

ALLOCATION POLICY OF THE NUNAVUT WILDLIFE MANAGEMENT BOARD FOR COMMERCIAL MARINE FISHERIES

December 11th 2007

1. INTRODUCTION

The deep waters of the North Atlantic adjacent to Nunavut contain at least two species in sufficient abundance to support viable commercial fisheries: Greenland halibut (turbot) and shrimp. Unfortunately, during the first two decades of their development, both fisheries have been largely controlled by southern interests. As a consequence, the vast majority of the employment and wealth generated by these fisheries has been exported to the southern Atlantic fishing industry.

Important changes have recently commenced – changes that finally signal true fisheries development for the territory. Beginning in 2001, Nunavut has been provided the entire Canadian allocation of turbot in Baffin Bay and the northern Davis Strait (officially known as management area “*Division 0A*”). In the six years following 2001, that allocation almost doubled - from 3,500 tonnes of turbot to 6,500 tonnes. In 2002, the Minister of Fisheries and Oceans formally agreed that “*no additional access should be granted to non-Nunavut interests in waters adjacent to the territory until Nunavut has achieved access to a major share of its adjacent fishery resources.*” That same year, the Minister released his Department’s *New Access Framework*, which recognizes the following three principles as paramount in all new or additional access decisions: *Conservation, Recognition of Aboriginal and Treaty Rights and Equity*.

In 2003, the Government of Nunavut (GN) and Nunavut Tunngavik Inc. (NTI) completed the *Nunavut Economic Development Strategy*, which identified the fishery as a key growth area in the territory’s future economy. In 2005, they followed up with the release of the *Nunavut Fisheries Strategy*, which provides clear direction for the long-term development of the territory’s fishing industry. In 2006, the GN made public an *Organizational and Performance Review of Nunavut’s Offshore Fishing Industry* - an independent report intended to assist in fisheries policy and program development, strategic planning and investment decisions.

Nunavut clearly stands at the threshold of a new age in the development and management of its commercial marine fisheries. The Nunavut Wildlife Management Board (NWMB or Board) is therefore taking this opportunity to review and revise its Allocation Policy for Commercial Marine Fisheries, so as to ensure its compatibility with the new *Nunavut Fisheries Strategy*. In the coming years, as experience and circumstances require, the NWMB expects to make further improvements to its Allocation Policy.

2. ROLE OF THE NWMB IN NUNAVUT'S FISHERIES

Inside the Nunavut Settlement Area

Under the terms of the *Nunavut Land Claims Agreement* (NLCA), the NWMB is “*the main instrument of wildlife management in the Nunavut Settlement Area [NSA] and the main regulator of access to wildlife...* (NLCA S.5.2.33)” With respect to commercial marine fisheries, the Board exercises an extensive decision-making jurisdiction in the marine waters of the NSA – those waters directly adjacent to Nunavut and extending to the 12-mile limit of Canada’s Territorial Sea boundary (NLCA Article 3). That decision-making jurisdiction is shared with the Minister of Fisheries and Oceans, is subject to the terms and conditions of the NLCA, and includes the authority:

- To establish, modify or remove levels of total allowable harvest (TAH) or harvesting (NLCA S.5.6.16));
- To determine the allocation of the commercial portion of any TAH (NLCA S.5.6.31); and
- To establish, modify or remove non-quota limitations – such as limitations on gear type and season of harvest (NLCA S.5.6.48).

Outside the Nunavut Settlement Area

To the east of the NSA is Zone I: those adjacent marine areas of Baffin Bay and Davis Strait seaward of the Territorial Sea boundary, subject to Canada’s jurisdiction and not part of another land claim settlement area. To the south is Zone II: those waters of James Bay, Hudson Bay and Hudson Strait not part of the NSA or another land claim settlement area (NLCA S.1.1.1). With respect to commercial marine fisheries, the Board exercises an extensive advisory jurisdiction in Zones I and II. That advisory jurisdiction is subject to the terms and conditions of the NLCA and includes the authority:

- To provide relevant information to Government that would assist in wildlife management beyond the marine areas of the NSA (NLCA s.15.3.4);
- To provide requested advice with respect to any wildlife management decisions by Government which would affect the substance and value of Inuit harvesting rights and opportunities within the marine areas of the NSA (NLCA s.15.3.4); and

- To advise and make recommendations regarding the marine areas of the NSA, which Government must consider in making decisions that affect those marine areas (NLCA s.15.4.1).

In addition, once the Minister of Fisheries and Oceans has determined the territory's regional allocations of marine resources, the NWMB recommends individual commercial sub-allocations to Nunavut's fishers. This arrangement is in keeping with the Department's policy that decisions which relate to the management of specific fisheries will normally be made as close to those fisheries as possible.

3. PURPOSES OF THE NWMB'S ALLOCATION POLICY

The primary purposes of this Allocation Policy are to set out and explain:

- The principles and guidelines to be considered by the NWMB in fairly determining individual commercial allocations of Nunavut's adjacent marine fisheries resources;
- The mandatory requirements for responsible stewardship applying to all participants in Nunavut's commercial marine fisheries;
- The role of the Fisheries Advisory Committee in Nunavut's commercial marine fisheries;
- The NWMB's plan for inshore fisheries development;
- The NWMB's recommendation for the establishment by industry of an *Exploratory Fisheries Fund*; and
- The mandatory requirement for transparency and disclosure in the management and development of Nunavut's adjacent marine fisheries resources, subject to relevant confidentiality and privacy concerns.

The Policy does not apply to any non-commercial harvests or to the commercial harvest of freshwater or anadromous fish, such as arctic char.

4. OBJECTIVE OF THE NWMB'S ALLOCATION POLICY

All of the NWMB's fisheries management decisions, advice and recommendations are informed by the objectives underlying NLCA Article 5 (NLCA S.5.1.3). In addition, the

Board's Allocation Policy for Nunavut's Commercial Marine Fisheries seeks to achieve the following objective:

To facilitate a co-operative, professional and diversified approach to ecosystem-based fisheries development, maintaining compliance with the principles of conservation, relying upon re- investment in the fishery by Nunavut fishers, and ensuring the wide distribution of tangible benefits to Nunavummiut.

In accordance with the *Nunavut Fisheries Strategy* and the above-stated objective, the NWMB seeks to encourage through its Allocation Policy:

- The conservation of commercial and non-commercial marine resources, and the protection of marine habitat through sustainable development and adherence to the precautionary principle;
- A balance over time between community-based inshore operations and co-operative offshore enterprises – all of which are owned and professionally operated by Nunavummiut;
- Substantial re-investment of revenues received from one of Nunavut's most valuable common property resources; and
- The creation of wealth, employment, training and educational opportunities for Nunavummiut.

5. ROLE OF THE FISHERIES ADVISORY COMMITTEE

The NWMB's expertise is primarily with respect to wildlife and fisheries management. Allocation decisions in Nunavut's growing marine fisheries involve considerably more than management concerns. Those decisions must necessarily take into account fundamental socio-economic, governance, business, employment and development issues - including access by communities and others competing for limited fisheries resources and benefits.

The GN and NTI – the authors of the 2003 *Nunavut Economic Development Strategy* and the 2005 *Nunavut Fisheries Strategy* – have the necessary experience, knowledge and authority concerning such matters. The NWMB has therefore struck a Fisheries Advisory Committee (FAC), composed of members primarily selected by the GN and NTI, to provide allocation and other related advice to the NWMB with respect to Nunavut's adjacent commercial marine fisheries resources. The FAC's advice will be:

- Prepared and delivered in accordance with its Terms of Reference, a copy of which is attached to this Allocation Policy as Appendix A;
- Based primarily upon the NWMB's Allocation Policy, as well as a review and analysis of Governance, Business, Benefits and Stewardship Plans provided by applicants, and of Annual Reports submitted by those fishing enterprises that receive allocations from the Board; and
- Subject to the transparency and disclosure requirements set out in Part 13 of this Allocation Policy.

6. DETERMINATION BY THE NWMB OF COMMERCIAL ALLOCATIONS WITHIN THE NUNAVUT SETTLEMENT AREA

Within the NSA, and where a TAH has been established by the Board, the NWMB is required by the terms of the NLCA to establish a basic needs level for Inuit. The allocation and enforcement of basic needs levels fall under the authority of Hunters and Trappers Organizations (HTOs) and Regional Wildlife Organizations (RWOs) (NLCA S.5.7.3(b) and S.5.7.6(b)).

In circumstances where the basic needs level is less than the TAH, the Board is required by the terms of the NLCA to determine commercial allocations from the surplus, in the following order and priority:

- To provide for the continuation of existing and lawfully authorized commercial operations (NLCA S.5.6.38);
- From any portion remaining, to provide for viable commercial ventures sponsored by HTOs and RWOs (NLCA S.5.6.39); and
- From any further portion remaining, to provide for other commercial operations, considering the various demands on the resource and the benefits that may accrue to the local economy (NLCA S.5.6.40).

In making its determinations with respect to commercial allocations, the NWMB must also give preference to those applicants who have resided in the NSA for at least 18 continuous months prior to their application, and to those who will likely provide direct benefits to the NSA economy - in particular through the employment of local human and economic resources (NLCA S. 5.6.45).

