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Contract Activity Report

Purpose

The purpose of this document is to support the integrity and transparency in Government of Nunavut (GN) Contracting and Procurement Practices through annual reporting.

General Observations

The following is a brief synopsis of the statistical analysis for the fiscal year 2008/09.

- Statistically we now have 4 years of data that is comparable in that we have gathered the same data.
- The total value of contracts awarded by the GN is up by 39% from 2007/08 to 2008/09.
- The number of contracts awarded is up by 5% from 2007/08 to 2008/09.
- The combined value of contracts awarded to Inuit and Nunavut firms has increased by 56% to over \$118.3 million and contracts to “Other” firms have increased by \$33.5 million or 29%. The percentage of the value of contracts to Inuit and Nunavut firms (combined) has increased by 5% with a corresponding decrease to "Other".
- As the total value of contracts grows (39%) the value of contracts to Other is decreasing. In 2008/09, Inuit and Nunavut firms are winning an increasing proportionate share of the value of contracts awarded.
- The number of contracts awarded to Inuit Firms has increased by 2%, as a percentage of the total number of contracts awarded has decreased by 1%.
- The number of contracts awarded to Nunavut firms has increased by 34%, as a percentage of the total number of contracts awarded has increased by 2%.
- Over the past 3 fiscal years, (since 2006/07), the volume of contracts awarded to Inuit firms, as a portion of the total number of contracts, shows a decrease each year by 1%-2%. The volume of contracts to Nunavut firms shows a 2% increase each year. The volume of contracts to other firms indicates a decline of 1%. Refer to the chart on Page 9.
- It should be noted that many companies have both Inuit Firm status and Nunavut Business status. For the purposes of this report, companies with this shared status are classified as Inuit.
- As the volume of contracts has grown by 5.5% , it is interesting to note that, the volume of contracts awarded to “Other” firms has only grown by 3.7% in comparison. The volume to combined Inuit and Nunavut grew by 7.6%.
- 50% of the volume of contracts awarded in 08/09 are less than \$25,000. Inuit Firms won 46% of these contracts and 44% went to Other. The remaining 11% went to Nunavut.
- The 2008/09 statistics continue to show that Inuit and Nunavut firms are more successful at winning contracts in the under \$25,000 value threshold. As the value of the contracts increase, Inuit and Nunavut firms tend to win a lower percentage of

the contracts. This is largely due to the fact that the Procurement Policies of the GN specify that goods and services purchases with a value less than \$25,000 are sourced locally, within Nunavut, where there are 3 or more vendors able to bid and provide the good or service.

- The top three categories of contracts where the combined Inuit and Nunavut firms win the greatest volume (number) by proportionate share of contracts is in Major and Minor Works Construction and Air Charters.
- Inuit and Nunavut firms (especially Inuit firms) win a greater percentage share of contracts when goods are included in the contracting statistics. Inuit and Nunavut firms are able to complete better for goods contracts rather than service contracts.
- The number of Inuit Firms responding to Tender calls for construction (Major Works) has increased by over two fold. This indicates an increase in participation by Inuit firms in this area. Bids from Inuit Firms for Minor Works Construction and Maintenance Services has also increased by 3%; a contract type that traditionally sees a high level of participation by Inuit Firms.
- In comparing the value of contracts awarded in 2006/07 and 2007/08, the ratio of contracts awarded to Nunavut firms decreased by 1% of the total value and contracts awarded to Inuit firms increased by 6%. Contracts to Other firms decreased by 5%.
- Contractors continue to achieve and exceed the minimum Inuit Labour requirements in Minor Construction and Maintenance contracts (MC). On average, each Region exceeds the minimum requirement by 35% for Minor Works. For Major Works, for 2008/09, contractors in the Kivalliq Region are struggling to achieve the minimum requirement. The Kitikmeot and Baffin Regions are doing better. Overall, the Inuit Labour requirement was exceeded in contractors bids by 20%.
- The number of contracts that have been awarded due to the NNI Bid Adjustments remains low. The information gathered for this category needs to be clarified and re-examined.
- Overall, the volume of contracts Sole Sourced is 29%. This represents a decrease in the number of Sole Source contracts by 15%.
- The value of Sole Sourced contracts over \$25,000 and under \$100,000 increased by 1% from 2007/08. 88% of these were awarded to non-registered firms. The value of Sole Sourced contracts over \$100,000 decreased by 10% from 2007/08. 88% of these were awarded to non-registered firms.

Exceptions

- Note: The statistical numbers in this report do not include two(2) large categories of contracts. These are:

	<u>2007/2008</u>	<u>2008/2009</u>
Medical Travel	\$35 Million (est.)	\$32 Million (est.)
Fuel (PPD)	\$137 Million (est.)	\$195 Million (est.)

- These two high value categories total over \$227 million. These contracts are all the result of a competitive bidding process. If we include these numbers, Sole Source contracts would value less than 10% of total contract award values. Eliminating these numbers from the statistical analysis allows for a more detailed and closer examination of Sole Sourcing.

