants, the following issues have been identified for the sector as it pertains to the current state of communications.

### **Strengths**

- *Means of Communication:* Almost all heritage groups are using local radio to communicate with their community about their programs and activities.
- *Communication networks:* heritage groups in the same community identify having strong local communication networks, with almost two thirds of groups saying they have regular contact with other heritage groups in their community, and of those communications, they are actively sharing information and partnering on projects and training. In addition, communication links between heritage groups in Nunavut and heritage groups outside of the territory (rest of Canada and the world) are strong.

### **Weaknesses**

- *Budget:* Less than one third of heritage groups have a communication plan or budget.
- *Communication networks:* One third of heritage groups in Nunavut say they have NO communication with other heritage groups
- *Communication networks:* Inter-Regional and Inter-Territorial communication networks between heritage groups are not as strongly developed as the networks existing within communities or those with groups outside of the territory

### **Opportunities**

- *Means of Communication:* Few heritage groups are using communication tools such as newsletters, websites or email list serves, however almost all heritage groups say they have access to a fax machine, Internet and email. A few larger heritage groups have existing websites, email list-serves, and contact lists that could be used as tools to develop the entire sectors communication plan

### **Challenges**

- *Budget:* Lack of communications budgets and communication networks in the Territory. Without a strong communication network, the sector will risk loss of opportunity to share information, miss opportunities to develop partnerships, and run the risk of duplicating services, programs and activities.
- *Communication networks:* The inter-regional and inter-territorial communication that does exist is generally between highly developed heritage groups, indicating that the community based groups are not gaining support or developing coordination with other similar groups.

### 3.3. Programs and Activities

Based upon the analysis of the information on the programs and activities that Nunavut Heritage groups are offering, the following SWOC issues were identified for the sector.

#### Strengths

- *Target Mandate:* The majority of heritage groups feel their programs & activities are successfully reaching their target user group or addressing mandated issues. However, it should be noted that organizations were not asked to qualify what “success” meant to their programs or activities.
- *Traditional Knowledge:* Heritage groups offering programs related to collection of oral history, traditional place names and artefact/document collections are currently established in all regions of the territory.
- *Language & Cultural:* Activities and programs in these areas are widely offered, and will likely continue to be offered with the same or slightly higher frequency in the future.

#### Weaknesses

- *Public Awareness:* Heritage groups indicate a strong desire to increase public knowledge of the programs and activities they offer, however, as more than half of all groups indicated that they have no budget or plan for program related communications, developing awareness is not currently possible.
- *Best Practices:* Measuring the “success” of an organization to deliver it’s programs and activities requires a set of standards in order to effectively evaluate if the organization is actually meeting the needs or goals of the program. No standards or best practices currently exist.

#### Opportunities

- *Access to Programs:* There is a willing and interested user group for heritage programs in Nunavut. The majority of heritage groups feel that demand for their programs is greater than their current capacity to offer programs. Improving heritage group’s ability to offer programs will increase public access to culture and heritage.
- *Preservation:* Expansion of programs related to preservation of archaeological sites and artefacts are desired by the heritage groups with the mandate/interest in this activity

#### Challenges

- *Best Practices:* Lack of territorial wide standards, criteria and best practices for heritage programs and activities threaten to leave some communities behind in the development of the sector. A lack of standards could also lead to the damage or loss of collections of value to the territory.

## 3.4. Funding

In this section the SWOC issues related to the current level of funding for Nunavut's heritage sector, as reported to us through the survey<sup>1</sup>, and stakeholder comments during the workshop, were identified as follows.

### Strengths

- *Special Projects:* Of those groups that indicated they sought funding for special projects, it appears that heritage organizations are making applications and receiving funding from a range of funding sources, including the Territorial Government, Federal Government, and Designated Inuit Organizations.

### Weaknesses

- *Competition for Core Funding:* Of those groups that indicated they sought core funding, it appears that heritage organizations are making their applications and seeking funding from a small number funding sources, with the Territorial Government indicated as the most commonly identified funding source.

### Opportunities

- *Other Funding Sources:* Few groups indicated that they are actively self-generating revenues through their programs and activities, however for those that do a reasonable fiscal return on the effort was identified. Opportunities exist for heritage groups to explore and expand the use of heritage programs and activities as a self generated revenue source.

### Challenges

- *Fiscal pressures:* limited funding will continue to be a threat to all parties involved in the heritage sector, be they heritage organizations or Government.
- *Competition for Funding:* Heritage groups are competing with each other for the same funding dollars. Those groups that have developed their organizational capacity have a greater opportunity and ability to access funding sources, leaving less developed heritage groups at greater risk of funding short falls from year to year.
- *Funding Application Process:* Lack of sufficient staff or volunteer time and knowledge to complete funding applications is limited for most heritage organizations. Several funding source application processes were identified as being too complex, too specific, too slow to provide funds, or not Nunavut specific in the requirements (not recognizing the unique circumstances of Nunavut). Federal government funding programs were most commonly criticized by heritage organizations for these application shortcomings. Language barriers were also identified as an issue for groups seeking to complete applications for funding. Application process improvements and support networks are required.

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<sup>1</sup> Note that the findings in this section cannot be taken as a true sample of the funding for the Nunavut heritage Sector because a large percentage of the respondents surveyed did not complete the funding questions in the survey, or provided only partial information. However, the findings in this section are useful in determining trends and identifying SWOC for future funding planning across the heritage sector.

## **3.5. Future Opportunities and Challenges**

The last section of the survey asked heritage sector stakeholders to answer a series of open ended (narrative answer) questions that concerned the opportunities and challenges for the next five years. Heritage groups to identify the opportunities and challenges that they expected to face, and how they might respond to them. The following information highlights the strengths, weaknesses, opportunities and challenges that the survey respondents identified for the next 5 years.

