

Municipal Training Organization

Annual Report 2009/2010



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Executive Summary

Since its inception, the work of the MTO has evolved into three core activities – **Training, Program Development, and Administration**. **Training** is divided into three categories: the **Municipal Government Certificate Program (MGP)**, **Protection Services** and **Targeted** Training. Through the years, MTO’s primary mandate has been to train municipal employees. In reality however, MTO has opened its doors to every member in the community. One third of the students taking **Targeted** or **MGP** training have been either unemployed or non-municipal employees.

Programs	2008/09	2009/10
Total Courses	113	137
Participants	671	869
Training Days	7,423	6448
Delivery Costs	2,698,960	3,429,359
Average Cost Per Participant	4,022	3,946
Average Cost Per Training Day	363	531
Total Expenditures ⁽¹⁾	3,332,441	3,893,303

Table 1 – Total Expenditures 2009 and 2010

(1) Total Expenditures includes in-kind contributions from CGS.

The **Municipal Government Certificate Program** was launched in September 2004 and is delivered in partnership with Nunavut Arctic College (NAC). Fiscal 2006/2007 completed the first delivery cycle. Due to its success, at the MTO AGM in September 2006, the Senior Administrative Officers (SAO)s voted to continue delivery of the program for a second three-year cycle from fiscal year 2007/08 to 2009-2010. Expenditures for the MGP program were \$949,244.

In **Protection Services** the MTO and the Office of the Fire Marshall have been delivering training funded through Department of Community and Government Services (CGS)’ Nunavut Fire Strategy for the past five years. This includes General Level community-based training to volunteer fire departments, more advanced training delivered regionally, and territorial courses designed to meet Nunavut’s specific firefighting needs. Protection expenditures were \$821,839.

Courses in the **Targeted** category vary from year to year. Training is designed to meet the direct needs of the municipalities which have been identified through the annual Municipal Performance Measurement (MPMP) Report, the annual Training Needs Survey, analysis of previous years’ deliveries, and through direct requests. It is this category of training which has to immediately respond to the pulse of the community.

This year, MTO delivered courses and seminars in Class 3/Air Brakes, Driver Upgrade, Mechanic Upgrade, MMOS, Bylaw Enforcement, Municipal Liaison Officer, AccPac, Heavy Equipment Operator, Airport Maintainer, AutoCAD, SAO professional development, and Search and Rescue. Expenditures for the Targeted program were \$1,658,276.

Administration and Program Development includes all the costs of running the organization on a day to day basis. This includes salary and benefits for the Executive Director, office supplies, in-kind contributions by CGS, communications, promotions, translations, travel, training, audit etc.

Administration costs were \$456,958 of which \$300,000 was in-kind contribution from CGS. This contribution assisted with the seconded employees' salaries, office space, and other similar expenses.

A major partner is CGS which is responsible for programs and services that support Nunavut's communities. CGS provides community support and development and MTO provides the training for staff, along with programs and funding that enhance each community's capacity to effectively deliver municipal services. Other partners, such as Economic Development and Transportation (EDT), Nunavut Housing Corporation, and the Department of Culture, Language, Elders and Youth (CLEY) provided direct funding to MTO for training in all 25 Nunavut municipalities to assist in the delivery of services throughout the territory.

MTO receives direct input from the Nunavut Association of Municipalities and NAMA. Each NAMA member is also a member of MTO, with two of the four directors represented by CGS and two from NAMA. Without the support of partners such as these, along with Nunavut Arctic College, Federal / Territorial Government departments, and Inuit organizations, MTO would not be able to offer quality training that meets the immediate and long-term needs of the entire community.

Corporate History

The Concept

In August 2002 the “Municipal Staff Training Needs Assessment” was completed on behalf of the Department of Community Government & Transportation (CGT) and the Nunavut Association of Municipal Administrators (NAMA).

The Needs Assessment respondents indicated that a new partnership between CGT and NAMA was the most desirable vehicle for providing training. NAMA put forward a training proposal that would see it take on the responsibilities for municipal training. The advantages cited included the ability to be more responsive and flexible, and the ability to raise training funds that were not accessible to governments (e.g., aboriginal training funds). Both points had value, however, the Department and its regional offices remained important stakeholders with responsibilities for assisting communities.