Sole Source Contract Observations

- Sole Source Contracting practices are monitored closely. The GN believes we get the best value for our money through the competitive bidding process. Section 3 of this report discusses the acceptable conditions for Sole Sourcing.
- The GN continues to review the contributing factors to contracts that have been sole sourced. We will continue to work towards reducing the occurrence of this contracting method.
- The Volume of Sole Source Contracts has decreased by 15% from the fiscal year 2007/08 to 2008/09. This represents a 2% decrease in value. In the Spring of 2009 the Hamlet of Pangnirtung experienced unprecedented flooding which compromised critical road infrastructure. This emergency necessitated the Sole Sourcing contracts for goods and services; this report includes 14 of these contracts worth over \$3.1 million, there may be more reported in 09/10. If not for the Pangnirtung emergency the volume of Sole Sourced contracts would have decreased by 15% or 79 fewer Sole Source Contracts.
- The Pangnirtung emergency and similar occurrences demonstrate the need and proper use for Sole Sourcing.
- Overall, the volume of contracts Sole Sourced is 29%. This represents a decrease in the number of Sole Sourced contracts by 15%. The propensity to Sole Source contracts increases to 63% for contracts over \$25,000. Over 85% of the value and volume of Sole Sourced contracts are awarded to non-Inuit and non-Nunavut firms.

Objective

The Government of Nunavut is committed to accountability, achieving greater transparency, and upholding the highest ethical standards in contracting activities. We are committed to ensuring fair and ethical practices in carrying out our responsibilities. Standards are maintained through effective regulations, appropriate policies and procedures, ongoing training and development of GN employees, and adherence to industry best practices. The Government of Nunavut is interested in developing a business environment in which local businesses grow, prosper and increase employment opportunities within Nunavut and expand the economy in general. Accountability to Nunavummiut is accomplished through:

- Obtaining the best value for Nunavummiut overall;
- Creating a fair, open, and transparent procurement environment for vendors;
- Maintaining current and accurate information; and
- Ensuring effective approaches to meet the GN's requirements.

Introduction

This report presents statistical information about contracts entered into by GN departments as reported to CGS "Procurement, Logistics and Contract Support"(with the exception of Real Property Lease Contracts which are reported separately). The organization of this report is based on Section 16 of the Government of Nunavut (GN) Contract Procedures Manual. Information in this report is for GN contracting activity during the 2008/09 fiscal year with Inuit Labour achievement updates for construction contracts awarded the previous fiscal year.

Crown Corporations and Agencies, Boards, and the Legislative Assembly's contracting activities are not reported to CGS and are, therefore, not included in this report.

CGS cannot guarantee the completeness or accuracy of information reported by departments, however, we make best efforts to verify the information and ensure departments are fully aware of the reporting requirements set out in the NNI Policy and the GN Contract Procedures Manual.

Report Overview

Many factors can influence the comparability of data. Unusually high or low values of reported data can result from a blend of several external factors that may not necessarily be obvious to a reader including such significant items as annual variations in operating budgets or capital budgets, policy revisions and one-time initiatives. Users of this report should seek informed explanations respecting contributing factors before making judgments and should not base judgments solely on the pie charts and tables contained in this report. Readers should also consider the many other reports and published program information made available by the GN.

This report focuses on the distribution of contracts awarded to companies, individuals or organizations in three status categories:

1. Inuit – listed on the NTI Inuit Firms Registry,
2. Nunavut – listed on the GN Nunavut Business Registry, and

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Contract Activity Report

3. Other – not registered as an Inuit or a Nunavut firm.

The report also analyses the participation of Inuit firms competing for GN contracts, and the employment of Inuit in GN construction and maintenance contracts. Pie charts and tables are used to illustrate the statistics presented.

Due to values being rounded to the nearest thousandth, some pie charts and percentages presented in tables may not necessarily add up to exactly 100%.

Firm Status

For this report, companies that were registered with both NTI and the GN are included in the '**Inuit**' category and not in the '**Nunavut**' category.

'**Other**' includes Hamlets, Housing Associations, and Inuit Organizations, and Nunavut Arctic College, as well as individuals and/or businesses that are not registered as Inuit or Nunavut firms; Other also includes businesses located in other Provinces and Territories in Canada.

All Contracts, includes all types and values of contracts reported. The number and value of contracts for Inuit and Nunavut firms for all contracts is provided. A breakdown of the number of contracts and value of contracts for Goods Contracts, and for all other Contract Types is provided.

Contract Types are as follows: Air Charters, Architectural/Engineering Services, Consulting Services, Major and Minor Construction and Maintenance Services, Purchase Orders and Services Contracts. The number and value of contracts for each type are provided and illustrated in pie charts and summarized in tables. To facilitate analysis, contracts are analysed within dollar thresholds as follows:

Contracts > \$5,000 to <=\$25,000

Contracts >\$25,000 to <=\$100,000

Contracts >\$100,000.