### **3.5.1. Program related Opportunities and Challenges**

Major challenges facing heritage programs in the next 5 years were identified as the following (in order of most commonly stated as a challenge – not all responses included);

1. Lack of Funding – core funding for organization to offer sufficient programming and to develop programs
2. Lack of Funding (above/in #1) then affects – training, staff (hiring and retention), infrastructure requirements
3. Lack of qualified staff and staff turnover
4. Language ability of staff – bilingualism

Major opportunities for heritage programs in the next 5 years were the following (in order of most commonly stated as an opportunity – not all responses included);

1. Territorial Heritage Centre
2. Opportunity for more communication/partnerships with other heritage organizations in Nunavut, Canada and/or internationally
3. Increased awareness of the heritage sector
4. Opportunity for passing of traditions and Elders' knowledge to younger generations and non-Inuit
5. Increase in cultural tourism

### **3.5.2. Organizational Opportunities and Challenges**

In the next five years, the greatest challenges for Nunavut's heritage organizations were identified as including (number 1 and 2 were most commonly stated as a challenge):

1. Promotion of the heritage sector
2. Funding

3. Finding and retaining qualified staff (bilingual, computer skills, etc...)
4. Enhancing and offering quality/consistent programming for all Nunavummiut
5. Increasing partnerships and communications within the heritage sector in Nunavut as well as outside of Nunavut
6. Stability and credibility
7. Training

Steps that heritage organizations want taken to address future challenges included;

- Identify secure and consistent funding sources
- Partner with the Federal government and the Government of Nunavut to find a way to make organizations and programs more sustainable
- Key stakeholders get together and create a strategic plan to achieve desired goals – both on a community scale as well as on a territorial scale
- Build partnerships and increase inter-sector communications
- Increase training and involvement in the heritage sector (volunteering) specifically among Elders and youth
- Staff training and retention
- Increase the availability of Inuktitut training materials
- More self-sufficient so that organizations can rely less on external sources of funding

In the next 5 years, the issues that present the greatest opportunities for these organizations are the following (number 1 and 2 were most commonly stated as a challenge):

1. Promotion of cultural value and tourism
2. Increase access to heritage sites
3. Increase education of youth in traditional culture by living elders, help establish good communication between elders and young people
4. Broadband access for everyone as a way to facilitate communication and knowledge
5. Territorial Heritage Centre
6. Website development

Heritage organizations in Nunavut stated that they could take advantage of the future opportunities listed above in a variety of ways;

- Advertisement and promotion
- Active role in coordinating regional and national initiatives that relate to Inuit heritage
- Create programs and activities that complement already established programs and activities in Nunavut
- Teach and train individuals and organizations within the sector to upgrade their qualifications

- Create something like an “Inuit Research and Training Centre” – a place where teacher’s can learn
- Increase partnerships
- Increase access to and knowledge of available technology (i.e. the internet)
- Create new programs with built-in accountability and reporting in order to develop a reliable reputation for the sector
- Link heritage with language as a priority for all communities
- Coordinate with other organizations and develop an association/support network for mentorship services, programs and advocacy lobbying in order to move heritage sector and a Nunavut Heritage Centre forward.

## ***4. Heritage Sector Strategic Planning***

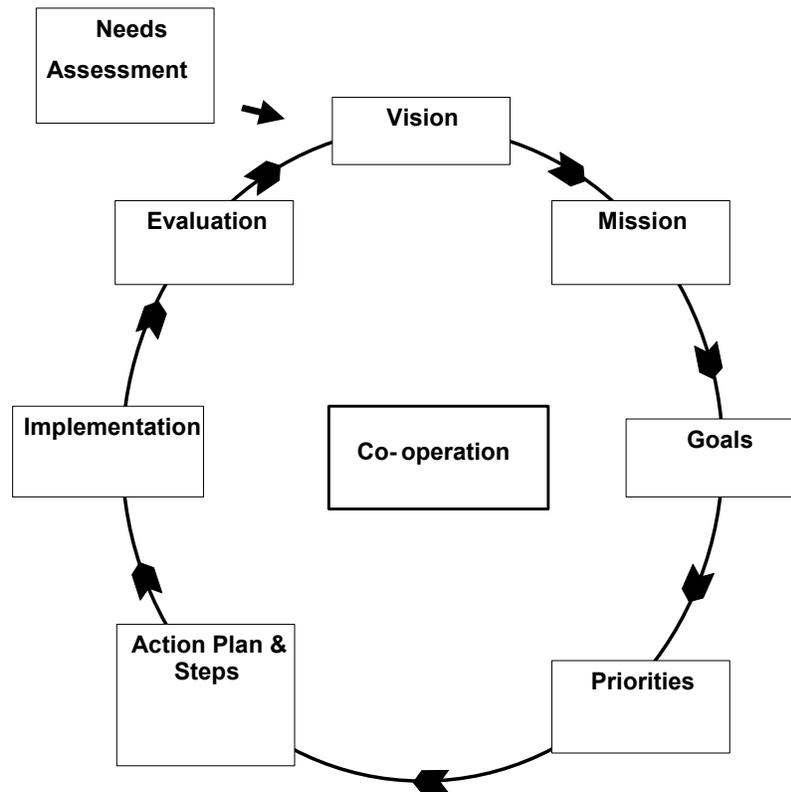
### **4.1. Introduction**

The second phase of the project was the workshop for Nunavut Heritage Sector Stakeholders, held in Iqaluit from January 25<sup>th</sup> to 27<sup>th</sup>, 2005. The workshop offered twenty-one of the sector stakeholders an opportunity to come together for the first time to evaluate and respond to the findings of the needs assessment. The workshop presented the strengths, weaknesses, opportunities and challenges to the stakeholders and allowed for discussion on these items as a lead in to planning a strategic approach to developing a strategic plan that will take the territories heritage sector forward into the future.

Strategic Planning is “the process by which an organization envisions its future and develops strategies, goals, objectives and action plans to achieve that future”. In the case of the Nunavut Heritage Sector, the strategic planning process was designed to encapsulate various steps, including:

- Cooperation, or the development of a Partnership Strategy;
- Developing a Vision of the Heritage Sector, including a Mission Statement and the setting of goals; and,
- Implementation Planning, with the identification of an action plan and the steps required to put the plan in motion.

A diagram illustrates the strategic planning process that guided the workshop phase of the project.



This strategic planning process, if applied as the definition indicates to an established organization such as an existing Heritage Society or Museum, would begin with the development of a broad Vision statement. However, in the case of the Nunavut heritage sector stakeholders, there was no established organization, but rather a collection of individual organizations and groups with varying programs, missions and goals. The work towards developing a strategic plan therefore began with addressing how the territories organizations and groups wished to work together in the future.