There was a need to move forward with a common vision. It was recommended that the Department adopt a cooperative approach with NAMA and the Nunavut Association of Municipalities and that a new non-government training organization be set up to focus solely on the delivery of training to municipalities. Using this approach, each of the stakeholders would be represented on a governing body, and the training organization would be funded in part by a contribution agreement from CGT(S) and in part by third party sources.

The first priority would be to offer courses to address the most urgent training needs of the territory, and specific courses were suggested. The emphasis during this time would be to maximize the volume of training and to make partial progress in adapting training materials. After this initial two year schedule of training, a more integrated long-term training framework would be put in place and address the more time consuming issues such as accreditation, linkages with other programs, and fully adapted Nunavut materials.

In September 2002 a report was presented to NAMA which passed a resolution endorsing the results and recommending immediate implementation. From September to December 2002, a NAMA/CGT Steering Committee worked with a consultant to develop structures, courses and budgets to meet the training needs identified by municipalities. This was later supported by a Territorial Cabinet directive to recognize MTO as the designated training body for all municipal employees.

The resulting recommendations were approved by the Steering Committee in December 2002, which led to the hiring of the first Executive Director and incorporation as a non-profit society in February 2003. The by-laws of the society identified the Senior Administrative Officers in each municipality as voting members and designed the Board of Directors to consist of two NAMA and two CGS representatives.

The MTO continues to maintain a sharp focus on providing Northern-specific training and development opportunities to enhance every aspect of municipal operations in Nunavut.

The Achievements

MTO programming began in 2003 by running a number of accounting, Accpac, computer, first aid and drivers' training courses. Program development included a plan for the Nunavut Municipal Knowledge Network. Key funding partners were the Rural Secretariat of the Federal Department of Agriculture (Rural Development Initiative Program), CGS and municipalities.

During its first full academic year, MTO far exceeded the originally recommended "nine courses in each of the three regions in each of the first two years". Sixty-six courses were delivered across the territory with 646 seats filled.

The program was expanded to include basic/intermediate/advanced accounting, Accpac, Human Resource Management, Class 3/Air Brakes, Airport Operations, Water/Wastewater/Solid Waste, Maintenance Management, Proactive Safe Driving, Works Management, Computers, Municipal Liaison Officers, Emergency Medical Responders, Workplace Safety, Fire Prevention, By-Law Enforcement, Recreation Facilities and Land Administration.

The first Technical Advisory Committee also met to consider a draft performance measurement report and how best to identify and share best practices amongst municipalities. The first annual Performance Measurement (MPMP) Report was completed - documenting trends from five years of data ending with the 02/03 audit and covering over 40 performance indicators.

During that first year, MTO had excellent financial results – filling over 650 seats and providing over 5,800 training days. Delivery expenditures were within 1% of budget while overall expenditures came in with a \$12,000 surplus – again within 1% of total revenues.

Between April and September 2004, MTO worked with Technical Advisory Committees and the Genesis Group of Yellowknife to develop course materials required for that fiscal year of the MGP. Through a Memorandum of Understanding (MOU) with the School of Community Government in the NWT, MTO was able to access starting materials and modify them to become Nunavut-specific. This process continued in each of the three years of the first delivery cycle.

Program Development included the signing of an MOU with NAC and the subsequent approval of the MGP. The MOU stated that NAC would contract for instructors, course creators, and other personnel necessary to develop and deliver MGP courses. NAC and MTO worked together to ensure quality and transferability of the courses.

A joint effort between the Office of the Fire Marshall and MTO saw Protection Services courses evolve. Courses were delivered for General Level, Level 1, Fire Inspection, Certified Extinguisher Maintenance and Marine Emergency Response.

Targeted Training expanded to include Class 3/Air Brakes, Maintenance Management and Accpac. Later, Professional Drivers' Upgrading (Alberta Motor Association) and Pre-Trades Training were added to the stream.

Over the years, key funding partners have included CGS, municipalities, Kakivak Association, Culture, Language, Elders & Youth (CLEY), Economic Development & Transportation (EDT) INAC, Kitikmeot Economic Development Commission (KEDC), Kivalliq Partners in Development (KPID) and NAC which contributed to development of MGP materials. The Nunavut Housing Corporation has contributed towards Housing employees participating on MGP courses and NTI has made contributions toward Class 3/Air Brakes training.