Contracting Methods include contracts awarded by Public, Invitational and Sole Source contracting methods. Contracts are also analysed within the same dollar thresholds as described in Contract Types. The number and value of contracts for each method are illustrated in pie charts and summarized in tables. Sole Source contracts are examined further by breaking out the Contract Types awarded to the status category of Other (not registered).

Contracts Awarded to Local Businesses provides the number and value of contracts awarded to Inuit Firms and Nunavut Businesses that are Local to the community where the goods, construction, and/or services are required. The number and value of contracts to Local are illustrated in pie charts and summarized in tables.

Submissions Received provides information about the number and status of firms bidding for Contracts - Excluding Goods and Sole Source awards. The number of bids and the number of bids from Inuit firms for competitive contracting are provided for the main Contract Type categories and is also illustrated in pie charts and tables.

Inuit Labour provides Inuit labour information for Minor Construction and Maintenance Services and Major Construction contracts.

NNI Adjustments This section provides information about contracts where the NNI adjustments resulted in the company being awarded the contract, when the company would not have otherwise won the contract without the adjustment. The number and dollar value of contracts won due to NNI adjustments are provided for Inuit and Nunavut businesses.

Comparison to Prior Year This section looks at the number and dollar value of contracts to Inuit, Nunavut and Other, awarded by all departments under the Revised NNI Policy which came into effect on April 1, 2004. This policy was revised to allow non local Inuit and Nunavut firms to receive the local bid adjustment on April 20,2006.

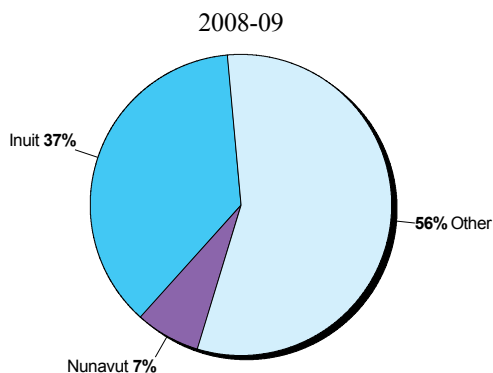
Summary

1. All Contracts

The chart below "Government of Nunavut Distribution of All Contracts Awarded by Status Category - Based on Value" totals all contracts by value and status category.

All Contracts includes all contracts in excess of \$5,000. The introduction of a \$5,000 threshold for reporting purposes is consistent with recommendations provided by Members of the Legislative Assembly. This section examines the value and volume of all contracts awarded to Inuit, Nunavut and Other.

**Government of Nunavut
Distribution of All Contracts Awarded by Status Category
Based on Value**



The pie chart and table above illustrate the value of contracts awarded to Inuit, Nunavut and Other firms.

In 2008/09 the total value for all contracts was, \$269,411,000.00 (rounded to the nearest thousand dollars). \$99,674,000.00 was awarded to Inuit (37%), \$18,660,000.00 to Nunavut (7%) and \$151,077,000.00 to Other (56%).

Distribution of All Contracts Awarded by Status Category - Based on Value (Thousands)

Type	Awarded		Inuit		Nunavut		Other					
2008/09	\$	269,411	100 %	\$	99,674	37 %	\$	18,660	7 %	\$	151,077	56 %
2007/08	\$	193,317	100	\$	59,395	31	\$	16,371	8	\$	117,551	61
2006/07	\$	138,019	100 %	\$	67,559	49 %	\$	8,347	6 %	\$	62,113	45 %

It is worthwhile to note that the category Other in this report includes specialized care contracts awarded by HSS, and Airport Maintenance contracts awarded by EDT to various Nunavut Hamlet's (Municipal Corporations) and IT contracts by CGS. The Other status category captures all other entities that for a variety of reasons do not fall within the status category of Inuit and Nunavut; as is the case for many of these contracts awarded to Nunavut-based individuals and entities.

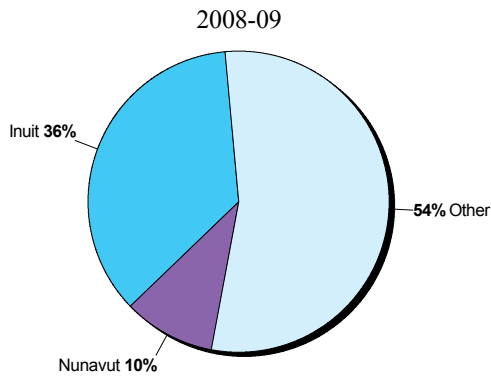
If we exclude contracts awarded to hamlets, municipal corporations, and related entities such as Nunavut Arctic College, we find that a significant number of the contracts awarded to entities that fall within the Other category represent business sectors in the Nunavut economy which are at a competitive disadvantage, or are otherwise underdeveloped. In some cases we find that the Nunavut economy has insufficient volume to develop and maintain a successful business sector or industry. Challenges to successful entry and growth in some business sectors include the limited local market demand in Nunavut for a relatively small and widely distributed population, transportation costs in this vast geography, sufficient critical mass in skilled labour, trades and professionals, delivery and /or sale volumes relative to initialisation, and set up costs coupled with high operating costs of business operations. Such an operating environment and market conditions can, in certain business sectors, create significant challenges for Nunavut's entrepreneurs.