7. PRINCIPLES GUIDING THE NWMB'S ALLOCATION POLICY FOR NUNAVUT'S COMMERCIAL MARINE FISHERIES

Complementing the governing principles of NLCA Article 5 (NLCA Sections 5.1.2 and 5.1.5) and the instructions set out in the NLCA for commercial allocations within the NSA (NLCA Sections 5.6.31, 5.6.38 to 5.6.40, and 5.6.45 to 5.6.47) are the following principles which guide the NWMB in its allocation of commercial marine fisheries resources – both inside and outside the NSA:

1. Healthy marine populations and habitat are essential to sustain the economic, social and cultural harvesting needs of Nunavummiut, for both present and future generations (See NLCA Section 5.1.5(c));
2. The fishery is a valuable and vital common property resource to be managed in an open, transparent and accountable manner for the equitable benefit of all Nunavummiut;
3. There is a need for the fishery to be diversified, striking a healthy balance between inshore and offshore operations, and between community entitlements and entrepreneurial initiative;
4. In allocating commercial marine fisheries resources, preference needs to be given to Nunavummiut and to operations providing direct benefits to Nunavut's economy (See NLCA Section 5.6.45);
5. In order to achieve a prosperous Nunavut-controlled fishery, there is a need for people to work together in harmony (See the Inuit Qaujimajatuqangit principle of Piliriqatigiingniq);
6. A prosperous Nunavut-controlled fishery requires substantial involvement of viable commercial ventures sponsored or owned by RWOs and HTOs (See NLCA Sections 5.1.3(a)(iii) and 5.6.39);
7. There is a need to give special consideration to adjacency in the allocation of commercial marine fisheries resources, particularly within the NSA (See NLCA Section 15.3.7);
8. In allocating commercial marine fisheries resources, there is a need to give special consideration to the economic dependence of communities on those resources (See NLCA Section 15.3.7); and

9. In allocating commercial marine fisheries resources, there is a need to give special consideration to economically viable fishing enterprises and to fishers that have a successful history in a particular fishery.

8. MANDATORY REQUIREMENTS FOR RESPONSIBLE STEWARDSHIP

The conservation of Nunavut's fisheries resources and habitat is the NWMB's chief fisheries management priority. That priority is reflected in the principles of conservation (NLCA Section 5.1.5) that guide Nunavut's wildlife management system, and in the first principle outlined in Part 7 above. As a consequence, the NWMB has established the following five mandatory requirements for responsible stewardship, applying to all participants in Nunavut's commercial marine fisheries. To the extent that the requirements are legally enforceable, they will be monitored by the Department of Fisheries and Oceans (DFO) or Transport Canada.

1. Compliance with relevant law and policy:

- (a) DFO Legislation/Policy: Each participant must comply with all of the relevant legislative and policy requirements of DFO, including applicable Groundfish Management Plans, Northern Shrimp Management Plans and Conservation Harvesting Plans;
- (b) Transport Canada Legislation/Policy: Each participant must comply with all of Transport Canada's relevant environmental stewardship requirements for fishing vessels;
- (c) Northwest Atlantic Fisheries Organization (NAFO): Each participant must comply with applicable NAFO Conservation and Enforcement Measures as revised annually by the Fisheries Commission; and
- (d) *Species at Risk Act* (SARA): Each participant must comply with applicable measures for marine species at risk, as required by SARA.

2. Compliance with relevant research and reporting initiatives:

- (a) Each participant must cooperate with and participate in relevant research initiatives organized/sponsored by the NWMB or DFO;
- (b) Each participant must compile records and provide reports of fishing operations, as required by the NWMB or DFO; and
- (c) Each participant must provide relevant Inuit Qaujimajatuqangit, as requested by the NWMB or DFO, to assist in and advance fisheries research.

3. Compliance with responsible habitat and ecosystem protection requirements:

- (a) Each participant must assist relevant government agencies in the identification of sensitive habitat areas, with particular emphasis on coral;

- (b) Each participant must avoid fishing in locations identified as sensitive habitat areas;
- (c) Each participant must cease fishing in, and move away from, locations where fishing gear indicates the presence of coral; and
- (d) Each participant must adopt reasonable measures to avoid the disturbance of marine mammals.

4. Compliance with responsible vessel and training requirements:

- (a) Each participant must practice sound waste management in all aspects of harvesting operations, with particular emphasis on the acceptable disposal of domestic garbage;
- (b) Each participant must minimize emissions of dangerous substances arising from vessel/harvesting operations, in particular with respect to fuel and lubricating oils; and
- (c) Each participant must provide appropriate training for all crew members with respect to responsible and sustainable fish harvesting.

5. Compliance with responsible fishing practices and gear use:

- (a) Each participant must employ fishing practices that minimize the risk of gear loss, and must have in place a functional plan for the recovery of lost gill nets; and
- (b) Each participant must use fishing gear that minimizes the harvest of undesirable species as by-catch – including marine mammals - and the harvest of juvenile fish.

All applicants for allocations in Nunavut's commercial marine fisheries are required to submit, as a component of their application, a *Stewardship Plan* (see Appendix B attached to this Allocation Policy). The primary focus of that plan is to detail measures to be taken by the applicant to comply with the NWMB's mandatory requirements for responsible stewardship.

In the coming years, the Board intends to encourage and support the fishing industry and government to pursue international recognition of Nunavut's sustainable fisheries management through independent certification of Nunavut's commercial marine fisheries. The NWMB anticipates that both governments and domestic and international consumers will increasingly come to expect such certification.

For further information on the NWMB's requirements for responsible stewardship, see the *NWMB Policy on Responsible Stewardship in Nunavut's Commercial Marine Fisheries*, available upon request from the NWMB.

9. ALLOCATION GUIDELINES FOR NUNAVUT'S COMMERCIAL MARINE FISHERIES

In accordance with the principles outlined in Part 7 above and the relevant provisions of the NLCA, the NWMB will apply the three guidelines set out below in deciding upon individual commercial marine fisheries allocations. The guidelines are organized as a cumulative point system, with a maximum possible score of 100 points. Every applicant will be required to achieve a minimum of 18 points (60 %) in each of Guidelines 1 and 3 in order to remain eligible to receive any allocation. In addition, within Guideline 1, every applicant will be required to demonstrate open, transparent and accountable operations, subject to relevant confidentiality and privacy concerns.

All applicants for allocations are required to submit a Governance, Business, Benefits and Stewardship Plan with their applications. The NWMB will primarily rely upon the four-part Plan - as well as Annual Reports from those who received allocations in the previous year - in applying the allocation guidelines.

Templates outlining the information requirements for the Governance, Business, Benefits and Stewardship Plan and for the Annual Report are attached to this Allocation Policy as Appendix B and Appendix C, respectively.

- 1. Governance and Business Capacity (up to 30 points).**
 - (a) Open, transparent and accountable operations;**
 - (b) Viable commercial venture; and**
 - (c) Positive history in the fishery.**

This guideline is in accordance with any or all of principles 1, 2, 3, 4, 5, 6, 8 and 9.

Points are awarded under subsection (a) to fishing enterprises that are able to demonstrate proper governance procedures - including openness, transparency and accountability in their operations.

Fishing enterprises that can demonstrate viability – including suitable business planning, capacity to fish, responsible stewardship, relative economic return, value added to the fishery, stability of employment, and economic benefits to Nunavut - are recognized through subsection (b).

A proven record in the fishery is appropriately acknowledged through subsection (c).

- 2. Inuit Involvement** (up to 40 points).
- (a) **RWO or HTO ownership/sponsorship of the economic enterprise;**
 - (b) **Inuit ownership of the economic enterprise;**
 - (c) **Adjacency of the community to the fishing area; and**
 - (d) **Economic dependence of the community on the resource.**

This guideline is in accordance with principles 3 to 9.

More points are awarded under subsection (a) for ownership than sponsorship, with 100% ownership by an RWO or multiple HTOs receiving the highest scores.

Under subsection (b), the level of scoring is dependent upon the percentage of Inuit ownership of the fishing enterprise, as well as the number of Inuit owners.

Under subsection (c), the most points are awarded to fishing enterprises, owned/sponsored by RWOs or HTOs, whose communities are most adjacent to a particular fishing area.

Under subsection (d), the most points are awarded to fishing enterprises, owned/sponsored by RWOs or HTOs, whose communities demonstrate the greatest dependence on the resource.

- 3. Benefits to Nunavummiut** (up to 30 points).
- (a) **Employment of Nunavummiut, especially Inuit;**
 - (b) **Ownership of the economic enterprise and/or the vessel(s) by one or more residents of Nunavut; and**
 - (c) **Participation in the *Exploratory Fisheries Fund*, and the provision of other direct benefits to Nunavut.**

This guideline is in accordance with principles 1 to 9.

With respect to subsection (a), points are awarded for the number of people employed (including land-based employees), the level of position(s) filled (management and technical level positions receiving more points than entry-level positions), and a demonstrated record of retaining Nunavut employees, especially Inuit.

Nunavut ownership of an enterprise and/or vessel is recognized under subsection (b), with more points awarded for multiple Nunavut owners.

With respect to subsection (c), see Part 12 of this Allocation Policy regarding the *Exploratory Fisheries Fund*.¹ Examples of other direct benefits are economic benefits to

¹ The *Exploratory Fisheries Fund* is an industry-generated fund. Until such time as that fund is established, subsection (c) will only apply to “the provision of other direct benefits to Nunavut”.

dependent communities, market development and investment in training, research, inshore processing and infrastructure.

Conclusion

In June of 2002, the NWMB introduced a policy that individual allocations would be renewable for up to three years, subject to annual proof of satisfactory effort and the provision of a comprehensive report at the close of the fishery each year. With the introduction of its revised Allocation Policy for the 2009 fishing season, the Board is temporarily withdrawing its renewable policy until all participating fishers have had sufficient opportunity to become familiar with the revised Allocation Policy and the requirement for comprehensive Governance, Business and Benefits Plans and Annual Reports. The NWMB anticipates the re-introduction of a renewable policy – covering a minimum five year period - for the 2011 harvesting season.

At the same time, the Board wishes to assure the fishing industry that it appreciates the importance of stability and certainty with respect to allocations over the next two years. Accordingly, the NWMB will not make significant allocation changes during those years without persuasive and reliable evidence that a particular fishing enterprise has failed to meet, or has not properly met, the commitments set out in its Governance, Business and Benefits Plan.

Experience has demonstrated that demand always exceeds supply in Nunavut's commercial marine fisheries. The above guidelines provide the NWMB with an objective means to rank potential participants, and to ensure – to the extent possible - that Nunavut's marine resources are developed and managed in an open, transparent and accountable manner for the equitable benefit of all Nunavummiut.