Course Delivery 2009/2010

Municipal Government Certificate Program

In the MGP each participant takes five “core” courses. Successful completion is recognized with a “Record of Achievement” provided by NAC. To receive a certificate in their chosen field, candidates take a further five courses in any of seven specialty areas. Many of these specialized courses are also recognized with equivalencies from NAC, enabling students to continue their education if they so choose. All courses provide credits toward diploma programs which are transferable to other Canadian colleges and universities. This program has helped many students become better qualified in their current roles or eligible for more responsible positions. It has also assisted numerous community members to become lifelong learners.

In 2007, MTO established a three-year conditional contract agreement with NAC to deliver the MGP (a set of core college level courses delivered in every Nunavut community, plus a group of seven college level certificate programs, all of which are associated to Municipal Governance in Nunavut) designed to strengthen the skills and increase the number of Inuit staff in the Municipal Government sector. Fiscal Year 2009/10 was the final year of the three-year contract.

Core Courses

Public Sector Finances

This course reviews the basic functions of each level of government and how funds flow through and between these governments. Emphasis is placed on how the local level manages and controls its financial responsibilities. This includes information on what is necessary for effective budgeting, financial reporting and monitoring.

Human Resource Management

This course introduces students to the field of human resources management from a community government perspective. In addition to identifying factors that impact on human resources development, a variety of other topic areas are discussed including: human resources legislation, employment equity, recruitment, selection, compensation, benefits and administration, job design, training and development, employee relations and personnel administration.

Management Communications

This course examines the theory and practice of communications in a management context with emphasis on both oral and written communications. The classes and assignments stress a strategic approach to management communications in order to enhance the effectiveness of professional communications.

Introduction to Computers

Participants of this course gain a conceptual and operational understanding of operating systems and software applications with an emphasis on Word-processing. There is sufficient reinforcement to enable participants to acquire useable skills.

Introduction to Northern Government

This is a study of politics and the structure of governments with special application to the emerging structures of government in Nunavut. This includes a look at Aboriginal organizations, hamlets, housing associations, boards and agencies, and regional organizations.

Course	Cost	# of Students	Cost per Student
ASAO	33,339	6	5,557
CEDO	69,530	20	3,477
Finance Officer	110,062	35	3,144
Office Administrator	74,840	9	8,315
Planning and Lands	106,831	30	3,561
Recreation Leaders	84,592	15	5,639
Works Foreman	24,159	6	4,026
Record of Achievement	445,888	131	3,403
TOTALS	949,244	252	3,766

Table 2 – Delivery Cost per Student – Municipal Government Certificate Program

(1) Participants who required this course to complete their certification were reimbursed to attend this course. Course costs include travel, accommodations and per diems.

Specialty Courses

In 2009/2010 there were 19 specialty course deliveries throughout the territory. All of these courses were offered during the fall of 2009.

Office Administrators

Business Communications and *Advanced Computer Applications* were delivered in the Kitikmeot. Baffin hosted *Advanced Computer Applications* and *Bookkeeping*. *Bookkeeping* was also delivered in the Kivalliq along with *Advanced Office Systems*.

Advanced Computer Applications (6 days)

This course provides participants with practical skills in key software programs required to provide professional support in today's office environment. Topics include: Word, Excel, Access, Email and internet usage, data security (backups), anti-virus systems.

Bookkeeping (6 days)

This course provides the basic concepts for a solid foundation in such topics as cash and deposits, purchases, payments and receipts. The learning exercises in the course help participants practice their skills in these areas.

Upon successful completion of this course the student will:

- Understand the processes and requirements for handling cash
- Understand the processes and requirements for handling travel arrangements and employee travel advances
- Understand the processes and documentation requirements for accounts receivable
- Understand the processes and documentation requirements for accounts payable
- Control and administer procurement procedures
- Appreciate the need for strict controls over the financial activities of the municipal government
- Appreciate the need for proper record keeping and documentation in relation to the audit and public transparency
- Appreciate the need and benefits of proper segregation of duties

Office Systems (6 days)

This course covers the roles and responsibilities of a professional office administrator. Topics include: professionalism in the workplace, maintaining office files and filing systems, using office equipment (phones, faxes, photocopiers and computers).

Advanced Office Systems (6 days)

Following from Office Systems, topics include: minutes, budget cycle, municipal legislation, bylaws and resolutions, MOUs/contracts/contribution agreements, proposal, preparing public meetings, obtaining quotes, understanding tendering, business documents, speaking and listening effectively and administering travel arrangements.