The Other category may also be viewed as possessing some underdeveloped market opportunity within Nunavut for Nunavut's entrepreneurs. Some of the general categories of goods and services consumed by government that fall within the Other category include: Informatics and Systems, Software, Education Books, Training Aids, Engineering and Architectural Service Firms and Specialized Training and Consulting. A listing of contracts awarded by Government of Nunavut is reported annually in the report entitled the **Procurement Activity Report**.

For the 2008/09 fiscal year, there has been an increase of 5% in the proportionate share value of contracts which were awarded to the combined Inuit and Nunavut companies. In real dollars, this shows an increase of 56% or \$42.5 million.

The chart below *"Government of Nunavut Distribution of All Contracts Awarded by Status Category - Based on Volume"* totals all contracts by volume and status category.

**Government of Nunavut
Distribution of All Contracts Awarded by Status Category
Based on Volume**



Distribution of All Contracts Awarded by Status Category - Based on Volume

Type	Awarded		Inuit		Nunavut		Other	
2008/09	1,521	100 %	545	36 %	150	10 %	826	54 %
2007/08	1,442	100	534	37	112	8	796	55
2006/07	1,053	100	410	39	63	6	580	55

The pie chart and table above illustrate the volume (number) of contracts awarded to Inuit, Nunavut and Other firms.

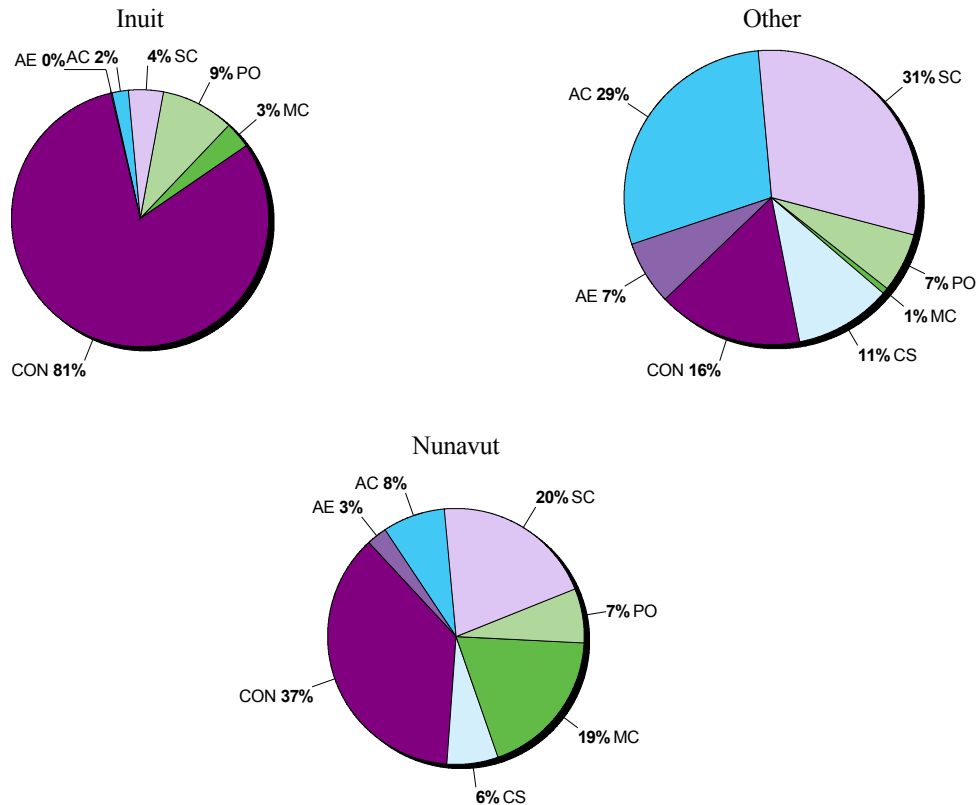
The total volume for all contracts was 1,521; 545 were awarded to Inuit (36%), 150 to Nunavut (10%) and 826 to Other (54%). These values reflect a 5% growth in the number of contracts issued. The volume numbers indicate that Inuit and Nunavut Firms are being awarded an increasing volume of contracts (7.6%), that surpasses the overall growth in volume of contracts for the fiscal year 2008/09.

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The chart below "Government of Nunavut Distribution of Contracts Awarded by Type - Based on Value" summarizes the distribution of contract types awarded to Inuit, Nunavut, and Other by value.