10. INSHORE FISHERIES DEVELOPMENT

Fisheries development within the NSA

Fisheries development inside the NSA is an area of high interest for relevant Nunavut communities, the GN, DFO, NTI and the NWMB. To encourage that development, the Board has decided to establish within the NSA an initial annual Qikiqtaaluk regional TAH for turbot of 100 tonnes, to be subtracted from the overall Division 0A allocation of 6,500 tonnes. (In 2005, the Board also established a Pangnirtung community 500 tonne TAH for an isolated inshore turbot stock, separate from and additional to the existing Division 0B allocation to Nunavut of 1,500 tonnes.)

In conjunction with the above-noted decision, the NWMB encourages the Qikiqtaaluk Wildlife Board - with assistance from the Nunavut Inuit Wildlife Secretariat - to commence discussions with the Region's communities regarding the potential identification and establishment of Exclusive Community Economic Fishing Zones within the NSA. Such a Zone would consist of an area adjacent to a community where

that community would have exclusive access to its share of any community or regional TAH established by the NWMB.

Small boat fisheries development

Small boat community-based fisheries development is another area of high interest for relevant Nunavut communities, the GN, NTI and the NWMB. Accordingly, the Board has decided to designate an initial annual allocation of 400 tonnes of turbot in Division 0A exclusively for vessels under 100 feet in length. That allocation is to be subtracted from the overall Division 0A allocation of 6,500 tonnes. Individual allocations from the 400 tonnes will be decided by the Board in accordance with this Allocation Policy. The NWMB reserves the right to re-allocate, within a particular calendar year, any of the 400 tonne small boat allocation that has not been fished as of November 1st of that year.

Conclusion

The NWMB will conduct periodic reviews – approximately once every three years, and with appropriate assistance from the FAC – of the annual Qikiqtaaluk regional TAH for turbot, and of the annual small boat allocation of turbot in Division 0A. The reviews are primarily intended to evaluate performance in those fisheries, and may result in increases or decreases in TAH/allocation levels.

Finally, the NWMB recognizes that the successful development of a modern commercial inshore fishing industry in Nunavut can not be achieved without major investments by Government in infrastructure. The primary infrastructure requirements for Nunavut include port facilities, marine service centers and additional or expanded processing capacity. The NWMB therefore encourages the Governments of Canada and Nunavut to develop and implement, on an urgent basis, a Fisheries Infrastructure Plan for Nunavut.

11. EMERGING MARINE FISHERIES

Emerging marine fisheries are new fisheries that will require time to develop. To the extent that they are applicable, the NWMB will apply the principles and guidelines set out above in deciding upon individual allocations to emerging marine fisheries.

12. EXPLORATORY FISHERIES FUND

Commencing in 2009, the NWMB is recommending an industry-generated *Exploratory Fisheries Fund* (Fund) to help finance fisheries research in Nunavut. This proposed fund would be financed through a levy collected from participants in the commercial marine fisheries in Nunavut's adjacent waters that are subject to this Policy. The Fund would not reduce any fisheries research requirements or commitments of the Department of Fisheries and Oceans.

Purpose of the Fund

If adopted by the Nunavut fishing industry, the Nunavut *Exploratory Fisheries Fund* will be a fisheries research and development fund that will be used to support research into inshore, offshore, and emerging marine fisheries development. The purpose of the Fund is to support fisheries development through species assessment, gear technology, assessment of fishing-related ecosystem interactions, and other research aimed at support for an expanded and sustainable arctic fishery. The Fund will be used to leverage additional research dollars from federal, territorial and other sources.

13. TRANSPARENCY AND DISCLOSURE

Fish resources in Nunavut are common property. Recommendations, decisions and other actions associated with the management and development of such public resources need to be made in a way that is open and transparent to the public of Nunavut. That directive clearly applies to the NWMB, the FAC, the GN and DFO. However, it applies equally to the fishing enterprises that are entrusted – through their allocations – with playing a key role in the development of the territory's fisheries and in the creation of benefits for Nunavummiut.

Accordingly, the NWMB intends to conduct its commercial marine fisheries allocation process in a manner that is open to the public. Subject to relevant confidentiality and privacy concerns, the Board will make publicly available:

- The FAC's allocation advice and reasons delivered to the Board;
- The NWMB's resulting allocation advice, recommendations, decisions and reasons delivered to the Minister of Fisheries and Oceans;
- The Governance, Business, Benefits and Stewardship Plans of successful applicants for commercial marine fisheries allocations; and
- The Annual Reports by fishing enterprises concerning their commercial marine fishing activities.

The NWMB is keenly aware of the importance of maintaining confidentiality with respect to certain aspects of any competitive business. At the same time, the NWMB and the public require at least the same degree of transparency in the fisheries industry as in other competitive resource sectors. Accordingly, the NWMB's business confidentiality policy with respect to commercial marine fisheries is as follows:

NWMB Business Confidentiality Policy

Exclusion List

The public disclosure of certain commercial information can reasonably be expected to cause significant harm to the competitive business which owns that information. The purpose of the “*Exclusion List*” is to identify which commercial information provided to the FAC and the NWMB deserves, as a matter of course, to be maintained as strictly confidential and not be made publicly available.

The following information provided by applicants - as required in their Governance, Business, Benefits and Stewardship Plans and their Annual Plans – will be kept in confidence by the FAC and the NWMB, and will not be made publicly available. This information is included in the *Exclusion List* because the need for confidentiality in each instance outweighs the public interest in disclosure:

1. Copies of the most recent audited consolidated income statement, balance sheet and cash flow statements;
2. Specific details of the harvesting plan for each target species for the calendar year (although a public summary of the plan must be provided);
3. Contractual and other legal arrangements concerning where fish will be landed and processed (although a public summary of landing and processing arrangements must be provided);
4. Contractual and other legal arrangements concerning proposed processing and marketing plans (although a public summary of processing and marketing plans must be provided);
5. Contractual and other legal arrangements concerning any transition plan from a joint venture/charter program to self-sufficiency (although a public summary of such a transition plan must be provided);
6. Specific details of the projected general budget for the calendar year, including income from all sources and anticipated expenditures for all projects and administration (although a public summary of the budget must be provided);
7. Contractual and other legal arrangements concerning an overview of any proposed long-term development strategies (although a public summary of the overview must be provided); and
8. Contractual and other legal arrangements concerning any Business Plan update (although a public summary of the update must be provided).

Other information that may be classified as confidential

Applicants can request for good cause that records provided to the NWMB that are not on the *Exclusion List* be classified as confidential. Decisions on these requests will be referred by the NWMB to the FAC for its recommendation.

If, at the time of submission, an applicant wishes to protect a record being submitted, the applicant must mark the record as "confidential" and show good cause to classify the record as confidential. Showing good cause to classify a record as confidential includes demonstrating that:

1. Disclosure of the record to the public might competitively or financially disadvantage or otherwise harm the applicant with the confidentiality interest, or might reveal a trade secret or proprietary business interest; and
2. The need for confidentiality plausibly outweighs the public interest in disclosure.

The following conditions apply with the respect to a determination that information, otherwise in the public interest, should not be disclosed:

1. The information was supplied implicitly or explicitly in confidence;
2. It is commercial information that deals with financial, scientific, technical, or labour relations matters, or is a trade secret; and
3. Its disclosure could reasonably be expected to cause significant harm.

If the FAC determines that good cause exists and that the conditions for non-disclosure have been met, it must make a written recommendation to classify the record as "confidential" and restrict access to it. A record classified as confidential will not be made public or furnished to any person other than the FAC and the NWMB, subject to any other legal requirements or obligations.

For further information on the NWMB's approach to transparency and disclosure, see the *NWMB Study of Transparency vs Confidentiality in Nunavut's Commercial Marine Fisheries*, available upon request from the NWMB.

14. APPLICATION PROCEDURE AND DEADLINES

In order to request an allocation in a fishery, an applicant must complete an "*Application Form for Commercial Marine Fisheries Allocation*", available from the NWMB in Inuktitut and English, and submit a Governance, Business, Benefits and Stewardship Plan. Applicants must ensure that they provide all the required information in order to be fairly evaluated according to the Allocation Policy established by the NWMB. Applicants

for an emerging marine fishery must include within their Plan a description of how they intend to contribute to the development of the emerging fishery.

In most cases, the NWMB will issue a call for applications for established fisheries by June of the preceding year. The call for applications will, at a minimum, be sent to the relevant RWO, all current Nunavut fishing interests and all HTOs adjacent to the fisheries, and will be published in the *Nunatsiaq News*. Completed applications and Plans must be delivered to the NWMB's Iqaluit office by no later than six weeks after the Board issues the call for applications. The NWMB will normally make its allocation decisions and recommendations by no later than December of the preceding year. If the Minister of Fisheries and Oceans has not yet announced regional allocations by that time, each individual allocation decision/recommendation will be expressed in the form of a percentage of the relevant regional allocation. The NWMB will officially notify all applicants of its decisions/recommendations by fax and regular letter mail.

Occasionally, time considerations may prevent the NWMB from issuing a comprehensive call for applications – for instance, when an allocation under the jurisdiction of the Minister of Fisheries and Oceans is only made available towards the end of the season. In such circumstances, the NWMB will take whatever measures it considers reasonable to ensure that it is able to make timely and equitable allocation decisions/recommendations compliant with its Allocation Policy.

**APPENDIX A TO THE *ALLOCATION POLICY OF THE*
NUNAVUT WILDLIFE MANAGEMENT BOARD
FOR COMMERCIAL MARINE FISHERIES:
TERMS OF REFERENCE
NUNAVUT FISHERIES ADVISORY COMMITTEE (FAC)**

December 11th 2007

1.0 BACKGROUND

The fisheries resource has been recognized historically as a common property that in general terms is owned by all and the responsibility of none. While the fishery is a common property resource, in Canada the federal government has exclusive legislative authority for the management of seacoast and inland fisheries for the benefit of all Canadians. These authorities were granted to parliament under the British North America Act (1867) and Section 34 of the Fisheries Act provides the federal government with the broad authority for “the proper management and control of the seacoast and inland fisheries”.