Assistant Senior Administrative Officers

Council Governance and Municipalities and the Law were delivered in Cambridge Bay for all three regions.

Council Governance (6 days)

This course is about how Councils work when Council members are: committed to the future of the community; have a clear, written understanding of their roles and responsibilities; and are actively listening to the residents they serve. Topics include characteristics of a well functioning council, the roles and responsibilities of council, basic principles followed by councils and monitoring and evaluating councils.

Municipalities and the Law (6 days)

This course introduces the foundation, current practices and future possibilities of municipal government systems in Nunavut. Topics include: territorial legislation, bylaws, policies, procedures and guidelines.

Recreation Leaders

Facility Operations and *Programming* were delivered in the third quarter of 2008/09. Through a special partnership arrangement with CLEY, the *Facility Operations* course was supplemented with a specialized program for ice making and facility maintenance.

Facility Operations (6 days)

Facility operators manage and schedule staff, manage projects and events, and provide a safe environment for the public. This course introduces general principles of leadership, communication and decision-making in the setting of a recreation facility. The course applies these principles to the operational level of implementing programs, scheduling activities, managing staff, and managing finances.

Programming (6 days)

Methods of designing and implementing organized recreation programs are introduced. Participants will be given the opportunity to plan, design, implement and evaluate recreation programs.

Planning & Lands Administrators

Intro to Community Planning and Land Administration and *Land Administration 1* and *2* were delivered in each region in the third quarter of 2009.

Intro to Community Planning (6 days)

The Introduction to Planning and Lands course introduces students to the basic terms and concepts of land administration and the roles and responsibilities of community land administrators in Nunavut. The course examines the Nunavut Land Claim Agreement, land legislation, land bylaws, community planning and zoning, the land application process and introduces land contracts and legal document execution.

Land Administration 1 (6 days)

This course provides a detailed understanding of the processes, procedures and documents used by community land administrators and assists participants to understand management of municipal lands.

Land Administration 2 (6 days)

This course explains the process of how land is developed, how land is priced, how lease rents are determined and how leases are enforced. It also speaks to how lands outside the built up area should be managed, including a discussion of quarry management and land use permits.

Community Economic Development Officers

Business Math in the Baffin Region, was followed by *Intro to Community Economic Development* and *Small Business Management* in the Kivalliq.

Business Math (6 days)

This course reviews the mathematical concepts required to solve business problems. Topics include: arithmetic (signed numbers, fractions and percent), algebra (operations, exponents, order of operations, factoring and linear equations), ratios (ratio and proportion and percent) and basic financial statement analysis.

Small Business Management (6 days)

This course provides the basic concepts for a solid foundation in small business management in Canada, as well as some more advanced skills that will help Economic Development Officers submit funding proposals and evaluate business proposals and opportunities in Nunavut.

The course connects general principles of small business management with the Nunavut Economic Development Strategy, the NNI policy, and Article 24 of the Nunavut Land Claim Agreement in order to connect small business management to the agenda for development in Nunavut. The learning exercises in the course help participants practice skills and identify business opportunities between government and small business (B2G), and between businesses (B2B) in Nunavut.

Introduction to Community Development (6 days)

An overview of contemporary community development approaches and activities. The community-based planning and development model and the process for researching and compiling a community profile is introduced.

Municipal Works Foreman

Water, Wastewater and Solid Waste Management was delivered, in part as a Targeted stream, due to the introduction of an enhanced Water Testing component. The course was offered regionally in Iqaluit and Rankin Inlet, late in the fourth quarter.

Water, Wastewater and Solid Waste (6 days)

This course provides information and specific knowledge and skills that are essential for Municipal Works Foremen to ensure that programs are in place to: protect the health of the community, protect the environment and ensure that maximum benefit results from public spending.

The protection of the health of the people of Nunavut requires: providing safe drinking water; ensuring the proper treatment and distribution of water; collection and handling of water samples; on-site testing of water; record keeping and reporting. The protection of the environment requires: collection and disposal of sewage; management of solid waste; sampling and record keeping. A well managed municipal operation will achieve these goals in a manner that gets the maximum benefits for each dollar that is spent by the public.

As well, MTO offered *Works Operations, Maintenance Planning, and Workplace Safety* courses under this particular stream.