**Government of Nunavut
Distribution of Contracts Awarded by Type
Based on Value
2008/09**



**Distribution of Contracts Awarded by Type - Based on Value
2008/09
(Thousands)**

Type	Awarded		Inuit		Nunavut		Other					
Air Charter (AC)	\$	47,047	17 %	\$	2,100	4 %	\$	1,483	3 %	\$	43,464	92 %
Architectural/Engineering (AE)		11,187	4		129	1		472	4		10,586	95
Construction (CON)		111,589	41		80,636	72		6,905	6		24,048	22
Consulting services (CS)		17,248	6		-	-		1,205	7		16,043	93
Minor Construction or Maintenance Services (MC)		7,866	3		3,319	42		3,519	45		1,028	13
Purchase Orders (PO)		20,259	8		9,155	45		1,278	6		9,826	49
Service Contracts (SC)		54,215	20		4,335	8		3,798	7		46,082	85
Total	\$	269,411	100 %	\$	99,674	37 %	\$	18,660	7 %	\$	151,077	56 %

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Contract Activity Report

2007/08

(Thousands)

Type	Awarded		Inuit		Nunavut		Other					
Air Charter (AC)	\$	6,021	3 %	\$	2,601	43 %	\$	62	1 %	\$	3,358	56 %
Architectural/Engineering (AE)		4,866	3		188	4		40	1		4,638	95
Construction (CON)		37,914	20		4,652	12		9,915	26		23,347	62
Consulting services (CS)		6,929	4		533	8		522	8		5,874	85
Minor Construction or Maintenance Services (MC)		7,405	4		3,984	54		2,836	38		585	8
Purchase Orders (PO)		19,992	10		8,750	44		679	3		10,563	53
Service Contracts (SC)		110,191	57		38,687	35		2,319	2		69,185	63
Total	\$	193,318	100 %	\$	59,395	31 %	\$	16,373	8 %	\$	117,550	61 %

2006/07

(Thousands)

Type	Awarded		Inuit		Nunavut		Other					
Air Charter (AC)	\$	1,915	1 %	\$	967	50 %	\$	49	3 %	\$	899	47 %
Architectural/Engineering (AE)		3,698	3		105	3		108	3		3,485	94
Construction (CON)		67,055	49		52,529	78		3,876	6		10,650	16
Consulting services (CS)		6,336	5		132	2		249	4		5,955	94
Minor Construction or Maintenance Services (MC)		6,323	5		3,195	51		2,720	43		408	6
Purchase Orders (PO)		12,186	9		6,798	56		127	1		5,261	43
Service Contracts (SC)		40,508	29		3,833	9		1,219	3		35,456	88
Total	\$	138,021	100 %	\$	67,559	49 %	\$	8,348	6 %	\$	62,114	45 %

This sub-section analyses the distribution of the seven (7) main Contract Types in use at the GN, by value to Inuit, Nunavut and Other. The tables above indicate the values of each contract type. The pie charts in the previous section illustrate the distribution of contract dollars to Inuit, Nunavut and Other for each contract type. For example, out of \$99,674,000 to Inuit Firms, 81% was for Major Works Construction.

In the fiscal year 2006/07, 78% of the Value of Contracts were for Major Construction and Service Contracts.

In the fiscal year 2007/08, 77% of the value of contracts were for Major Construction and Service Contracts. While this is similar to the previous year, in 2008/09 we see a significant increase in Service contracts and a significant decrease in Major Construction.

In the fiscal year 2008/09, 78% of the value of contracts were for Major Construction, Air Charters and Service Contracts. Service Contracts show an almost 50% decrease from the past year.

Inuit and Nunavut companies, in general, are awarded the majority of the volume of Air Charter contracts (75%); however, this represents only 7% of the value.

The tables above indicate that as the total value of contracts grew (39%) in 2008/09 the value of contracts to Other only grew by 29%. In 2008/09, Inuit and Nunavut firms are winning an increasing proportionate share of the value of contracts awarded.