In 1993, the Nunavut Land Claims Agreement (NLCA) was signed into law as the most comprehensive land claim agreement in Canadian history. The NLCA clarifies the rights to ownership and use of land and resources both within and outside the Nunavut Settlement Area (NSA), and the rights of Inuit to meaningfully participate in decision-making concerning the use, management and conservation of land, water and resources, including the offshore fishery. The agreement also provides Inuit with wildlife harvesting rights and rights to participate in decision-making regarding policies of wildlife harvesting.

Article 5.2.33 of the NLCA clearly lays out the role of the Nunavut Wildlife Management Board (NWMB):

“Recognizing that Government retains ultimate responsibility for wildlife management, the NWMB shall be the main instrument of wildlife management in the Nunavut Settlement Area and the main regulator of access to wildlife and have the primary responsibility in relation thereto in the manner described in the Agreement”

Essentially the development of the NLCA in Nunavut has resulted in a form of co-management of commercial fisheries resources between the NWMB and DFO. With respect to commercial fisheries, the NWMB has extensive decision-making authority within the NSA (12 mile limit of Canada’s Territorial Sea Boundary). Outside of the

NSA in the Nunavut adjacent waters of Zone I (Davis Strait and Baffin Bay not part of the NSA or another land claim settlement area) and Zone II (James Bay, Hudson Bay and Hudson Strait not part of the NSA or another land claim settlement area), the NWMB has extensive advisory jurisdiction.

Commercial marine fisheries in Nunavut waters currently consist of two species, Greenland halibut (turbot) and shrimp. Although southern interests have largely controlled these resources over the past two decades, recent developments have resulted in improvements to Nunavut's share of its adjacent resources, especially the 2001 decision to allocate the full Division 0A turbot resource to Nunavut and recent decisions to maintain this full allocation for Nunavut as the quota has grown from 3,500 tonnes to 6,500 tonnes. However, at 45% in 2006, this share still pales in comparison to the 80-90% of adjacent resources common in other Canadian jurisdictions.

2.0 CURRENT CONTEXT

In 2005, significant developments in the Nunavut fishery included the adoption of a new *Nunavut Fisheries Strategy*, to guide future development and the completion of an independent *Organizational and Performance Review of Nunavut's Offshore Fishing Industry*. This *Offshore Review* recommended that a Fisheries Advisory Committee (FAC) be established to provide the NWMB with transparent and objective advice on access and allocation issues in the Nunavut fishery.

The ability to establish an open and transparent process in determining fisheries' access and allocations in Nunavut waters and the ability to tie continued access and allocations to performance goals and targets will establish Nunavut in a leading edge position in terms of Canadian fisheries' policy. This approach would ensure that over the long-term it will be possible to achieve the goals and objectives of fisheries' development as outlined in the *Offshore Review* and the *Nunavut Fisheries Strategy*.

The NWMB has recently revised its formal allocation policy with a clear purpose to "*set out the principles and guidelines to be considered by the NWMB in fairly determining individual commercial allocations of Nunavut's adjacent marine fisheries resources*". To achieve this purpose it has established the following objective:

"To facilitate a co-operative, professional and diversified approach to ecosystem-based fisheries development, maintaining compliance with the principles of conservation, relying upon re-investment in the fishery by Nunavut fishers, and ensuring the wide distribution of tangible benefits to Nunavummiut".

While the NWMB has a clearly defined role and resident expertise with respect to fisheries conservation and management in Nunavut, it does not have similar expertise or mandate in socio-economic, governance, business, employment and fisheries development issues. However, the Government of Nunavut and Nunavut Tunngavik

Incorporated have led the recent developments of both the *Nunavut Economic Development Strategy (2003)* and *Nunavut Fisheries Strategy (2005)* and have a clear role in fostering the economic development of Nunavut's fishing industry.

The revised Allocation Policy recognizes the need to integrate fisheries conservation, management and development objectives in its decision making process. In accordance with the *Nunavut Fisheries Strategy* it seeks to encourage through its Allocation Policy:

- The conservation of commercial and non-commercial marine resources, and the protection of marine habitat through sustainable development and adherence to the precautionary principle;
- A balance over time between community-based inshore operations and co-operative offshore enterprises – all of which are owned and professionally operated by Nunavummiut;
- Substantial re-investment of revenues received from one of Nunavut's most valuable common property resources; and
- The creation of wealth, employment, training and educational opportunities for Nunavummiut.

The Nunavut Fisheries Advisory Committee (FAC or Committee) has been established by the NWMB to assist in integrating the interests of fisheries management, conservation, governance and development and to provide advice to the NWMB on the allocation of fisheries resources in Nunavut adjacent waters. The following pages outline the Terms of Reference for the establishment and operation of the FAC.

3.0 FAC MANDATE

The primary mandate of the FAC is to provide advice to the Nunavut Wildlife Management Board (NWMB) on the allocation of commercial fisheries resources, i.e. Greenland halibut (turbot) and shrimp and any other fish species which may achieve commercial status, within the Nunavut Settlement Area (NSA) and within Nunavut adjacent waters outside of the NSA defined in the Nunavut Land Claims Agreement (NLCA) as Zones I and II.

Ancillary Committee mandates will also include the provision of advice to the NWMB on confidentiality issues and on allocations in emerging marine fisheries, and to the IWG (Industry Working Group) on the *Developmental Rebate* on levees applicable to individual enterprises with respect to their annual payments to the *Exploratory Fisheries Fund*.

4.0 ROLES & RESPONSIBILITIES

The roles and responsibilities of the Committee include:

- To review and assess applications, including Governance, Business, Benefits and Stewardship Plans, submitted to the NWMB for commercial marine fisheries allocations;
- To undertake a review and assessment of the annual reports submitted by each recipient of quota;
- To make recommendations to the NWMB on the allocation of Nunavut fisheries resources based upon the review and analysis of formally submitted applications and, where applicable, annual reports;
- To assist and provide advice to the NWMB, as requested, with respect to the assessment of applications for allocations in emerging marine fisheries;
- To assist and provide advice to the IWG (Industry Working Group), as requested, with respect to the implementation and administration of the proposed *Exploratory Fisheries Fund* and the calculation of individual *Developmental Rebates*;
- To provide advice, as requested by the NWMB, GN and/or NTI, on overall fisheries development issues in Nunavut;
- To provide advice and recommendations on confidentiality issues, i.e. what information should or should not be deemed confidential; and
- Any other objectives that the NWMB may request the Committee to undertake.

5.0 COMPOSITION OF COMMITTEE

The membership of the Committee shall include five members appointed by the following organizations:

- Two members appointed by Nunavut Tunngavik Incorporated, one an industry expert and the other a Qaujimanilik (a person recognized by Inuit as having an in-depth knowledge of issues essential to the success of the fishery);
- Two members appointed by the Government of Nunavut, one an industry expert and the other a Qaujimanilik;
- One member appointed by the Nunavut Wildlife Management Board.

Members will be appointed by the respective organizations based upon their knowledge and experience of fisheries-related issues in Nunavut, including their knowledge of social, economic, governance, business, employment and development issues related to commercial marine fisheries. Upon selection, the Committee members will appoint a chairperson and vice-chairperson. Although members are appointed by the foregoing

organizations, once appointed these individuals will perform their duties independently, impartially and in the public interest.

6.0 PRINCIPLES AND GUIDELINES

In reviewing allocation applications submitted to the NWMB the Committee will follow the principles and guidelines established by the NWMB in its recently revised “Allocation Policy of the Nunavut Wildlife Management Board for Commercial Marine Fisheries”. The principles have been developed to complement Article 5 of the NLCA and are as follows:

1. Healthy marine populations and habitat are essential to sustain the economic, social and cultural harvesting needs of Nunavummiut, for both present and future generations (See NLCA Section 5.1.5(c));
2. The fishery is a valuable and vital common property resource to be managed in an open, transparent and accountable manner for the equitable benefit of all Nunavummiut;
3. There is a need for the fishery to be diversified, striking a healthy balance between inshore and offshore operations, and between community entitlements and entrepreneurial initiative;
4. In allocating commercial marine fisheries resources, preference needs to be given to Nunavummiut and to operations providing direct benefits to Nunavut’s economy (See NLCA Section 5.6.45);
5. In order to achieve a prosperous Nunavut-controlled fishery, there is a need for people to work together in harmony (See the Inuit Qaujimajatuqangit principle of Piliriqatigiingniq);
6. A prosperous Nunavut-controlled fishery requires substantial involvement of viable commercial ventures sponsored or owned by RWOs and HTOs (See NLCA Sections 5.1.3(a)(iii) and 5.6.39);
7. There is a need to give special consideration to adjacency in the allocation of commercial marine fisheries resources, particularly within the NSA (See NLCA Section 15.3.7);
8. In allocating commercial marine fisheries resources, there is a need to give special consideration to the economic dependence of communities on those resources (See NLCA Section 15.3.7); and

9. In allocating commercial marine fisheries resources, there is a need to give special consideration to economically viable fishing enterprises and to fishers that have a successful history in a particular fishery.

To complement the above principles, three guidelines have been developed to assist decision-making with respect to individual allocations. These guidelines are organized as a cumulative point system, with a maximum possible score of 100 points. Every applicant will be required to achieve a minimum of 18 points (60%) in each of Guidelines 1 and 3 in order to remain eligible to receive any allocation. In addition, within Guideline 1, every applicant will be required to demonstrate open, transparent and accountable operations, subject to relevant confidentiality and privacy concerns. The guidelines are outlined below:

1. Governance and Business Capacity (up to 30 points).

- (a) **Open, transparent and accountable operations;**
- (b) **Viable commercial venture; and**
- (c) **Positive history in the fishery.**

This guideline is in accordance with any or all of principles 1, 2, 3, 4, 5, 6, 8 and 9.

Points are awarded under subsection (a) to fishing enterprises that are able to demonstrate proper governance procedures - including openness, transparency and accountability in their operations.

Fishing enterprises that can demonstrate viability – including suitable business planning, capacity to fish, responsible stewardship, relative economic return, value added to the fishery, stability of employment, and economic benefits to Nunavut - are recognized through subsection (b).

A proven record in the fishery is appropriately acknowledged through subsection (c).