Protective Services***General Level Firefighting Training (5 days)***

This course is structured for hands-on practical instruction of General Level Firefighting, extracted from the *Essentials of Firefighting, Fourth Edition*. The course is delivered to an entire volunteer Fire Department at one time to build organizational awareness, teamwork and skills. General Level firefighting courses were run in six communities between April, 2009 and March, 2010.

Location	Participants	Cost	Avg. \$ Per Person	Training Days	Avg. \$ Per Training Day
General – Gjoa Haven	8	7,072	884	40	176
General – Pond Inlet	14	5,441	388	70	78
General – Kugaaruk	5	6,524	1,305	25	261
General – Arviat	10	4,806	480	50	96
General – Taloyoak	10	11,207	1,207	50	224
General – Cape Dorset	6	4,151	691	30	138
General – Repulse Bay ⁽¹⁾	6	0	0	30	0
Totals/Averages	59	39,203	707	295	162

Table 3 – Protection, General Level Fire Fighter

(1) Costs for Repulse Bay course were covered directly by OFM.

Firefighting Level 1(10 days)

Firefighting Level 1 courses were delivered in the Kitikmeot and Kivalliq regions.

Topics include: Firefighter Orientation & Safety, Water Supply, Fire Behaviour, Building Construction, Coupling, Loading, & Rolling Hose, Protective Clothing and SCBA's, Portable Extinguishers, Laying, Carrying & Advancing Hose, Ropes & Knots, Water Fire Streams, Building Search & Victim Removal, Classes A, C, D Vehicle Fires, Sprinkler System Fundamentals, Forcible Entry Tools, Ground Ladders, Salvage & Overhaul Operations, Protecting Evidence of Fire Cause, Ventilation, Live Fire Training, Fire Dept Communications Equipment & Techniques.

Firefighting Level 2 (10 days)

The Level 2 Course was delivered in Rankin Inlet and Iqaluit in the third quarter. Topics include: Implementing Incident Management, Radio Communications & Incident Reports, Pre-Incident Survey, Rescue & Extrication Tools, Vehicle Extrications & Special Rescue, Water Supply/Water Shuttles, Hose Tools & Appliances, Foam Fire Streams, Ignitable Liquid & Flammable Gas Fire Control, Fire Detection, Alarm, and Suppression Systems, Construction Materials & Building Collapse, Fire Cause & Origin, Live Fire Training.

National Aboriginal Firefighters Competition

Nunavut Firefighters competed in the NAFC in August, 2009. This is an annual event showcasing timed skill competitions. The team did very well, with a 3rd place finish.

Fire Service Instructor (5 days)

This five day course is designed to provide skills and teaching techniques for those who will be instructing firefighting courses. Enabling objectives include the role of the instructor, methods of instruction, lesson planning, objectives, learning environment, instructional techniques, and principles of learning. The primary focus is to allow candidates to effectively teach a firefighting class with pre-assigned curriculum.

This Train the Trainer course proved to be a great success. All students created lesson plans, conducted a 3 – 5 minute presentation of their choice and conducted a 15 – 20 minute presentation on a fire service topic.

Fire Investigation (10 days)

Fire Investigation meets the requirements of NFPA 1033. Topics include:
Organization, Responsibilities, and Authority;
Fire Behaviour;
Basics of Building Construction as it related to the Investigator;
Building Services;
Basic Electricity for the Fire Investigator ;
Investigators Role in Recognizing Hazardous Materials;
Examining the Fire Scene;
Securing the Fire Scene;
Documenting the Fire Scene;
Evidence Collection and Preservation;
Interviewing;
Exterior Examination;
Interior Examination and Determination of the Area of Origin;
Debris Examination, Removal, Reconstruction and Determination of Ignition Source;
Analysis of Investigative Findings;
Presenting Investigative Findings

Fire Inspector Level 1 (10 days)

The course is designed to teach students how to apply the concepts and skills of a fire inspector. Students learn about fire safety, codes and standards, and fire protection systems. This course meets the current NFPA 1031 Standard (2003) for Fire Inspector Level 1 and is accredited with the International Fire Service Accreditation Congress. There were 19 students embarking on this self-study program in the last quarter.

Fire Officer Seminar (10 days)

This 10 day course was run in each region in the fourth quarter. It is designed to provide Fire Officers or potential Officers with the necessary skills to conduct basic inspections and schedule and carry out preventative maintenance on various pieces of fire equipment. The seminar in Iqaluit also included a complementary Breathing Apparatus Service Technician, which was again offered in Rankin Inlet in early February, 2010.