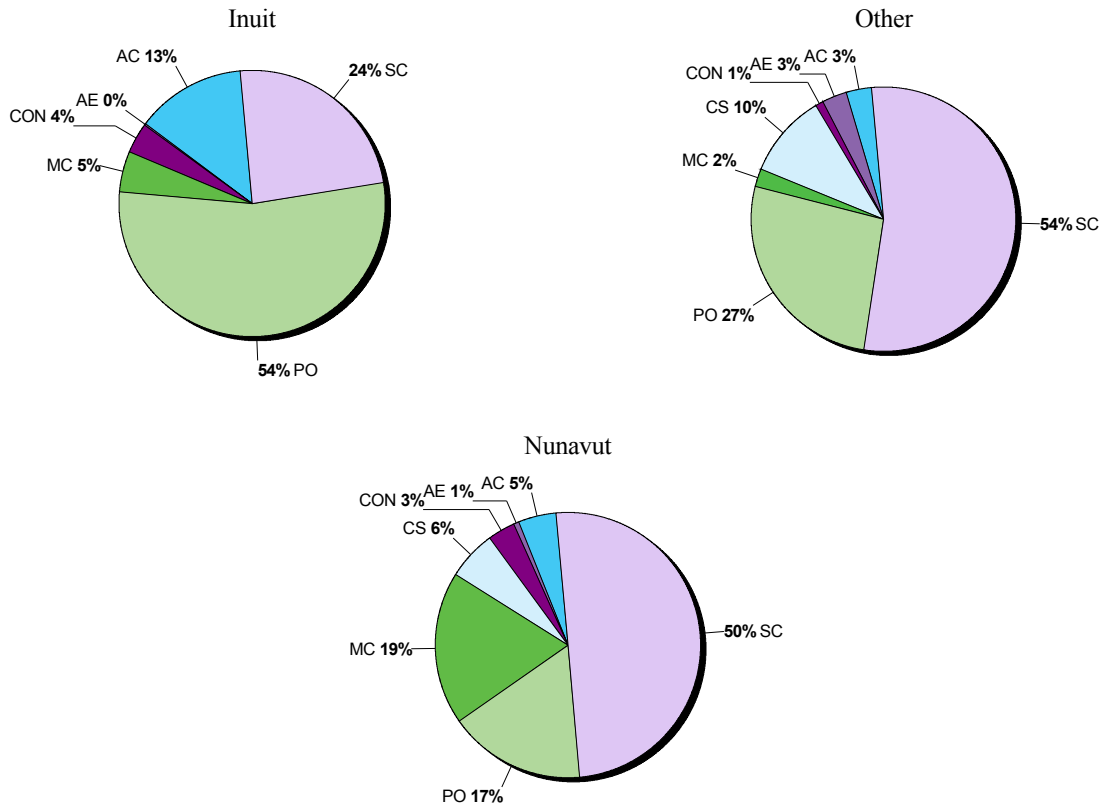
The pie charts indicate the percentage value of contracts to Inuit by type. Out of all the contracts that were won by Inuit firms, \$111,589 or 81% were for construction - Major Works contracts.

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Contract Activity Report

The chart below "Government of Nunavut Distribution of Contracts Awarded by Type - Based on Volume" summarizes the distribution of contracts awarded by volume.

**Government of Nunavut
Distribution of Contracts Awarded by Type
Based on Volume
2008/09**



**Distribution of Contracts Awarded by Type - Based on Volume
2008/09**

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	106	7 %	73	69 %	7	7 %	26	25 %
Architectural/Engineering (AE)	27	2	1	4	1	4	25	93
Construction (CON)	33	2	20	61	5	15	8	24
Consulting services (CS)	94	6	-	-	9	10	85	90
Minor Construction or Maintenance Services (MC)	73	5	27	37	28	38	18	25
Purchase Orders (PO)	539	35	294	55	25	5	220	41
Service Contracts (SC)	649	43	130	20	75	12	444	68
Total	1,521	100 %	545	36 %	150	10 %	826	54 %

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2007/08

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	140	10 %	87	62 %	4	3 %	49	35 %
Architectural/Engineering (AE)	24	2	1	4	1	4	22	92
Construction (CON)	16	1	6	38	5	31	5	31
Consulting services (CS)	67	5	5	7	8	12	54	81
Minor Construction or Maintenance Services (MC)	93	6	51	55	26	28	16	17
Purchase Orders (PO)	466	32	256	55	16	3	194	42
Service Contracts (SC)	636	44	128	20	52	8	456	72
Total	1,442	100 %	534	37 %	112	8 %	796	55 %

2006/07

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	64	6 %	38	59 %	2	3 %	24	38 %
Architectural/Engineering (AE)	23	2	2	9	1	4	20	87
Construction (CON)	15	1	12	80	2	13	1	7
Consulting services (CS)	113	11	3	3	4	4	106	94
Minor Construction or Maintenance Services (MC)	87	8	47	54	31	36	9	10
Purchase Orders (PO)	401	38	241	60	10	2	150	37
Service Contracts (SC)	350	33	67	19	13	4	270	77
Total	1,053	100 %	410	39 %	63	6 %	580	55 %

This sub-section analyses the distribution of the seven (7) main Contract Types at use at the GN, by volume, to Inuit, Nunavut and Other. The table above indicates the volumes of each contract type. The pie charts above illustrate the volume of contracts awarded to Inuit, Nunavut and Other for each contract type.

In 2006/07 the numbers show that the combined Inuit and Nunavut firms competed well in the categories of Minor Construction and Maintenance Services (90% of the total), Air Charters (63% of the total) and Construction (93% of the total). In 2007/08, the numbers show that Inuit and Nunavut firms have lost some ground; however, they generally do well in these categories.

In 2008/09, the combined Inuit and Nunavut firms win the lowest share of contracts for Architectural and Engineering (7%), Service contracts (32%) and Consulting Services. This is consistent over the last three (3) years.