2. Inuit Involvement (up to 40 points).

- (a) **RWO or HTO ownership/sponsorship of the economic enterprise;**
- (b) **Inuit ownership of the economic enterprise;**
- (c) **Adjacency of the community to the fishing area; and**
- (d) **Economic dependence of the community on the resource.**

This guideline is in accordance with principles 3 to 9.

More points are awarded under subsection (a) for ownership than sponsorship, with 100% ownership by an RWO or multiple HTOs receiving the highest scores.

Under subsection (b), the level of scoring is dependent upon the percentage of Inuit ownership of the fishing enterprise, as well as the number of Inuit owners.

Under subsection (c), the most points are awarded to fishing enterprises, owned/sponsored by RWOs or HTOs, whose communities are most adjacent to a particular fishing area.

Under subsection (d), the most points are awarded to fishing enterprises, owned/sponsored by RWOs or HTOs, whose communities demonstrate the greatest dependence on the resource.

- 3. Benefits to Nunavummiut (up to 30 points).**
- (a) Employment of Nunavummiut, especially Inuit;**
 - (b) Ownership of the economic enterprise and/or the vessel(s) by one or more residents of Nunavut; and**
 - (c) Participation in the *Exploratory Fisheries Fund*, and the provision of other direct benefits to Nunavut.**

This guideline is in accordance with principles 1 to 9.

With respect to subsection (a), points are awarded for the number of people employed (including land-based employees), the level of position(s) filled (management and technical level positions receiving more points than entry-level positions), and a demonstrated record of retaining Nunavut employees, especially Inuit.

Nunavut ownership of an enterprise and/or vessel is recognized under subsection (b), with more points awarded for multiple Nunavut owners.

With respect to subsection (c), see Part 12 of this Allocation Policy regarding the *Exploratory Fisheries Fund*.¹ Examples of other direct benefits are economic benefits to dependent communities, market development and investment in training, research, inshore processing and infrastructure.

7.0 EVALUATION PROCESS

The FAC will undertake evaluations of quota applications (for commercial or emerging fisheries), of annual performance reports and of *Developmental Rebates* under the *Exploratory Fisheries Fund*. The evaluation process for each of these responsibilities is outlined below.

Application Evaluation

Applicants for quota allocations to the NWMB will be required to submit an “*Application Form for Commercial Marine Fisheries Allocation*” (available from the NWMB), as well as a detailed Governance, Business, Benefits and Stewardship Plan

¹ The *Exploratory Fisheries Fund* is an industry-generated fund. Until such time as that fund is established, subsection (c) will only apply to “*the provision of other direct benefits to Nunavut*”.

(template attached as Appendix B to the *Allocation Policy of the Nunavut Wildlife Management Board for Commercial Marine Fisheries*). The purpose of this plan is to ensure that the recipient is capable of properly managing this benefit and that the public is fully informed of its use and of the benefits that have arisen.

The Committee will perform an initial evaluation of allocation applications using the criteria detailed in Section 6.0. To assist the Committee in this process, an evaluation form is attached as Annex 1 to these Terms of Reference. If it is determined that key items are missing from the application documents, the Committee will notify the applicant and provide them with a set period of time to submit the necessary information (see Application Approval Flow Chart attached as Annex 2 to these Terms of Reference).

Following the initial evaluation, a public forum may be held at the discretion of the Committee, to facilitate applicant and stakeholder input into the process. In this forum, applicants would have the opportunity to provide a summary presentation on their application. Other stakeholders would also be provided with time to make presentations. The Committee may also hold in-camera sessions with applicants, to provide the Committee and applicant with the opportunity to ask questions and discuss confidential details of the individual applications.

Upon completion of these sessions, the Committee will proceed to complete its assessment and evaluation. When the evaluation is complete the Committee will provide the NWMB with its written recommendation on the percentage of the resource that should be allocated to each successful applicant. Justification will be provided for both accepted and rejected applications.

At this point individual quota applicants are provided with the FAC's recommendations regarding their application. Quota applicants that disagree with the recommendations of the FAC may provide written, substantiated documentation supporting their case to the NWMB within a 30-day review period following the initial allocation recommendations. The NWMB will share that documentation with the FAC, and will take it into consideration prior to providing their final recommendations to DFO.

As per NWMB's revised allocation policy, once the NWMB's final allocation decisions have been confirmed by DFO, the Committee's advice to the NWMB will be made public along with the justification for this advice.

Annual Performance Review

Each subsequent year the quota recipient will be required to submit an annual report to the NWMB fully detailing the previous year's operations and how they have met the commitments identified in their Governance, Business, Nunavut Benefits and Stewardship plan. A template for this Annual Report is provided in Appendix C to the *Allocation Policy of the Nunavut Wildlife Management Board for Commercial Marine Fisheries*. The Committee will review the annual plans against the recipient's

APPENDIX A TO THE NWMB ALLOCATION POLICY FOR COMMERCIAL MARINE FISHERIES

December 11th 2007, Page 8 of 14

commitments and make recommendations to the NWMB as to any corrective actions required. These recommended actions may include:

- Recommended increase in allocation, if available, based upon success of quota recipient in meeting its objectives and justified requirement for allocation increase to build upon this success;
- Recommend status-quo based upon success of quota recipient in meeting its objectives;
- Recommend warning be issued to quota recipient for failure to meet all of its objectives and provide them with a specified time period to comply (generally one year) or be subject to a specific reduction in allocation;
- Recommend immediate reduction, suspension or termination of allocation based upon a substantial failure to meet objectives. For the year in question where this allocation becomes available, it will be shared on a temporary basis among existing allocation holders. The Committee will make recommendations on the temporary redistribution of this allocation. This allocation will then become subject to a new Call for Applications for the following season.

With the introduction in 2009 of its revised Allocation Policy for Commercial Marine Fisheries, the NWMB is temporarily withdrawing its renewable policy until all participating fishers have had sufficient opportunity to become familiar with the revised Allocation Policy and the requirement for a comprehensive Governance, Business, Nunavut Benefits and Stewardship Plan and Annual Reports. The NWMB will not make significant allocation changes during those years without persuasive and reliable evidence that a particular fishing enterprise has failed to meet, or has not properly met, the commitments set out in its Governance, Business, Nunavut Benefits and Stewardship Plan. The NWMB anticipates the re-introduction of a renewable policy – covering a minimum five-year period – for the 2011 harvesting season.

Developmental Rebates

The NWMB's revised allocation policy includes a recommendation for an industry-generated *Exploratory Fisheries Fund* (Fund), to help finance research into inshore and emerging marine fisheries development. This fund is expected to be financed through levees collected from the holders of commercial marine allocations.

Should the Fund be established and a *Developmental Rebate* adopted by industry, the Committee will provide the IWG (Industry Working Group) with advice on the level of *Developmental Rebate* to be provided to allocation holders on their levees. The Committee will review the Governance, Business, Nunavut Benefits and Stewardship Plan and Annual Reports of allocation holders and where these reports demonstrate substantial performance and commitment by the allocation holder in the fields of research covered by the *Exploratory Fisheries Fund*, the Committee will recommend that these allocation holders be provided with a specific *Developmental Rebate*.

APPENDIX A TO THE NWMB ALLOCATION POLICY FOR COMMERCIAL MARINE FISHERIES

December 11th 2007, Page 9 of 14

8.0 SUPPORT FOR APPLICANTS

To assist quota applicants and recipients, support will be provided towards the costs of hiring qualified consultants/advisors capable of supporting organizations with their applications and annual reporting requirements. This support will focus primarily on newly established organizations and those with limited managerial/support capacity and will emphasize mentorship support towards the development of the necessary organizational and governance skills to achieve self-reliance. The GN, NTI, INAC, DFO, Kakivak, the NFTC and/or other agencies will be accessed to provide financial assistance to help offset these costs. Applications for funding support will be made to these groups/agencies by the IWG (Industry Working Group), who will in turn accept applications for assistance from quota applicants.

9.0 COMPLIANCE WITH NWMB POLICIES

In performing its key functions, the Committee must comply with any directions from the NWMB regarding the operation of the Committee, including requirements of confidentiality. In this respect each member must sign a code of conduct and confidentiality agreement.

10.0 CONFLICT OF INTEREST

Members of the Committee will be required to disclose direct or indirect interests that may affect their judgment, in the exercising of their duties and will not take part in any activities of the Committee relating to the matter in which the member has the interest.

11.0 TERM OF APPOINTMENT

Committee members will be appointed for a set term, to be in line with the term to be established under the NWMB's new renewable policy (expected to be five years). In order to maintain continuity on the Committee, i.e. such that the term of all Committee members does not expire at the same time, two of the appointees (one each from NTI and GN) will initially be appointed for shorter (likely three-year) terms.

To ensure the credibility, independence and impartiality of the FAC, each organization responsible for the appointment of a Committee member, or the NWMB, may only choose to terminate that Committee member's appointment prior to the expiry of his or her term based on just cause. Appointments may be renewed, at the discretion of the appointing organization, for a maximum of two terms.

12.0 ADMINISTRATION OF THE FAC

Individual organizations, i.e. NTI, GN and NWMB, will be responsible for all of the necessary costs associated with the participation of their appointed members on the Committee.

The Committee, if required due to excess workload, will have the capacity to hire qualified consultant(s), to assist the FAC in preparation of due diligence reports on quota applications and annual reports. The GN, NTI, INAC, DFO, Kakivak, the NFTC and/or other agencies will be accessed to provide financial assistance to help offset these costs.