Topics included: Preventative Maintenance of Fire Department Equipment; Aircraft Incident Response by Structural Fire Departments; Public Education and Fire Safety Awareness; Hazardous Material Awareness; Fire Department Reports and Forms; Fire and Incident Investigation Basics; Fire Prevention Inspection Basics; Fire Officer Responsibilities; First Aid Refresher; Firefighter Skills Competition.

Targeted Training

Class 3/Air Brakes (15 days)

This is a three week course combining classroom and in-vehicle practical instruction. This course was delivered in eight communities.

The course covers:

Class 3

- Health Standards
- Driving Attitudes
- Following Distances, Procedures
- Passing
- Engine Operation
- Speeding, Coasting, Downhill
- Braking
- Water on Roads
- Parking, Backing
- Vehicle Dimensions
- Permits
- Coupling and Uncoupling Cargo
- School Buses
- Pre-Trip Vehicle Inspections
- Mirrors, Tires
- Shifting, Steering
- Fire Fighting – Vehicles
- Loads and Unloading

Air Brakes

- Brakes and Braking
- Components of Air Brake System
- How the Basic System Works
- Trailer Systems
- Dual Air Systems
- Pre-Trip Inspections

Location	Participants	Cost	Avg. \$ Per Person	Training Days	Avg. \$ Per Training Day
Qikiqtarjuaq	9	47,295	5,255	135	350
Arctic Bay	13	36,021	2,770	195	184
Sanikiluaq	6	44,636	7,439	90	495
Chesterfield Inlet	7	24,487	3,439	105	233
Pond Inlet	17	24,692	1,452	255	96
Taloyoak	9	35,826	3,980	135	265
Cambridge Bay	4	26,988	6,747	60	450
Repulse Bay ⁽¹⁾	5	0	0	75	00
Totals/Averages	70	245,110	3,502	1,050	233

Table 4 – Targeted, Class 3 / Air Brakes

Note (1) Costs were provided directly to the hamlet by the Department of Economic Development.

Maintenance Management (3 days)

The *Maintenance Management Operating System* (MMOS) is a computerized system designed to help manage private, commercial and public buildings, vehicles and infrastructure. The system ensures that proper preventative maintenance programs are followed, helps track and control inventory and labour costs and provides detailed reports on assets. The training involves multiple visits to each community of one week at a time. One-on-one training is provided to key personnel directly involved with the program – which number has wide variation between communities.

MMOS training was carried out in 12 communities in the Baffin and Kitikmeot regions. Training was delivered in Baker Lake, Repulse Bay, Igloolik, Hall Beach, Kugaaruk, Taloyoak, Sanikiluaq, Pangnirtung, Resolute Bay, Grise Fiord, Pond Inlet, Arctic Bay.

Accpac (5 days)

To supplement the Accpac training provided through the Municipal Government Certificate Program, 3 regional Accpac courses were delivered in summer 2009.

The course was designed to teach different levels of users how to efficiently use Accpac in their Hamlet environment. Specific manuals were provided to all participants with step-by-step instructions for all of the day-to-day procedures within a Hamlet office. They were encouraged throughout the course to use the reference manual so that when they were alone in the office, they would be able to locate the specific steps without assistance.

Heavy Equipment Operators (10 weeks)

The Department of Education, regional Economic Development Organizations and the MTO teamed up to provide comprehensive HEO training in Morrisburg, Ontario at the Operating Engineers Training Institute of Ontario.

Founded in 1982 as a labour/management initiative, the OETIO is now internationally recognized as a first-class training facility for crane and heavy equipment operators. The OETIO's primary mandate is to train personnel for Ontario's construction industry which is served by Local 793 of the International Union of Operating Engineers.

OETIO courses are designed and delivered by professionals using the latest educational techniques and modern equipment. Curriculum is piloted and tested to ensure that the sessions spent in the classroom and during the hands-on exercises are both rewarding and useful to both participant and industry.

A group of municipal sponsored trainees went to Morrisburg in January 2010 and completed in March. In all, 6 municipal-sponsored participants took part and, with the exception of one student who terminated his training early, all the trainees successfully completed the two weeks of theory and eight weeks of practical training. Those who completed the training were from Pond Inlet and Coral Harbour.