Over the last three (3) years, combined Inuit and Nunavut firms have won between 58-63% of Purchase Orders.

Over the last three (3) years, combined Inuit and Nunavut firms performed best in the categories of Major Works Construction, Minor Construction and Maintenance and Air Charters.

For the two year data above, the volume of contracts to Other firms is between 54-55%. Therefore as the number of contracts overall grows, the ratio of contracts to Other firms verses the combined Inuit and Nunavut remain consistent.

A closer look at the contracts awarded to non Inuit and non Nunavut firms or the "Other" category indicates that many of them are for specialized services such as open custody contracts for the Department of Justice, mental health care, specialized residential care, dental care, for the Department of Health and Social Services and information technology services for Community & Government Services. The numbers in the "Other" category also include contracts signed with the Nunavut Arctic College and Nunavut Hamlets.

GOVERNMENT OF NUNAVUT

Contract Activity Report

2. Contract Types

This section of the report analyses contract types awarded based on three broad value categories:

Contracts > \$5,000 to <=\$25,000

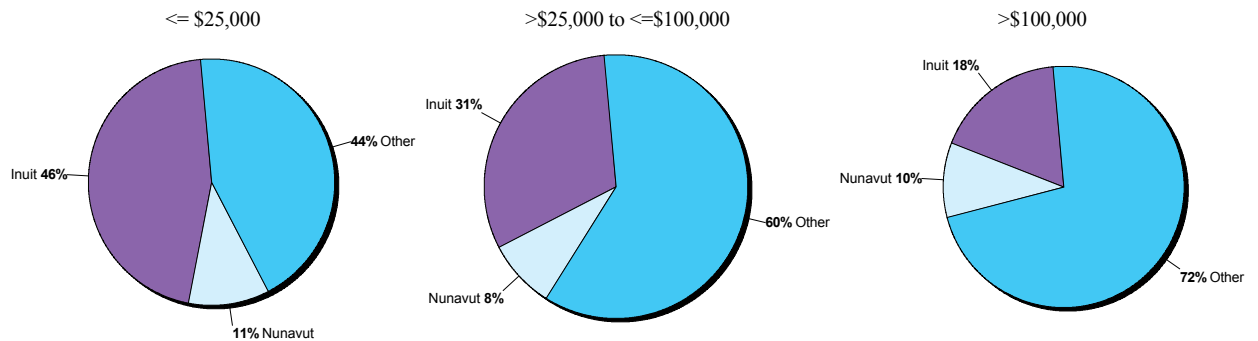
Contracts >\$25,000 to <=\$100,000

Contracts >\$100,000.

Each threshold category is first analysed by volume and value and then further broken down by volume and value to Inuit, Nunavut and Other.

The chart below *"Government of Nunavut Distribution of Contract Values Awarded - Based on Volume - Including Contracts for Goods"* summarizes the distribution of contracting values awarded by volume including contracts for goods.

**Government of Nunavut
Distribution of Contract Values Awarded - Based on Volume
Including Contracts for Goods
2008/09**



**Distribution of Contract Values Awarded - Based on Volume - Including Goods
2008/09**

Type	Awarded		Inuit		Nunavut		Other	
<=\$25,000	761	50 %	347	46 %	81	11 %	333	44 %
>\$25,000 to <=\$100,000	471	31	147	31	40	8	284	60
>\$100,000	289	19	51	18	29	10	209	72
Total	1,521	100 %	545	36 %	150	10 %	826	54 %

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Contract Activity Report

2007/08

Type	Awarded		Inuit		Nunavut		Other	
<=\$25,000	721	50 %	322	45 %	47	7 %	352	49 %
>\$25,000 to <=\$100,000	427	30	154	36	39	9	234	55
>\$100,000	294	20	58	20	26	9	210	71
Total	1,442	100 %	534	37 %	112	8 %	796	55 %

2006/07

Type	Awarded		Inuit		Nunavut		Other	
<=\$25,000	533	51 %	259	49 %	27	5 %	247	46 %
>\$25,000 to <=\$100,000	333	32	116	35	19	6	198	59
>\$100,000	187	18	35	19	17	9	135	72
Total	1,053	100 %	410	39 %	63	6 %	580	55 %

The tables above illustrate that the combined Inuit and Nunavut firms are able to compete successfully for contracts under \$25,000. As the value of the contract increases, generally Inuit and Nunavut firms do not win as many contracts. This analysis is true for all of the last four reports.

The pie charts and table above set out the distribution of contract dollars to Inuit and Nunavut in three dollar value categories. The following are percentages of the number of contracts to Inuit and Nunavut within the dollar thresholds as specified:

- 50% of the overall volume of contracts were for contracts between \$5,000 and \$25,000; Inuit and Nunavut firms won 57% of contract volume in this value category. This is up by 5% from last year.
- 31% of the contracts were in the greater than \$25,000 and less than or equal to \$100,000 category; Inuit and Nunavut firms won 39% (Inuit 31% and Nunavut 8%) of contract volume in this value category. This is down 6% from last year.
- 19% of the contracts awarded were contracts valued at greater than \$100,000; Inuit and Nunavut firms won 28% of the volume of these contracts. This is down 1% from last year.