## 4.2. Partnership Strategy

To work towards a strategic plan, and to address the needs and opportunities of the heritage sector, the stakeholders of this sector first had to address the issue of how to develop a cooperative network for Nunavut's Heritage Sector. The question of who would take responsibility for implementing the strategy that resulted from this project was perhaps one of the most challenging questions that needed to be addressed during the workshop.

The responsibility for implementing a Nunavut Heritage Sector Strategy is beyond the current mandates and capacity of any one of the existing heritage organizations in Nunavut. To open a dialogue on the strategic partnership issue, participants at the workshop were introduced to the goals of the project (develop a network of Nunavut's heritage stakeholders, share information, and encourage forward thinking and planning).

Four examples were presented to the workshop participants for discussion, ranging from formalizing a partnership under a new Nunavut heritage society, establishing an information network, a committee group officially delegated to perform a function, or maintaining the status quo (Appendix 7.5 includes the four optional partnership approaches presented at the workshop).

There are many examples available to serve as models for developing a cooperative partnership approach to future development of the sector. Recognizing that the four examples are not the limit of possible structures for the collective approach that can be taken in Nunavut, workshop stakeholders broke into groups to discuss the options for a partnership strategy.

Workshop stakeholders were unable to unanimously agree on one partnership structure to pursue during this exercise, however they did reject maintaining the status quo. In order to accomplish other tasks at the workshop, the facilitator's lead the participants through the visioning and goal setting exercises without a partnership structure determined.

On the last day of the workshop, the partnership issue was re-introduced for discussion. Much time was spent deliberating over this issue, and in the end the majority voted in favour of a Network structure. As challenging as it was for the stakeholders to arrive at this decision, an even greater challenge would follow in deciding how the Network would be formed. Eventually the Stakeholders agreed to a suggestion offered from the workshop facilitators: to form a steering committee/task group that would focus on establishing the Nunavut Heritage Network. The stakeholders established a seven-person interim steering committee/task group at the workshop. The group agreed that it would work towards developing the Nunavut Heritage Network (NHN) as a dynamic framework for organizations to participate and contribute to the heritage sector. The facilitators report from the January workshop includes notes on the partnership discussion (Appendix 7.6).

### **4.3. Visioning**

Following the initial discussion on the strategic partnership options for the Nunavut Heritage Sector, the workshop participants worked together to develop a vision of the sector for the future. A vision is the image that an organization must have of its goals

before it sets out to reach them. It broadly describes aspirations for the future, without specifying the means that will be used to achieve those desired ends. The following vision for the Nunavut Heritage Sector was drafted during the January workshop:

***A VIBRANT SUSTAINABLE NETWORK UNITED IN PROTECTING,  
INTERPRETING AND PROMOTING NUNAVUT'S RICH HERITAGE,  
IN ALL IT'S FORMS, BY CREATING LINKS WITH  
OUR PAST, PRESENT AND FUTURE***

#### **4.4. Mission Statement**

Based upon the vision, the workshop participants then worked together to map out the mission for the sector through the development of a Mission statement. A Mission statement is a general statement of the role, or purpose, by which an organization intends to serve its stakeholders. The Mission describes what the organization does, whom it serves, and what makes the organization unique. The following draft Mission statement attempts to capture those common elements for the Nunavut Heritage Sector:

***FACILITATING A COLLECTIVE SUPPORT NETWORK TOWARDS BUILDING  
CAPACITY THROUGH PROMOTION, EDUCATION, AND  
PRESERVATION OF NUNAVUT'S HERITAGE***

#### **4.5. Values and Principles**

To guide the Nunavut Heritage Sector towards its Vision and Mission, statements of the sectors values and principles were identified. Values and principles are traits or qualities that are considered worthwhile, representing an organizations highest priority. Value statements are “grounded in values, and define how people want to behave with each other in the organization. They are statements about how the organization will represent the community they serve”. For the Nunavut heritage Sector, the workshop participants identified the following values and principals:

- ***INCLUSIVE OF ALL THE HERITAGE OF ALL NUNAVUMMIUT***
- ***APPRECIATION FOR OUR ELDERS AND THE ROLE OUR HERITAGE CAN PLAY IN SHAPING OUR FUTURE***
- ***RECOGNITION OF OUR PRESENT GENERATION AND THE VIABLE ROLE THEY PLAY IN NUNAVUT'S HERITAGE***
- ***OPEN COMMUNICATION AND SHARING AMONG NUNAVUT HERITAGE STAKEHOLDERS***
- ***TO ASSIST AND SUPPORT NUNAVUT HERITAGE ORGANIZATIONS TOWARDS ACHIEVING THEIR GOALS***
- ***RESPECTING COMMUNITIES' DESIRE TO REFLECT THEIR HERITAGE IN A WAY THEY SEE FIT***

- **RECOGNIZING THE IMPORTANT AND DIVERSE ROLE HERITAGE ORGANIZATIONS PLAY WITHIN THE COMMUNITY**
- **TO ADVOCATE THE SOCIAL AND ECONOMIC IMPORTANCE IN INVESTING IN NUNAVUT'S HERITAGE**
- **ACKNOWLEDGING THE IMPORTANCE OF HAVING ACCOUNTABILITY**

## 4.6. Strategic Goals

Strategic goals were defined at the workshop as short and long-term priorities born from the Vision and Mission Statement. The goals and priorities for the Nunavut Heritage sector are based on the strengths, weaknesses, opportunities and challenges, as identified through the Needs Assessment Survey undertaken in the first phase of the project.

During the January workshop, the strategic goals were identified as a preliminary step towards the development of an implementation plan. Due to extensive discussion on other matters, the goals and priorities for the Nunavut Heritage Sector as the workshop stakeholders identified them, were identified recognizing that additional work would be required to refine and detail these goals during the development of an implementation plan. The preliminary strategic goals were identified as:

### Organization Structure and Capacity

#### *Short Term 1 Year*

- Create a Nunavut Heritage Network (NHN) as a dynamic framework for organizations to participate and contribute to the heritage sector
- Develop information packages for heritage organizations
- Develop training programs to help build Capacity among Heritage Organizations

#### *Long Term 2-5 Years*

- Foster organizational development for all communities
- Develop national and international affiliations
- Investigate 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 Develop decentralized satellite offices with regional focus - Western Museum Development Model)
- Create education links with government
  - Create virtual museums
  - Take advantage of IT education tools