Annex 1

Evaluation Form – Allocation Guidelines

1. Governance and Business Capacity (30 points):

Open, transparent and accountable operations

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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Viable commercial venture

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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Positive history in the fishery

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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2. Inuit Involvement (40 points):

RWO or HTO ownership/sponsorship of the economic enterprise

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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Inuit ownership of the economic enterprise

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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Adjacency of the community to the fishing area

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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Economic dependence of the community on the resource

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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3. Benefits to Nunavummiut (30 points):

Employment of Nunavummiut, especially Inuit

<i>Score</i>	1	2	3	4	5	6	7	8	9	10
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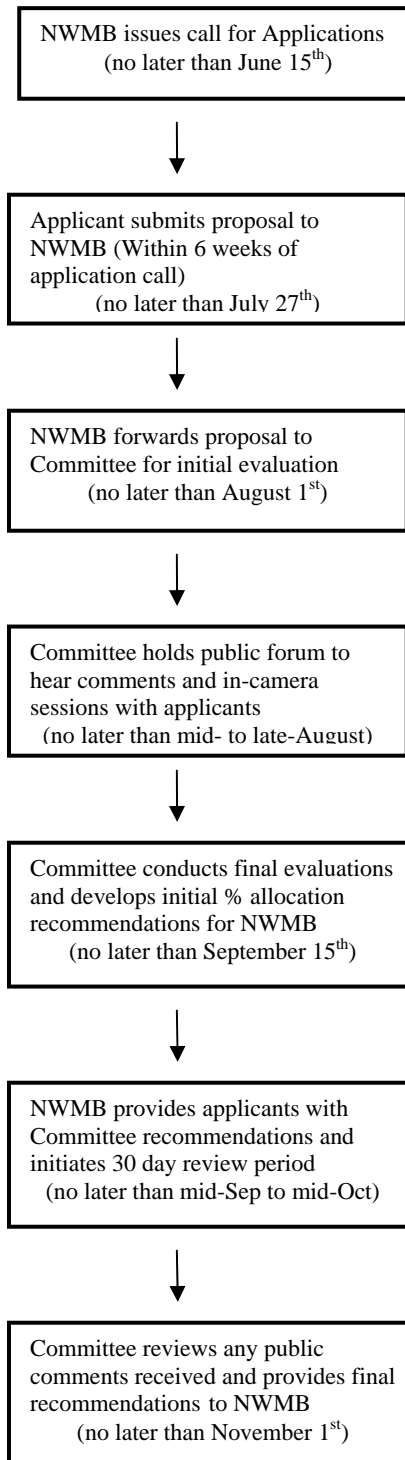
Ownership of the economic enterprise and/or the vessel(s) by one or more residents of Nunavut

Score 1 2 3 4 5 6 7 8 9 10

Participation in the *Exploratory Fisheries Fund*, and the provision of other direct benefits to Nunavut

Score 1 2 3 4 5 6 7 8 9 10

ANNEX 2: Application Approval Flow Chart



Appendix B to the Allocation Policy of the Nunavut Wildlife Management Board for Commercial Marine Fisheries: Governance, Business, Benefits and Stewardship Plan Template

Background: Fishery resources in Nunavut waters are co-managed and allocated by the Department of Fisheries and Oceans (DFO) and the Nunavut Wildlife Management Board (NWMB). As an Institution of Public Government established under the Nunavut Land Claims Agreement (NLCA), the NWMB has the responsibility for providing individual commercial fisheries sub-allocations to Nunavut fishing interests. With this trust comes a tremendous amount of responsibility to ensure that resources are allocated, fished and managed in an open and accountable manner and that allocation holders provide substantial benefits to Nunavummiut. This necessarily means that the public has to be fully informed of the use and benefit of these resources. Recognizing that many of Nunavut's coastal communities have limited employment opportunities stresses the overall importance of maximizing benefits from its adjacent fisheries resources.

The lack of a strong business and overall organizational capacity has long been identified as one of the key factors limiting Nunavut's direct involvement in the offshore fishing industry. Given Nunavut's relative recent emergence in this industry it is not surprising that this challenge persists, however efforts must be taken to increase the business capacity of Nunavut fisheries stakeholders.

Purpose: The primary reasons for preparing a Governance, Business, Nunavut Benefits and Stewardship Plan are as follows:

- To ensure that quota recipients in Nunavut adjacent waters are operating their business venture in an open, transparent and accountable manner, demonstrating competence and responsibility. The ability to establish an open and transparent process in determining fisheries allocations in Nunavut adjacent waters will establish Nunavut in a leading edge position in terms of Canadian fisheries policy;
- To ensure that quota recipients have a clear and viable plan to effectively manage the public resource it is entrusted with and thereby increase overall benefits to Nunavummiut. This approach is consistent with the Nunavut Fisheries Strategy, which identified business and organizational capacity development as one of its key objectives;
- To ensure that organizations requesting quota allocations provide substantive details as to how Nunavut will benefit from their allocations. This approach is consistent with the *Nunavut Fisheries Strategy (2005)* as well as the *Organizational and Performance Review of Nunavut's Offshore Fishing Industry (2006)*; and
- To ensure that quota recipients understand and are prepared to meet the mandatory requirements for responsible stewardship.

Evaluation Criteria: Due to the limited availability of quota in Nunavut adjacent waters, applications for access will be evaluated in competition with one another. Under the *Allocation Guidelines for Nunavut's Commercial Marine Fisheries*, the key areas to be addressed in the Governance, Business, Benefits and Stewardship Plan are as follows:

- 1. Governance and Business Capacity** (up to 30 points).
 - (a) Open, transparent and accountable operations;**
 - (b) Viable commercial venture; and**
 - (c) Positive history in the fishery.**

This guideline is in accordance with any or all of principles 1, 2, 3, 4, 5, 6, 8 and 9.

Points are awarded under subsection (a) to fishing enterprises that are able to demonstrate proper governance procedures - including openness, transparency and accountability in their operations.

Fishing enterprises that can demonstrate viability – including suitable business planning, capacity to fish, responsible stewardship, relative economic return, value added to the fishery, stability of employment, and economic benefits to Nunavut - are recognized through subsection (b).

A proven record in the fishery is appropriately acknowledged through subsection (c).

- 2. Inuit Involvement** (up to 40 points).
 - (a) RWO or HTO ownership/sponsorship of the economic enterprise;**
 - (b) Inuit ownership of the economic enterprise;**
 - (c) Adjacency of the community to the fishing area; and**
 - (d) Economic dependence of the community on the resource.**

This guideline is in accordance with principles 3 to 9.

More points are awarded under subsection (a) for ownership than sponsorship, with 100% ownership by an RWO or multiple HTOs receiving the highest scores.

Under subsection (b), the level of scoring is dependent upon the percentage of Inuit ownership of the fishing enterprise, as well as the number of Inuit owners.

Under subsection (c), the most points are awarded to fishing enterprises, owned/sponsored by RWOs or HTOs, whose communities are most adjacent to a particular fishing area.

Under subsection (d), the most points are awarded to fishing enterprises, owned/sponsored by RWOs or HTOs, whose communities demonstrate the greatest dependence on the resource.

- 3. Benefits to Nunavummiut (up to 30 points).**
- (a) Employment of Nunavummiut, especially Inuit;**
 - (b) Ownership of the economic enterprise and/or the vessel(s) by one or more residents of Nunavut; and**
 - (c) Participation in the *Exploratory Fisheries Fund*, and the provision of other direct benefits to Nunavut.**

This guideline is in accordance with principles 1 to 9.

With respect to subsection (a), points are awarded for the number of people employed (including land-based employees), the level of position(s) filled (management and technical level positions receiving more points than entry-level positions), and a demonstrated record of retaining Nunavut employees, especially Inuit.

Nunavut ownership of an enterprise and/or vessel is recognized under subsection (b), with more points awarded for multiple Nunavut owners.

With respect to subsection (c), see Part 12 of this Allocation Policy regarding the *Exploratory Fisheries Fund*.¹ Examples of other direct benefits are economic benefits to dependent communities, market development and investment in training, research, inshore processing and infrastructure.

Key Factors: Key factors that should be taken into account and included in the applicant's Governance, Business, Nunavut Benefits and Stewardship Plan include:

Governance Factors

- Evidence that applicants are qualified and registered as a Nunavut Business and/or HTO/RWO;
- Provide description of ownership and management structure;
- Demonstrate how management structure is qualified to carry out business activities and manage the overall fisheries allocations;
- Provide list of key personnel, including contract personnel;
- Identify legal relationship between applicant group and managing organization (if different);
- Provide a list of the applicant companies Board of Directors;
- Provide a copy of the company/group's internal governance regulations/by-laws;
- Provide an overview of shareholder and/or membership reporting structures;

¹ The *Exploratory Fisheries Fund* is an industry-generated fund. Until such time as that fund is established, subsection (c) will only apply to "the provision of other direct benefits to Nunavut".

- Provide evidence of communications with shareholders/members related to the organization's fisheries activities, and evidence of shareholder/member awareness of and participation in decisions related to these activities;
- Provide an organizational chart of all divisions, subsidiaries, joint ventures and partnerships specifying (where applicable) legal structure, province/territory/country of registration, percentage ownership, etc.;
- Provide a summary of proposed profit sharing and/or royalty arrangements;
- Identify and demonstrate any history of good governance on the part of the applicant.

Business Factors

- Provide copies of most recent audited consolidated income statement, balance sheet and cash flow statements;
- Provide a summary of proposed harvesting activities by target species including:
 - A detailed harvesting plan for each target species for the calendar year;
 - A summary of the proposed harvesting method(s);
 - Description of proposed vessel(s) to be used;
 - Identify where fish will be landed and processed;
 - Identify percentage of quota to be harvested under a charter arrangement;
- Provide overview of proposed processing and marketing plans;
- Identify transition plan from joint venture/charter program to self-sufficiency (if applicable);
- Provide projected general budget for calendar year including income from all sources and anticipated expenditures for all projects and administration;
- Provide overview of any proposed long-term development strategies;
- Other business information which may assist in the evaluation of the application;

Benefits Factors

- Goals and objectives of applicant's plan;
- Economic opportunities provided through employment of Nunavummiut, especially Inuit;
- Ownership of the economic enterprise and/or the vessel(s) by one or more residents of Nunavut;
- Plans to re-invest revenue into fisheries R&D and/or emerging fisheries development, including the *Exploratory Fisheries Fund*;
- How the plan generates new capital and/or equity for harvesting and/or processing opportunities;
- Efforts taken to include residents from other communities;
- Contribution to Nunavut economy;
- Cooperative efforts with other communities;
- Proposed training plan;
- Any plans to re-invest revenues into non-fisheries based activities;
- Benefits indicators summary;

- Any other benefits information which may assist with the evaluation of the application.