Note: The MTO only paid a portion of the costs. The Department of Education paid a substantial portion of the program expenses.

Airport Maintainers (4 days)

This program was launched as a pilot project in partnership with the Arctic Airports Division of the Dept of Economic Development & Transportation. In 2009, the four day course was delivered in Hall Beach and Cambridge Bay.

The majority of maintainers work for municipalities however, in some communities, they may work for private companies, development corporations or the Federal or Territorial Government. All participants were welcome to attend.

The training covered the following areas:

- Airport Orientation
- Safety & Records
- Radio Communications
- Foreign Object Debris Control
- Pollution Control & Environmental Protection
- Equipment – Operating Principals & Safety
- Airside Vehicle Operations
- Runway Surface Condition Reporting

SAO Professional Development

The MTO offered this course to new SAOs. The four-day delivery includes capital and community planning, program planning, financial management, infrastructure management, council governance, and human resource management.

Municipal Liaison Officer

Training for MLOs covers a wide variety of topics as the work that they do for the community involves a number of government and other organizations. The course has input from several Government of Nunavut departments including Motor Vehicles, Vital Statistics, Education, Justice, and CGS among others. Service Canada as well as Revenue Canada explain the role of the MLO in delivering their programs. Representatives from accounting and insurance firms will round out the curriculum. MTO intends to offer one course in Rankin Inlet and another in Cambridge Bay.

Bylaw Enforcement Officer

Bylaw Officer training was offered in 2009 and was well attended. Topics included an overview of the appointments, duties, authorities and powers of Bylaw Enforcement Officers, public speaking, public relations, court procedures, note taking, summary offence ticket and summon preparation, problem solving, the Motor Vehicles Act, and other pertinent topics. The RCMP's Community Constable Program is another course in which Bylaw Officers are encouraged to participate.

AutoCAD

Knowledge of AutoCAD assists communities' Planning and Lands Officers to make accurate measurements and drawings of community lots. These drawings which can then be shared as electronic files will increase the efficiency of the Lands sector at the community level and simplify the transfer of related data to all levels of government.

Search and Rescue

In the area of “conventional” search management training, the skills involved are well-known among disciplined Ground Search & Rescue volunteers, and are the same everywhere. The standards to which they are taught, however, vary in name and presentation, and the structures that organize the people involved vary greatly across the country, and in particular the northern territories. MTO has provided basic and advanced Nunavut-specific training that is reflective of the ***National Criteria for Ground Search & Rescue***, as is stipulated by the *Government of Canada, National Research and Rescue Secretariat*.

Other Activities

Nunavut Association of Municipalities Annual General Meeting

In August 2009, the Association of Municipalities met in Cambridge Bay. The MTO made a presentation on the organization as a whole and training progress to that date. MTO also made a detailed presentation and received input on the Municipal Government Certificate Program and other training initiatives.

MTO 2009 Annual General Meeting

As a non-profit society, the MTO must have an Annual General Meeting, which is held each year in conjunction with the Nunavut Association of Municipal Administrators AGM. The 2009 AGM was held in October in Iqaluit.

The NAMA and MTO AGMs were again very well supported with 13 voting members attending. At the MTO AGM members received information, had discussions and made decisions on:

- Board of Directors Report;
- Approval of 2008/09 Audited Financial Statements;
- Appointment of Auditors;
- Annual Report 2008/09;
- AGM Minutes 2008;
- Election of Board of Directors;
- MTO By-law and Policy reviews and amendments;
- Annual Municipal Performance Measurement Report, and
- Training needs identification.

The Board of Directors for 2009/10 was elected and appointed as follows:

- Brian Fleming, SAO Igloolik – President
- Bill Buckle, SAO Clyde River – Vice-President
- Margaret Taylor, Manager CGS – Secretary/Treasurer
- Darren Flynn, Director CGS – Director

Presentations and Consultation

The MTO made presentations and consulted with the Baffin Mayors in February 2010 and the Kitikmeot Mayors in January 2010. Presentation provided updates on municipal training progress, delivery statistics in each region, development of training materials and upcoming training programs. Detailed information was provided on the Municipal Government Certificate Program.

Municipal Performance Measurement Report

In cooperation with the Community Development Division of CGS, the MTO published the 2008/09 Annual MPMP. Data is reported in three major categories: Human Resources, Financial Management, Programs & Services. There are over 50 indicators and trends reported.