### Communications

#### *Short Term 1 Year*

- Create a communications strategy for Network Membership

- Develop central heritage sector website
  - Design web page or piggyback from existing site
- Develop newsletter
- Develop communication network among membership
- Develop list serve
- Host annual symposiums
- Ongoing published needs assessment – socio-economic report card
- Hosting regular meetings through 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 list of best practices
- Assisting organizations with enhancing their programs and activities

*Long Term 3-5 Years*

- Encourage the recording of traditional place names
- Develop interim community-based collection and storage of artefacts
- Create a Nunavut inventory of artefacts

Funding Goals

*Short Term 1 Year*

- Identify potential 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 streams into Heritage Sector

## ***5. Implementation Plan Framework***

### **5.1. Introduction**

Implementation Planning involves identifying the steps that are required to make your goals turn into actions. Implementation planning is:

- Based on goals of strategic plan
- Developed by stakeholders
- Provides specific objectives for the first year of the plan
- Provides broad objectives for years 2 through 5 of the plan
- Based on best information available about the external & internal environment
- Provides basis for future work of the Sector

The Steps for developing an Implementation Plan include:

- i. Set Objectives
- ii. Identify Specific Tasks
- iii. Assign Responsibilities
- iv. Schedule All Tasks
- v. Implement Plan
- vi. Monitor & Adjust Plan

During the workshop, Implementation Planning steps i. through iv. were not fully detailed, in part because this group was meeting for the first time and required additional time to discuss and decide upon a Partnership Structure for moving forward. The stakeholders were able to identify preliminary goals and map out general objectives and tasks for each identified goal (as shown in section 4.6).

To work towards these goals in the interim, the stakeholders established a seven-person interim steering committee/focus group. This focus group agreed that it would work towards developing the Nunavut Heritage Network (NHN) as a dynamic

framework for organizations to participate and contribute to the heritage sector. A preliminary step would be further development of an implementation framework for the Nunavut heritage sector.

## **5.2. Rough Implementation Framework**

In February, following the stakeholder strategic planning workshop, the IHT project manager brought forward a request from the interim steering committee. The request was for an additional facilitated “session” to further develop the implementation plan beyond the level achieved during the January workshop. The session would focus on specific outcomes: to develop a rough framework based on the goals, objectives and tasks identified during the workshop; to identify in general terms any gaps that exist in the goals, objectives and tasks; and to prioritize these identified elements as short term (1 year) and long term (2 to 5 year) tasks. The resulting rough framework would then be used in the future as a guiding document for the Heritage Network (once it is established) to develop into a fully detailed implementation plan.

The five-year implementation framework for the Nunavut Heritage Sector identifies the tasks, priorities, timeline and critical factors for success that are considerations for achieving the goals identified by heritage stakeholders throughout this project.

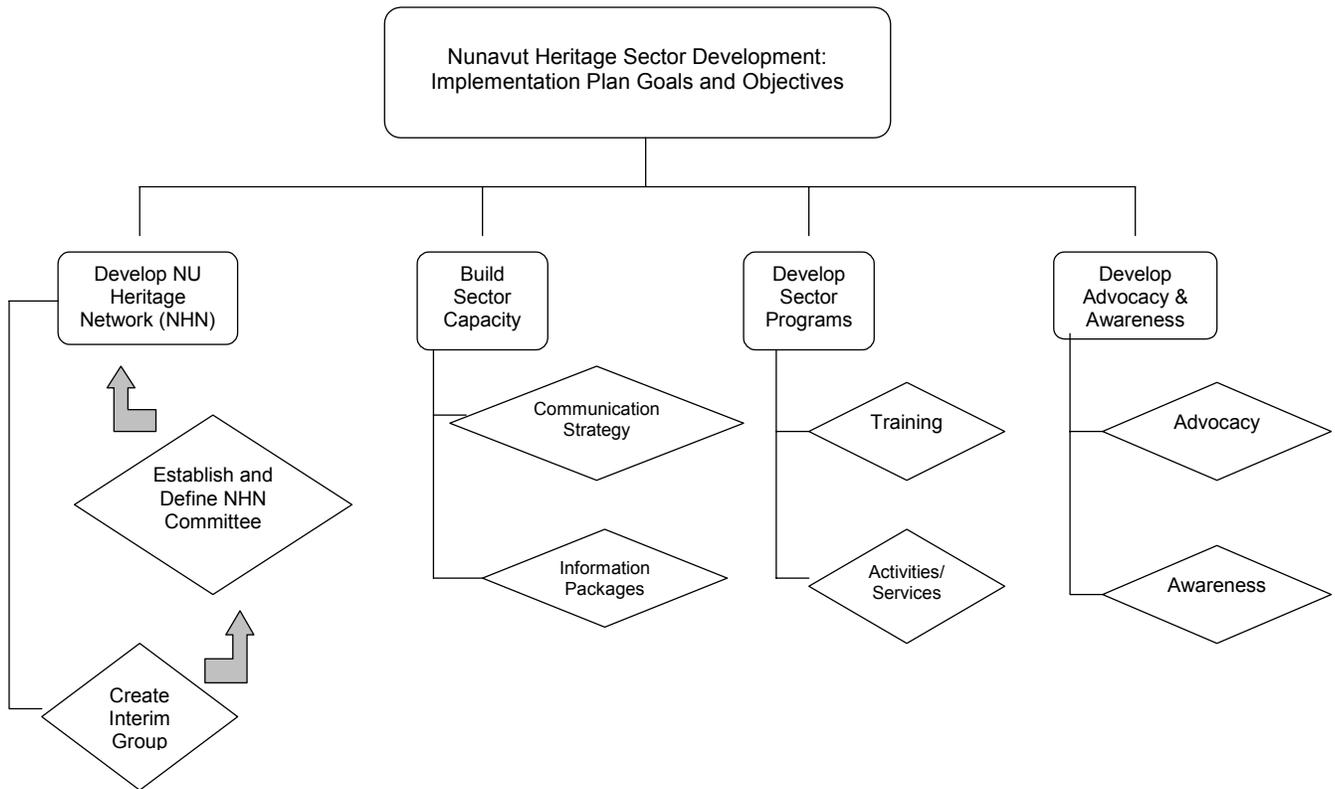
### **5.2.1. Defining the Main Goals of the Implementation Framework**

The main goals of the five-year development framework have been captured under four headings:

- *Develop the Nunavut Heritage Network (NHN):* the establishment and definition of the NHN, to be developed through the interim steering committee as a dynamic framework for organizations to participate and contribute to the heritage sector (Section 5.2.2);
- *Build Sector Capacity:* providing the tools for heritage sector organizations and the NHN strengthen their organizational capacity (Section 5.2.3);
- *Develop Sector Programs:* support and co-ordination of programs, services and activities for the benefit of heritage organizations and the NHN (Section 5.2.4); and,
- *Develop Advocacy and Awareness:* strengthening the voice and recognition of heritage organizations and the NHN (Section 5.2.5)

The following flow chart illustrates these four main goals of the implementation framework, and the major task objectives that are associated with each of the goals. In sections 5.2.2 through 5.2.5 the details of the implementation framework (specific

tasks, priorities, timeline and critical factors) are described. In section 5.2.6 a timeline chart illustrates each goals and it's associated tasks for a five-year period.