Stewardship Factors

- Demonstrate an understanding of what is meant by responsible stewardship;
- Detail measures to be taken to comply with NWMB's *Mandatory Requirements for Responsible Stewardship*;
- Identify and demonstrate any history of responsible stewardship on the part of the applicant.

Accountability: Applicants are advised to complete their Governance, Business, Benefits and Stewardship Plan in detail. It is important for all applicants to note that the governance structure and the reporting, business, benefits and stewardship commitments outlined in this plan will be cross referenced with the information provided in the Annual Reports which are a requirement for all successful applicants. Any significant failure to live up to the commitments made in the Governance, Business, Benefits and Stewardship Plan may result in a loss of a portion or all of an organization's allocation in the following year.

Table of Contents: The following pages outline a draft Table of Contents for the Governance, Business, Benefits and Stewardship Plan. Although applicants are not required to follow this report structure, they are advised that their Governance, Business, Benefits and Stewardship Plan must be complete and include all of the key information requirements outlined above.

Governance, Business, Benefits and Stewardship Plan

Table of Contents

Executive Summary: Provide a 5-7 page summation of the applicant's Governance, Business, Nunavut Benefits and Stewardship Plan, highlighting the key factors illustrating: the applicant's commitment to good governance and responsible stewardship; the applicant's ability to establish and operate a viable business, generating returns and benefits to Nunavummiut; and the applicant's commitment to maximizing the benefits from their allocations for Nunavummiut.

Background: Provide a detailed background on the applicant company/organization, focusing on: the history of organization development and steps that have been taken to improve governance, responsible stewardship and the development of open, transparent and accountable operations; its ability to maximize employment and financial benefits from allocations; and its ability to ensure these benefits are equitably distributed/utilized. Provide a summary of prior activity by the company/organization (organizational activity, fishing activity, etc.).

The Company/Organization: Provide detail on the company/organization, including ownership and management structure, organizational charts, etc. Provide detail on the applicant company/organization's current governance structure. Illustrate and detail how the company/organization has or plans to obtain the experience and management capacity to establish/run a successful fishing enterprise. Applicants are advised to ensure that the key factors identified in the Plan template are included.

Governance Section

Governance Plan: Provide detail on the applicant company/organization's future plans for improving governance, and openness, transparency and accountability to shareholders/membership of their operations. Identify, in tabular form where possible, commitments and timeframes.

Business Section

Operations Plan: Provide detail on operations, including a detailed harvesting plan and details on processing and marketing plans.

Financial Plan: Provide detail on company/organization financing and financial performance. For existing allocation holders, provide audited statements for the prior year. Provide financial projections for the current season, detailing projected revenues and costs (operating costs, administrative costs). Identify proposed investment activities and explain any major changes from previous years.

Implementation Plan: Outline an action plan with timelines for the current and future seasons. Identify commitments on organizational and enterprise development and Inuit involvement.

Benefits Section

Benefits – Employment: Detail the direct and indirect employment benefits to be derived from the allocation for Nunavummiut and especially Inuit. Outline plans and commitments to increase these employment benefits over time. Detail plans to develop/implement Inuit-appropriate working conditions/environment, to increase Inuit recruitment and retention.

Benefits – Training and R&D: Detail proposed investments in training and R&D and the potential benefits to be derived from these investments.

Benefits – Fisheries Investment: Detail proposed contribution to the *Exploratory Fisheries Fund*, as well as investments in fisheries assets and the benefits to be derived from these investments.

Benefits – Other Investment: Detail any proposed investments to be made outside the fishery and the benefits to be derived from these investments.

Benefits – Summary: Summarize the plans and commitments being made to maximize benefits to Nunavummiut. Provide a benefits indicators summary, including the following indicators:

- Composition of workforce: number of Inuit and non-Inuit; shifts or hours worked for each group; and earnings for each group per quarter;
- Intensity of employment: number of Inuit and non-Inuit by level of earnings per quarter, i.e. < \$5K, \$5-15K, \$15-25K, etc.; and
- Employee recruitment, retention and turnover: Inuit and non-Inuit recruited and retained, reasons for non-retention, etc.

Stewardship Section

Responsible Stewardship: Detail the applicant's understanding of the meaning and importance of responsible stewardship. Outline the applicant's past history in achieving responsible stewardship.

Stewardship Plan: Detail the measures that will be taken by the applicant to comply with each of the measures outlined in the NWMB's *Mandatory Requirements for Responsible Stewardship*. Identify, in tabular form where possible, commitments and timeframes.

**Appendix C to the *Allocation Policy*
of the *Nunavut Wildlife Management*
Board for Commercial Marine Fisheries:
ANNUAL REPORT TEMPLATE**

December 11th 2007

Nunavut Wildlife Management Board
P.O. Box 1379
Lot 924 Parnaivik Building
Iqaluit, Nunavut
X0A 0H0

Annual Report Template Instructions

Please use this methodology in preparing and submitting each Annual Report:

- Three hole punched reports.
- Five copies of the report.
- Do not use three ring binders or other casings. A staple or clip is preferable.
- Please number the pages chronologically; ideally, the calendar year, and the groups initial's can be in the footer or header of each page of the entire report.
- Submit an electronic copy of the public summary for each Annual Report to the NWMB prior to the deadline (for posting on the NWMB web site).
- Address annual reports to:

Mailing Address:

Nunavut Wildlife Management Board
P.O. Box 1379
Lot 924 Parnaivik Building
Iqaluit, Nunavut
X0A 0H0

Annual Reports should be postmarked no later than:

Other reminders include:

If additional revisions are required to the Annual Report, please include a letter of explanation along with the date.

TABLE OF CONTENTS

I.	Executive Summary - Public.....	Page #
II.	Nunavut Benefits Plan Update	Page #
	A. Progress Toward Goals, Objectives, Milestones	
	B. Employment Benefits	
	1.Data Form	
	2.Summary	
	C. Training and R&D Benefits	
	1.Data Forms	
	2.Summary	
	D. Investment Benefits	
	1. <i>Exploratory Fisheries Fund</i> Investment	
	2.Fisheries Investment	
	3.Other Investment	
	E. Commitments for Upcoming Season	
	F. Benefits Indicators Summation	
III.	Governance Plan Update.....	Page #
	A. Progress Toward Goals, Objectives, Milestones	
	B. Governance Structure Update	
	1. Board Activities	
	a. Changes in members	
	b. Decisions	
	c. Board Meeting Minutes [confidential section]	
	2. Other Changes in Governance Structure	
	C. Governance Plan Update	
	D. Commitments for Upcoming Season	
IV.	Stewardship Plan Update.....	Page #
	A. Progress Toward Goals, Objectives, Milestones	
	B. Compliance With Stewardship Guidelines	
	C. Commitments for Upcoming Season	
V.	Business Plan Update.....	Page #
	A. Progress Toward Goals, Objectives, Milestones	
	B. Operations Report	
	1. Harvest Activities by Target Fishery	
	Consolidated Summary of Harvesting Activities	
	2. Compliance	
	3. Other Fishing Issues / Activities	
	C. Financial Report	
	D. Commitments for Upcoming Season	

VI.	Detailed Financial	
Information..(TBD)	Page #
A.	Financial Statements - Group	
1.	Consolidated Statement of Activities	
2.	Consolidated Statement of Financial Position	
3.	Consolidated Statement of Cash Flows	
4.	Subsidiary Report - Group Subsidiary(ies) [Required]	
	a) Income Statement (Statement of Activities)	
	b) Balance Sheet (Statement of Financial Position)	
	c) Cash Flow Statement (Statement of Cash Flows)	
	d) Organizational Chart (Current Information)	
5.	Consolidated General and Administrative Expenses	
6.	Budget Summary	
7.	Notes to Financial Statements (Royalties by Species)	
B.	Imminent Major Investments	
C.	Other	

I. Executive Summary - Public

[Summary of annual activities in a three to five page format. Include a table summarizing commitments made, adherence to these commitments, and future commitments]

II. Nunavut Benefits Plan Update

- A. Progress Toward Goals, Objectives, Milestones identified in allocation application

[All milestones will be monitored to ensure that updates are provided.]

- B. Employment Benefits

1. Data Form

	Calendar Year			
	NU Residents	Total Wages	Non-NU Residents	Total Wages
Management/Administrative				
Community Liaisons				
Vessel Based				
Plant/Processing Based				
Exploratory Fisheries				
Other Employment				
Internships				
Other				
Total				

2. Summary

- The employment data form should distinguish Nunavut residents from non-Nunavut residents by category of employment.
- The employment data form should not include board members. Board expenses should be included in the General and Administrative Expenses table format found further along in this document.
- For each category above please provide further details on what the numbers in the chart represent. For example, the type of employment, identifying the direct employer, type of duties performed, how employment was derived, physical location of employment, residency of each employee and so on.
- In addition, please identify the vessel and target species for which the individual is employed.
- A summary of the quota holders overall contribution to the Nunavut economy would also be beneficial.

C. Training & R&D Benefits
1. Data Forms

Training Activity	Calendar Year		
	Description	# Trained	Expenditure
Scholarships			
Direct Fisheries Training			
Staff/Board Training			
Other Training			
Total			

R&D Activity		
Projects	Results	Expenditure

2. Summary

- Training: For each category, provide some description to support the numbers from the chart including specifics such as type of training, the physical location of where it occurred, type of course work, how the training was derived, the community the people were from, etc.
- R&D: For each project, describe the rationale and potential benefits to be derived.

D. Investment Benefits

1. Investment in the *Exploratory Fisheries Fund*.
2. Other Fisheries Investment: Describe investments in fishing operations and the benefits for Nunavummiut derived from these investments

3. Other Investments: Describe investments/expenditures made outside the fishing industry, the rationale for making these investments and the benefits to be derived for Nunavummiut from these investments.
- E. Commitments for Upcoming Season: Summarize the commitments being made for the upcoming fishing season based on employment, training and R&D and investment benefits.
- F. Benefits Indicators Summation: Complete benefits tables Appended to document.