Overall Financial Position

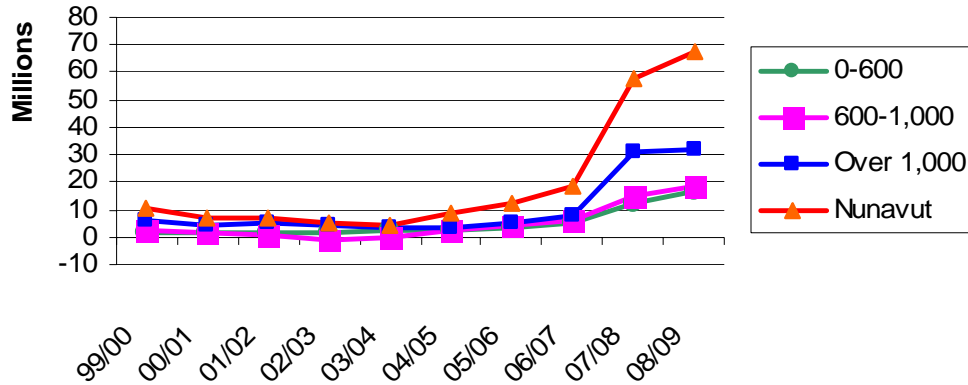


Figure 1 – Municipal Financial Trends

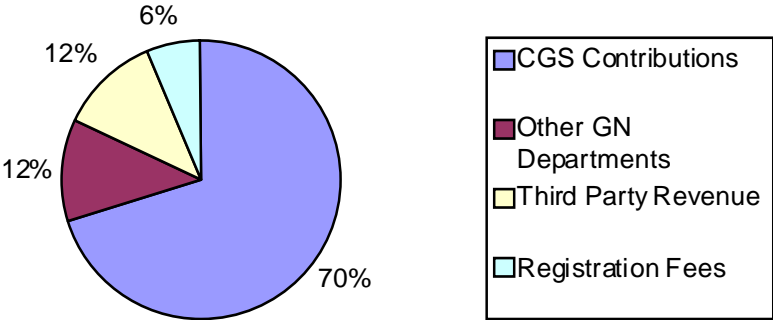
The report has two purposes. The first is to use common measures to collect data that can assist in identifying, documenting and sharing information on practices that contribute to high performance (best practices). The second purpose is to assist the MTO to identify municipalities that require specific training or to develop training programs where a number of municipalities have common needs.

New indicators and modifications continue to be made to each annual report based on input from previous years. The trend indicators in the report provide valuable information on municipal performance over time – what areas are improving and which continue to need work. The trends in Nunavut have been improving consistently in many categories. Some specific examples include overall financial position and the level of funding provided under the Municipal Funding Program of CGS.

Financials

<i>2009 Financials (unaudited)</i>	<i>Budget 2010 (unaudited)</i>	<i>Actual 2010</i>	<i>Actual 2009</i>
Revenues			
Community & Government Services	725,000	875,000	687,986
Fire Training Strategy	883,500	883,500	883,500
Emergency Services	367,000	250,000	0
Grant	170,000	170,000	170,000
Municipal Rural Infrastructure Funds	0	20,000	69,227
Community Infrastructure Courses	571,396	220,682	149,250
Other	0	86,689	28,832
Other GN Departments	450,000	373,000	162,229
Other Contributions			
Indian and Northern Affairs Canada	150,000	150,000	150,000
Kakivak Association	242,000	300,000	0
Kitikmeot Economic Development Commission	165,000	0	0
Kivalliq Partners in Development Ltd.	160,000	0	0
Other Revenue			
Registration Fees	306,860	127,940	158,220
Contributions in kind	300,000	274,230	300,000
Other	0	86,821	50,040
Total Revenue	4,490,756	3,817,862	2,809,284
Expenses			
Delivery of training	4,001,474	3,429,359	2,698,959
Program Development	9,390	6,986	22,173
General & Administrative	519,892	456,958	614,946
Total Expenses	4,530,756	3,893,303	3,336,078
Excess Revenue (Expenses)	(40,000)	(75,441)	(526,794)

2009/10 Income Summary



Notes:

Third Party Revenue includes Gas Tax, INAC, Kakivak

Other GN Departments include EDT, CLEY, Housing

2009/10 Expense Summary