Flow Chart 1.

This section provides details for each goal in the five-year development framework. Upon the establishment of the NHN, it is recommended that the members of the Network review the framework, assign responsibilities for implementing the tasks, and schedule regular updates to refine the goals and tasks as the heritage sector develops.

### 5.2.2. Create Nunavut Heritage Network (NHN)

To create the Nunavut Heritage Network, an interim steering committee was identified at the January workshop and tasked with preparing the groundwork for establishing a permanent framework for organizations to participate and contribute to the heritage sector.

The seven person interim committee set three tasks, to be undertaken as priorities, which would guide their work on the establishment and definition of the Nunavut Heritage Network. Upon the establishment of the NHN, a review of the rough framework plan would be undertaken to assign responsibilities for the implementation

of the planned tasks. The interim committee will be undertaking the following tasks beginning in February 2005:

**February to March 2005**

Create NHN

*Gather organizational baseline information*

- Task Timeline: This task is a high priority, to be completed by March 31, 2005
- Task Description: Building upon the baseline information on heritage organizations collected through the needs assessment survey, the interim committee will develop and issue a questionnaire template and cover letter to heritage groups in the territory. The purpose of collecting baseline data is to identify priorities, challenges, and concerns of heritage organizations that can be addressed in the first year of the establishment of the NHN.
- Task Responsibilities: Jim Shirley to draft cover letter, Beth Beatty to develop template and send it out, Ericka Chemko to collect data.
- Task Critical Success Factors: High participation of heritage groups from all organization types (community, regional, territorial) and representation from every community in the territory.

*Develop communication tools*

- Task Timeline: This task is a high priority, to be completed by March 31, 2005
- Task Description: Develop in the short-term communications tools such as a website and email list serve (group emailing/posting of resources) to link heritage organizations. Post information up on a website or through email to allow all organizations access to baseline information, and the reports generated from this study. Provide contact information for organizations to share or seek out information in the interim. John Jamieson has created a link on the Najuqsivit website ([www.najuqsivik.com](http://www.najuqsivik.com)), called *Nunavut Heritage Network*, and a posting of participants and future newsletters will be available. John Jamieson has offered to write a proposal (with the input of heritage stakeholders) to try and get funding through the Gateway Fund to create a dedicated website for the NHN that would include additional information as the framework is implemented.
- Task Responsibility: John Jamieson and Ericka Chemko will develop the temporary website and email list serve. John Jamieson will write a funding proposal for 2005-2006.
- Task Critical Success Factors: Securing funding, developing a website and list serve, and populating these tools with information of importance to the stakeholder group.

*Continuing communications with other groups*

- Task Timeline: This task is a high priority, and will be an ongoing initiative of the five-year plan.

- Task Description: Develop regular communication with heritage stakeholders across the territory; gather feed back from all stakeholders on the next steps for the sector and the development of the NHN.
- Task Responsibility: Interim group and all heritage stakeholders
- Task Critical Success Factors: Establishing effective and regular communication between all heritage stakeholders that is relevant to the varied interests and needs of the various groups.

### **5.2.3. Build Sector Capacity**

The stakeholder group and interim steering committee identified building capacity of both the NHN and individual heritage organizations in Nunavut as one of the four primary goals for the five-year implementation framework. Building capacity includes to main objectives that seek to develop tools for a communications strategy and information packages.

The following tasks will be undertaken in year one of the five year plan to achieve the goal of building sector capacity through a communication strategy and heritage sector information package:

#### **Year One**

##### Develop Communication Strategy

###### *Task: Permanent Website for NHN*

- Task Description: Develop a permanent website
- Task Timeline: High priority for year one, with ongoing updates and maintenance.
- Task Critical Success Factors: Securing funding, developing a website populating the site with information of importance to the stakeholder group.

###### *Task: Newsletter*

- Task Description: Develop a digital NHN Newsletter, to be posted on the website and regularly updated (frequency of newsletters or new postings to be determined). The newsletter will be printed and mailed/faxed to those without access to the website. The newsletter will be in three languages (English, Inuktitut and Inuinnaqtun) and will be developed using a simple design template to start.
- Task Timeline: High priority beginning in year one, with regular issues posted for the life of the five-year framework.
- Task Critical Success Factors: Secure funding for the newsletter from CLEY. Determine a coordinator and interpreters for the newsletter.

###### *Task: Regular Committee Meetings*

- Task Description: Regularly scheduled meetings of the interim steering committee, and eventually the NHN Committee, with interested stakeholders

to discuss issues of importance to the heritage sector. Regular meetings through teleconference were identified as the most cost efficient means of conducting regular meetings. The frequency of teleconference meetings needs to be determined.

- Task Timeline: High priority beginning in year one, and ongoing for the life of the five-year framework.
- Task Critical Success Factors: Regularly scheduled meetings of committee members should be open to all interested stakeholders wishing to participate. Specific issues may be delegated to a task force committee to report back on at meetings. Notice of meetings, agenda items and task force committee work should be posted on the website and through the newsletter. Face-to-face meetings should be attempted at least once a year, given cost considerations, and can coincide with other sector sponsored meetings taking place or with the annual symposium.

## **Years Two through Five**

### **Develop Communication Strategy**

#### *Task: Annual Symposium*

- Task Description: An annual meeting of heritage sector organizations to discuss sector specific issues. Presentations and addresses on topics of relevance to the sector and organizations. Opportunity to raise awareness of the sector with government, funding agencies and the public.
- Task Timeline: Medium priority to be undertaken in years two or three of the plan, with an annual meeting in successive years.
- Task Critical Success Factors: Securing funding for the symposium, and funding for travel/accommodation for heritage stakeholders from every community. Determining a coordinator for the event.