III. Governance Plan Update

- A. Progress Toward Goals, Objectives, Milestones identified in allocation application
[All milestones will be monitored to ensure that updates are provided.]
- B. Governance Structure Update
 1. Board Activities
 - a. Changes in Members
 - b. Decisions
 - c. Board Meeting Minutes
 - The transcription of board meeting minutes is an important source of information. The minutes provide detail regarding the operations of the organization. You may want to insert them into the confidential section of the report. This request includes minutes from executive committee meetings.
 2. Other Changes in Governance Structure: Any other changes or updates to the governance structure outlined in the Application, rationale for such changes.
- C. Governance Plan Update
 - Update on progress in implementation of the governance plan outlined in the Application. What has been done to improve governance, responsible stewardship and openness, transparency and accountability of operations?
- D. Commitments for Upcoming Season
 - What commitments are being made on governance issues for the coming season?

IV. Stewardship Plan Update

- A. Progress Toward Goals, Objectives, Milestones identified in allocation application
[All milestones will be monitored to ensure that updates are provided.]
- B. Compliance With Stewardship Guidelines
- How well is the applicant complying with NWMB's Responsible Stewardship guidelines? Provide detail on compliance or non-compliance with each guideline.
- C. Commitments for Upcoming Season
- What commitments are being made on stewardship issues for the coming season?

V. Business Plan Update

- A. Progress Toward Goals, Objectives, Milestones identified in allocation application
[All milestones will be monitored to ensure that updates are provided.]
- B. Operations Report
1. Harvest Activities by Target Fishery.
 - a. Table of data.

Species	Calendar Year Harvests		
	Allocation	Metric Tonnes Harvested	% of allocation harvested
Greenland Halibut			
NAFO Division 0A			
NAFO Division 0B			
NSA			
Northern Shrimp (<i>P. Borealis</i>)			
SFA 0			
SFA 1			
SFA 2			
SFA 3			
NSA			
Striped Shrimp (<i>P. Montequi</i>)			
Total Harvest			

- b. Summary of Harvesting Activities by Target Fishery.

- A description of the harvesting activities by each target fishery for the year.
 - A summary of the harvesting method(s) used.
 - Description of vessel(s) used.
 - Identify where fish were landed and processed.
 - Identify percentage of quota harvested under charter arrangement.
 - Provide explanation for any unharvested quota.
 - 2. Compliance
 - A detailed report of any interaction with the Department of Fisheries and Oceans or any other regulatory/enforcement agency.
 - The report would include any vessel violations, harvesting violations, illegal activities that occurred on board any harvesting vessel(s) and any other fines or penalties.
 - 3. Other Fishing Issues/Activities
- C. Financial Report: Provide summary on financing and financial results from the fishing season.
- D. Commitments for Upcoming Season
- What commitments are being made on business issues for the coming season?

VI. Detailed Financial Information

- A. Financial Statements – Allocation Group
1. Consolidated Statement of Activities (One to Two Pages)
 2. Consolidated Statement of Financial Position (One to Two Pages)
 3. Consolidated Statement of Cash Flows (One to Two Pages)
 4. Subsidiary Report – Allocation Group Subsidiaries
 [Provide a current narrative summary of all subsidiary, joint-venture, and partnership activities that occurred during the year. The summary information pertains to all investment activity. Financial statements for all subsidiary investments are required. Please note that special circumstances may exist requiring the NWMB to request financial information on businesses, projects, and programs that fall beyond the scope of the reporting requirements.]
 - a) Income Statement (Statement of Activities)
 - b) Balance Sheet (Statement of Financial Position)
 - c) Cash Flow Statement (Statement of Cash Flows)
 - d) Organizational Chart

5. Consolidated General and Administrative Expenses
- a) [General and administrative expenses include all expenses charged to the organization and its subsidiaries. General and Administrative Expenses include “program delivery expenses”. The categories listed in the table below are required. Please contact the NWMB if there are any questions.]
- b) [Please provide the cumulate amounts in the following format:

Consolidated General & Administrative Expenses for Annual Reporting Period				
	Subsidiary A	Subsidiary B	Program A	Program B
Board Expenses				
Transportation				
Per Diem				
Honoriums/Stipends/Board Fees				
Staff				
Salaries				
Benefits				
Payroll Taxes				
Travel Per Diem				
Staff				
Consultants				
Contract Personnel				
Training				
Staff				
Consultants				
Board members (Tuition)				
Accounting Fees				
Audit Expenses				
Legal Fees				
Other Professional Fees				
Rent				
Utilities				
Office Supplies				
Postage				
Telephone/Internet Fees				
Insurance				
Dues/Subscriptions				
Copying/Printing				
Office Equipment Repair				

**APPENDIX C TO THE NWMB ALLOCATION POLICY
FOR COMMERCIAL MARINE FISHERIES**

December 11th 2007, Page 10 of 14

Advertising				
Office Equipment Purchase				
Total				

6. Budget Summary
 - Include actual versus projected revenues and expenses with a column for the variance.
7. Notes to Financial Statements
 - Please provide an annual breakdown of royalties received by species.
 - Please make sure the table listed below includes royalties only.
 - The table listed below should not include revenues from any other source.
 - Please use the following format and the specific species listed in the table below:

Royalties by Species			
	Royalty Per Metric Tonne	Metric Tonnes Harvested	Total Annual Royalty
Greenland Halibut			
NAFO Division 0A			
NAFO Division 0B			
NSA			
Northern Shrimp (<i>P. Borealis</i>)			
SFA 0			
SFA 1			
SFA 2			
SFA 3			
NSA			
Striped Shrimp (<i>P. Montagu</i>)			
Total			

- B. Imminent Major Investments
- C. Other

Benefits Indicators Tables

Table 1
Composition Of Fisheries Workforce

<i>Employment period - fiscal quarter</i>	<i>Point Of Hire of Employees</i>	<i>Residence of Employees</i>	<i>Number of Individuals</i>		<i>Total number during period</i>	<i>Shifts or Hours Worked</i>		<i>Total hours during period</i>	<i>Earnings during period</i>		<i>Total payroll during period</i>
			<i>Inuit</i>	<i>Not Inuit</i>		<i>Inuit</i>	<i>Not Inuit</i>		<i>Inuit</i>	<i>Not Inuit</i>	
2005-Q1	Specific Nunavut community 2	Specific Nunavut community 2									
2005-Q1	Specific Nunavut community 1	Specific Nunavut community 1									
2005-Q1									
2005-Q1	Nunavut Total	Nunavut Total									
2005-Q1	Newfoundland	Newfoundland									
2005-Q1	Nova Scotia	Nova Scotia									
2005-Q2	Other	Other									
2005-Q2	Atlantic Canada Total	Atlantic Canada Total									
2005-Q2											
2005-Q2	Grand Total	Grand Total									

Rationale:

The data provided in this table is required in order to understand what proportion of an enterprise's workforce is from Nunavut, both in terms of numbers, as well as in terms of the amount and value of work carried out.

Inclusion of Quarter (rather than simply year) provides some insight into workforce preferences...

Table 2 (Option A)**Intensity of employment of individuals—shifts (or hours) worked**

Year and quarter	Aboriginal/Non-Aboriginal	Number of individuals working this number of shifts over the year							
		<14	14+	25+	50+	75+	100+	125+	150+
2005-Q1	Nunavummiut	First category should be just less than the number of shifts in one full rotation.							
2005-Q1	Non-Nunavummiut								
2005-Q2	Nunavummiut	The last category should be equal to or greater than the number of shifts that represents a worker working full-time, full-year. We could design the middle categories in any way that makes sense.							
2005-Q2	Non-Nunavummiut								
...	Nunavummiut								
	Non-Nunavummiut								

Table 2 (Option B)**Intensity of employment of individuals—annual earnings**

Year	Aboriginal/Non-Aboriginal	Number of individuals earning this level of fisheries income over the quarter										
		<\$5K	\$5K+	\$15K+	\$25K+	\$35K+	\$45K+	\$55K+	\$65K+	\$75K+	\$85K+	\$100K+
2005-Q1	Nunavummiut	Using these increments, we can design categories that preserve confidentiality and are consistent with current employment intensity data I have from Statistics Canada (taxfiler data) for Nunavut.										
2005-Q1	Non-Nunavummiut											
2005-Q2	Nunavummiut											
2005-Q2	Non-Nunavummiut											
...	Nunavummiut											

Rationale:

Data related to intensity of employment is needed in order to understand how Nunavut's fisheries labour force is engaging itself in the sector and to track developmental changes in this labour force.

Table 3
Employee recruitment, retention and turnover

Employment period		Unique Employee	Designation	Nunavummiut?	Work during period		If hired during period, previous	Reason for period-to-period
Year	Quarter	[name]	[employee id]		[Earnings]	[Shifts]	activity	discontinuity—based on follow-up
2005	1	Need a unique identifier that is consistent across vessels.	1	YES	This could be simply "yes" or "no", but an indication of intensity would be better — particularly if employment period is "quarter" or "year"...		UNEMPLOYED	
2005	2		2	YES			NOT IN LABOUR FORCE	FAMILY REASONS
2005	3		3	NO			SCHOOL	MOVE TO ANOTHER VESSEL
2005	4		4	NO			PUBLIC SECTOR	OTHER JOB
2006	1		5	NO			LOCAL PRIVATE SECTOR	SICKNESS
2006	2		6	NO			OTHER FISHING ENTERPRISE	TERMINATION FOR CAUSE
2006	3		7	NO			OTHER PRIVATE SECTOR	
2006	4		8	NO			...	
			9	NO				
			10	YES				
			11	NO				
			12	NO				
			13	NO				
			14	NO				
			15	NO				

Rationale:

Some sort of insight into employee retention and turnover is needed in order to understand development of the Nunavut fisheries labour force. This should be developed in relation to the entire Arctic fisheries labour force, so data for both Nunavummiut and Atlantic etc employees is needed.