#### *Task: Needs Assessment*

- Task Description: Conducting a survey of heritage organizations to review the strengths, weaknesses, opportunities and challenges facing the sector. The needs assessment should be conducted on a regular cycle (example: once every 3-4 years) to record the sectors progress and/or shortcomings related to the implementation plan tasks, to update baseline information on organizations, and to identify issues that require attention. The needs assessment will also be used to inventory the professional skills and training of those working in the sector.
- Task Timeline: Medium to low priority, to be undertaken in years three to four, and repeated at regular intervals in the future.
- Task Critical Success Factors: High participation from heritage sector stakeholders.

#### *Task: Socio-Economic Report Card*

- Task Description: Based upon the needs assessment, a socio-economic report card for the heritage sector will report on the progress of the sector relative to

the goals and objectives set out in the implementation plan, and it will identify any challenges or obstacles preventing the sector from progressing further. The socio-economic report card can be used as a communication tool, and as a means for the sector to raise awareness and build advocacy for heritage organizations in Nunavut.

- Task Timeline: Medium to low priority, to be undertaken in years three to four, and repeated at regular intervals in the future.
- Task Critical Success Factors: High participation from heritage sector stakeholders in the Needs Assessment.

Task: *Fostering Links with other Sectors*

- Task Description: Developing communications beyond the heritage stakeholders. Fostering relationships, partnerships, and knowledge sharing with other sectors at the community, regional, territorial, national and international levels. Fostering links within the territory was identified as a greater priority than national or international relationships. Links can be developed through the NHN website and newsletter.
- Task Timeline: Medium to low priority, to be undertaken in years three to five, or as opportunities present themselves.
- Task Critical Success Factors: Developing awareness of the NHN.

## **Year One**

### **Develop Information Packages**

Task: *Best Practices for NHN*

- Task Description: Develop informational packages that outline best practices on a variety of topics of importance to the Nunavut heritage sector. Best Practices are the processes; practices, programs and systems identified in an organization that performed exceptionally well, and are widely recognized as improving an organization's performance in specific areas. Topics that have been identified as priorities for developing best practices informational packages include: Conservation, Documentation, Collections, Traditional Knowledge, Displays, Program Delivery, and Technology related to heritage. Due to the cost, time and expertise required in developing these packages, it is recommended that Nunavut heritage stakeholders be given an opportunity to identify the topics and timeline for preparing these resources. The website and newsletter can be used to gather stakeholder input.
- Task Timeline: High priority for year one, with ongoing updates and maintenance as additional best practice topics are identified.
- Task Critical Success Factors: Securing funding, identifying a project coordinator, identifying topics in order of importance to stakeholders, securing expertise on the topics, and populating the website with the best practices information.

## **Years Two through Five**

### **Develop Information Packages**

Task: *Funding – Sources and How to Apply*

- Task Description: Developing a resource database related to heritage sector funding. On the NHN website, developing a list of funding sources, helpful hints on completing funding applications, providing examples of successful applications, and providing a mentorship program where those with experience applying for specific funding programs can be identified as contacts to assist other heritage groups with their funding applications.
- Task Timeline: Medium priority to be undertaken in years three to five of the plan, with ongoing updates.
- Task Critical Success Factors: An accurate, complete and up to date listing of funding sources. Identifying a coordinator for this task. Identifying example applications and groups/individuals willing to provide mentorship.

Task: *Self-generated revenue*

- Task Description: Developing an informational package on how to generate and develop revenue sources through heritage programs and activities, including information on pricing and inventory of saleable items. Provide information on how to achieve not-for-profit status.
- Task Timeline: Medium to low priority, to be undertaken in years four or five of the plan.
- Task Critical Success Factors: Additional research will be required to identify what is involved with this task.

Task: *Registered Charity Status*

- Task Description: Developing an informational package on how to apply for and maintain registered charity status with Revenue Canada.
- Task Timeline: Medium to low priority, to be undertaken in years four or five of the plan.
- Task Critical Success Factors: Additional research will be required to identify what is involved with this task.

### **5.2.4. Develop Sector Programs**

The stakeholder group identified a role for the NHN to assist heritage organizations in Nunavut develop and grow their programs and services. Development of programs in the sector includes two main objectives: provide training program for heritage sector stakeholders to build capacity to deliver the mandated heritage programs in Nunavut and by Nunavummiut; and provide heritage organizations with support and coordination for programs, activities and services.

The following tasks will be undertaken in year one of the five-year plan to achieve the goal of developing sector programs:

## **Year One**

### **Training Programs**

#### *Task: Organizational Development, Professional Development and Skills Training*

- **Task Description:** In order to build the capacity of the heritage sector in Nunavut, the individuals working in the sector must be provided with training to ensure long-term stability of programs, services, and collections. Training is required in a variety of topics, in the fields of organizational development, professional development, and skills development. Future years of the plan should see the NHN and Nunavut Arctic College collaborating on the development of heritage sector courses.
- **Task Timeline:** High priority beginning in year one, with ongoing course offerings in future years of the plan.
- **Task Critical Success Factors:** Secure funding and development of partnerships with training/education organizations. Training of heritage sector employees and volunteers will ideally be offered in Nunavut, by Nunavummiut. Training may be offered through workshops, sector sponsored courses, or distance education.

## **Years Two through Five**

### **Training Programs**

#### *Task: School and Community Courses*

- **Task Description:** Nunavut Heritage Network sponsored educational programs delivered in Nunavut schools and to the community at large. Opportunity to raise awareness of the sector with the public and foster a long-term commitment to heritage with Nunavut's youth. Courses should be developed in collaboration with the Department of Education and Nunavut Arctic College. Courses can be delivered directly in the schools or piggybacked onto other events such as school fairs or conferences. Annual celebrations in each community could be developed, such as *Museum Days*, to provide education and awareness of heritage programs to the public.
- **Task Timeline:** High priority to be undertaken in later years of the plan, possibly years three to five, with greater emphasis in successive years.
- **Task Critical Success Factors:** Secure funding and development of partnerships with training/education organizations. Developing a series of course curriculum or best practices. Determining a coordinator for each event.

#### *Task: Language Training*

- **Task Description:** As the first priority, assist Nunavut Heritage staff develop Inuktitut and Inuinnaqtun terminology and vocabulary for terms used by archaeological and museum specialists. As a second priority, build partnerships with language training groups (i.e. Nunavut Literacy Council) and provide assistance to heritage sector staff requiring language training.

- Task Timeline: Medium to low priority, to be undertaken in years three to five, and monitored as an ongoing initiative in the future.
- Task Critical Success Factors: Secure funding, identifying and developing a database of terms to be translated, and development of partnerships with language training organizations.

## **Year One**

### Support Heritage Programs, Activities and Services

#### Task: *Traditional Knowledge Programs*

- Task Description: Assist, support and coordinate programs related to Traditional Knowledge, including oral history, place name documentation, and traditional skills programs. Coordinating with other organizations having specific mandates in these fields, the NHN will support the development of these programs in all communities. Traditional Knowledge program links should be made through the NHN website, and information packages should be developed on these programs.
- Task Timeline: High priority beginning in year one, and ongoing throughout the plan.
- Task Critical Success Factors: Securing funding, identifying a project coordinator, and fostering partnerships. Collecting Traditional Knowledge from Elders in all topics is a high priority that must not be deferred. Participation in all communities is critical.

## **Years Two through Five**

### Support Heritage Programs, Activities and Services

#### Task: *Nunavut Inventory of Collections*

- Task Description: Supporting CLEY to develop a collections database of artefacts, documents, images, oral histories, etc. for items in all communities of the territory, and for collections currently held outside the territory. Assist CLEY and IHT with issues related to the repatriation of collections.
- Task Timeline: Medium priority to be undertaken in years two to five of the plan, with ongoing updates.
- Task Critical Success Factors: Additional research will be required to identify what is involved with this task. The future of the proposed Nunavut Heritage Centre will impact on this task and the role of the NHN.

#### Task: *Facilities and Equipments*

- Task Description: Supporting heritage organizations develop and improve the facilities and equipment required for the delivery of their programs.
- Task Timeline: Low priority to be undertaken in years four to five of the plan.
- Task Critical Success Factors: Additional research will be required to identify what is involved with this task.

### **5.2.5. Develop Advocacy and Awareness**

The stakeholder group identified advancing advocacy and awareness of the Nunavut heritage sector as an important role for the NHN. This goal will be achieved in tandem with the development of a NHN communication strategy. Advancing and supporting causes and programs of importance to Nunavut heritage, such as funding programs, can be achieved through policy development, research and communications. Raising awareness of the Nunavut heritage sector includes public awareness within and outside the territory, and awareness of the sector at all levels of the government.

The following tasks will be undertaken in year one of the five year plan to achieve the goal of developing advocacy and awareness:

#### **Year One**

##### **Advocacy**

###### *Task: Government Funding*

- **Task Description:** In order to build the heritage sector in Nunavut, access to funding is of critical importance to heritage organizations. Access to funding involves increased funding dollars, and improving organizations ability to secure funding. Increased funding dollars requires the NHN to research and publish facts on the state of funding within the sector. The NHN should take a lead on behalf of heritage organizations to lobby government to increase base funding for heritage. The NHN should also research and publish information on the concerns that heritage organizations have raised about many funding application requirements and processes. Stakeholders have identified a need for Nunavut specific heritage funding programs/requirements at the Federal level. The NHN should also work with all government and designated Inuit Organizations to provide assistance to heritage groups complete funding applications.
- **Task Timeline:** High priority beginning in year one, and ongoing throughout the plan.
- **Task Critical Success Factors:** Completing a communication strategy, identifying a coordinator for NHN, and building partnerships with government and other funding organizations.

#### **Years Two through Five**

##### **Advocacy**

###### *Task: Policy and Research*

- **Task Description:** Developing NHN policy statements on key issues based upon sector specific research.
- **Task Timeline:** Medium to low priority to be undertaken in later years of the plan, possibly years three to five, with greater emphasis in successive years.

- Task Critical Success Factors: Posting policy statements on the website, developing other communication strategy tools, and identifying coordinators/researchers. Additional research will be required to identify what policy issues are of greatest importance to the stakeholder group.

## **Year One**

### Raise Awareness

#### *Task: Public Awareness in Nunavut*

- Task Description: The NHN should take a lead role in promoting heritage and heritage organizations to Nunavummiut. The NHN should coordinate and provide support to heritage stakeholders where opportunities exist to raise public awareness of the sector. Public awareness will be raised through the communications strategy, programs, training and advocacy. The NHN should always be looking for opportunities to raise public awareness, through local radio, newspapers, magazines, contests (i.e. a NHN logo contest), community events, etc.
- Task Timeline: High priority beginning in year one, and ongoing throughout the plan.
- Task Critical Success Factors: Completing a communication strategy. The NHN must develop a method of monitoring public awareness and measuring the success of the initiative (i.e. clipping articles, tracking event attendance, tracking website visits, conducting surveys, etc.)

#### *Task: Government Awareness in Nunavut*

- Task Description: The NHN should take a lead role in promoting heritage and heritage organizations to the Government of Nunavut, Departments of the Federal Government, and Municipal Governments.
- Task Timeline: High priority beginning in year one, and ongoing throughout the plan.
- Task Critical Success Factors: Completing a communication strategy.

## **Years Two through Five**

### Support Heritage Programs, Activities and Services

#### *Task: National and International Awareness*

- Task Description: The NHN should promote heritage and heritage organizations to interested individual, groups and organizations outside of the territory.
- Task Timeline: Medium to low priority to be undertaken in later years of the plan (years four to five).
- Task Critical Success Factors: Completing a communication strategy.

## 5.3. Five Year Timeline Chart for the Implementation Framework

The following timeline chart identifies the tasks and proposed year of implementation for the details identified in section 5.2.2 through 5.2.5.

Goals	Task	Yr 1	Yrs 2-3	Yrs 4-5
<b>1.) Create NHN</b>				
	Gather Baseline Information	*		
	Develop Communication Tools	*		
	Build Communication links	▲ →	→	→
<b>2. a) Build Sector Capacity – Communication Strategy</b>				
	Permanent Website	▲ →	→	→
	Newsletter	▲ →	→	→
	Regular Meetings	▲ →	→	→
	Annual Symposium		▣ →	→
	Needs Assessment			◆ →
	Socio-Economic Report Card			◆ →
	Fostering Links			◆ →
<b>2.b) Build Sector Capacity – Information Packages</b>				
	Best Practices	▲ →	→	→
	Funding		▣ →	→
	Self Generated Revenue			◆ →
	Registered Charity			◆ →
<b>3.a) Develop Sector Programs – Training</b>				
	Organizational Development	▲ →	→	→
	Professional Development	▲ →	→	→
	Skills Training	▲ →	→	→
	School & Community Course		▲ →	→
	Language Training			◆ →
<b>3.b) Develop Sector Programs – Support</b>				
	Traditional Knowledge	▲ →	→	→
	Inventory of Collections		▣ →	→
	Facilities & Equipment			◆ →
<b>4.a) Develop Advocacy</b>				
	Government Funding	▲ →	→	→
	Policy & Research			◆ →
<b>4.b) Raise Awareness</b>				
	Public Awareness	▲ →	→	→
	Government Awareness	▲ →	→	→
	National & Intl. Awareness			◆ →

### Meaning of Symbols:

\* To be completed prior to Year One  
 ▣ Beginning of a medium priority task  
 → Ongoing task/multiple year task

▲ Beginning of a high priority task  
 ◆ Beginning of a low priority task

## **5.4. Next Steps**

Upon the establishment of the Nunavut Heritage Network, a review of the rough framework plan would be undertaken. The review will refine the identified goal and task details, refine the scheduling and priority of the task, and assign responsibilities for the implementation of the planned tasks.

Assigning responsibilities will address who is responsible for each of the tasks, and based upon priority and requirements of the tasks, identify when the person responsible should take action to initiate each task and how long should be allocated to complete each tasks.

Implementing the plan is not the end of the process. Following the creation of the NHN, it is important for the group to monitor and adjust the plan on a regular basis. Monitoring of the plan should be undertaken at set intervals (example: monthly, bi-yearly, as tasks are started and completed). Monitoring the plan requires you to:

- Identify the tasks that you have completed and the outcomes of those completed tasks
- Identify new tasks that have arisen since your plan was created
- Adjust your tasks and timeline according to the tasks that are underway, tasks that are completed, and those that remain to be undertaken.

As tasks or goals are completed, new issues may arise that the group may need to address through a plan. If the NHN holds regular meetings, issues should be recorded and appropriate action taken through consensus of the committee members. Where an issue requires input from the broader stakeholder community, the NHN should use the establish communication tools to broadcast the issue and seek input. An annual meeting is the most convenient and appropriate time for the NHN to conduct a full review of the five-year plan. At the annual meeting, completed task and goals can be brought to the attention of all stakeholders, and new issues can be discussed in an open forum.

## 6. *Conclusions*

The goals of the project, as they were identified in the request for proposals issued by IHT, were to develop a positively focused ‘network’ of all Nunavut’s heritage stakeholders, to share information, and encourage forward thinking and planning of the heritage sector.

Between November 22, 2004 and March 31, 2005 the three-phased project to address these goals and objectives was undertaken, and what were once identified as gaps in the knowledge of Nunavut’s heritage sector have since been addressed, and the stakeholders in the heritage sector have identified goals and set tasks to take action on these gaps in the future.

For this project, the approach to achieving the final report was divided into the following project phases:

- Needs Assessment of Nunavut Heritage Stakeholders
- Heritage Sector Strategic Planning Workshop
- Implementation Plan

The initial phase of the project, to conduct a Needs Assessment of the Heritage Sector in Nunavut, was completed through a survey of fifty-six heritage organizations. From this sample group, almost 63% responded to the needs assessment survey.

The survey results were reviewed and discussed by twenty-one heritage stakeholders at the January workshop in Iqaluit. The strengths, weaknesses, opportunities and challenges facing the sector were identified, placing the sector in the position to develop a strategic plan. Based upon the analysis of the sectors needs, the heritage stakeholders developed a Vision for the sector and a Mission Statement. The stakeholder group also evaluated and rated the importance of their needs, and addressed the possible means of satisfying those needs to the benefit of the sector by setting goals and drafting an implementation plan.

The responsibility for implementing a Nunavut Heritage Sector Strategy was recognized as being beyond the current mandate and capacity of any one of the existing heritage organizations in Nunavut. The question of who would take responsibility for implementing the strategy that resulted from this project was perhaps one of the most challenging questions that needed to be addressed during the workshop. The stakeholders considered several options for partnership, discussing each one at length, and in the end the majority voted in favour of a developing Network structure for heritage organizations in the territory. To facilitate the establishment of the Nunavut Heritage Network, the stakeholders established a seven-person interim steering committee tasked with working towards developing the

Nunavut Heritage Network (NHN) as a dynamic framework for organizations to participate and contribute to the heritage sector.

Among the first task of the interim steering committee was the development of a framework implementation plan. The framework plan identifies the four main goals for the next five year period, including the tasks, priorities, timeline and critical factors for success, that are considerations for achieving the goals identified by heritage stakeholders throughout this project.

Upon the establishment of the Nunavut Heritage Network, a review of the rough framework plan should be undertaken, including assigning responsibilities for the planned tasks to individuals or organizations as the means to implement the strategic plan. Implementing the plan is not the end of the process. The Nunavut Heritage Network must regularly monitor and adjust the plan to ensure that new issues are addressed, progress is monitored, and achievements are celebrated.

In November 2004 very little recorded data and information was available for the whole of the Nunavut Heritage sector, and the sector was fragmented between small community groups and larger heritage organizations. Although there is a great deal of work required to achieve the goals of the sector, the process of developing a network of all Nunavut's heritage stakeholders to share information, and encourage forward thinking and planning, has begun for Nunavut's heritage sector.

## ***7. Appendices***

- 7.1. Nunavut's Heritage Sector Organization's Contact List**
  
- 7.2. Nunavut Heritage Sector Needs Assessment Survey (English, Inuktitut and Inuinnaqtun)**
  
- 7.3. Complete Collated Survey Results**
  
- 7.4. SWOC Summary Report**
  
- 7.5. Four optional partnership approaches presented at the workshop**
  
- 7.6. Heritage Sector Needs Assessment Workshop, January 25<sup>th</sup> to 27<sup>th</sup>, 2005: Facilitator Summary Notes**