For the three years covered by this report, the volume numbers are relatively consistent: contracts <25,000 represent roughly 50% of contracts. Inuit and Nunavut combined firms win between 51-56% of these contracts.

- contracts between \$25,000 and \$100,000 represent roughly 30% of the total volume and Inuit and Nunavut firms are awarded between 39-45% of these contracts.
- contracts worth over \$100,000 represent roughly 20% of the total volume and Inuit and Nunavut firms are awarded 28-29% of these contracts.

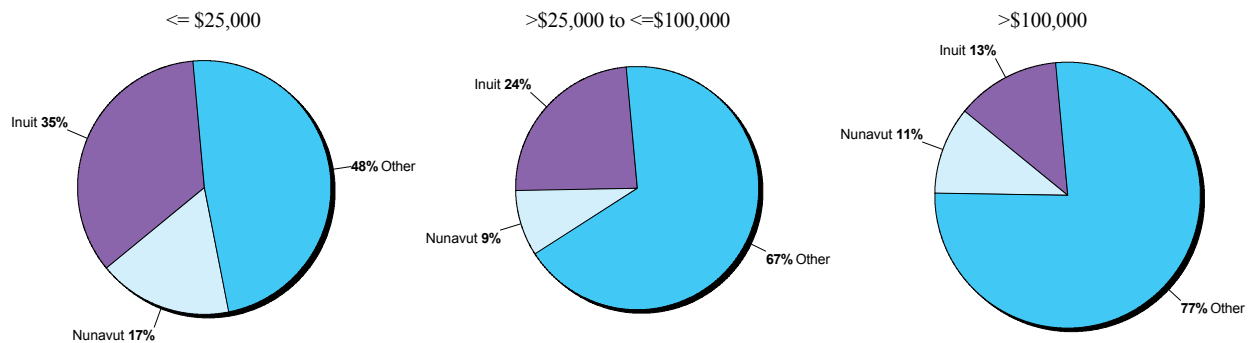
GOVERNMENT OF NUNAVUT

Contract Activity Report

Analysis Excluding Contracts for Goods

The chart below "Government of Nunavut Distribution of Contract Values Awarded - Based on Volume - Excluding Contracts for Goods" summarizes the distribution of contracting values awarded by volume excluding contracts for goods.

**Government of Nunavut
Distribution of Contract Values Awarded - Based on Volume
Excluding Contracts for Goods
2008/09**



Distribution of Contract Values Awarded - Based on Volume - Excluding Goods

2008/09

Type	Awarded		Inuit		Nunavut		Other	
<=\$25,000	408	42 %	141	35 %	70	17 %	197	48 %
>\$25,000 to <=\$100,000	330	34	79	24	29	9	222	67
>\$100,000	244	25	31	13	26	11	187	77
Total	982	100 %	251	26 %	125	13 %	606	62 %

2007/08

Type	Awarded		Inuit		Nunavut		Other	
<=\$25,000	402	41 %	140	35 %	35	9 %	227	56 %
>\$25,000 to <=\$100,000	323	33	99	31	36	11	188	58
>\$100,000	251	26	39	16	25	10	187	75
Total	976	100 %	278	28 %	96	10 %	602	62 %

2006/07

Type	Awarded		Inuit		Nunavut		Other	
<=\$25,000	256	39 %	91	36 %	17	7 %	148	58 %
>\$25,000 to <=\$100,000	234	36	56	24	19	8	159	68
>\$100,000	162	25	22	14	17	10	123	76
Total	652	100 %	169	26 %	53	8 %	430	66 %

When Goods contracts are removed, the number of contracts less than \$25,000 decreases by approximately 46%. The number of contracts between \$25,000 and \$100,000 decreases by 30%. The number of contracts over \$100,000 decreases by only 16%.

Inuit and Nunavut firms are winning more of the Goods (PO) contracts as the dollar value increases, as opposed to Service Contracts (SC).

In the pie charts above we examine the number of contracts excluding contracts for the purchase of goods. Contracts for goods alone represents a volume of 539 or 35%.

Impact Inuit Firms, with goods contracts removed

- The volume of contracts > \$5,000 to <=\$25,000 awarded Inuit firms decreases by 11% when goods contracts are removed.
- Contracts >\$25,000 to <=\$100,000 awarded to Inuit firms decreased by 7%.
- Contracts >\$100,000 awarded to Inuit Firms decreased by 5%, without goods contracts.

Impact on Nunavut Businesses, with goods contracts removed

- The volume of contracts > \$5,000 to <=\$25,000 - Awards to Nunavut firms in this value threshold increased by 6%, with goods contracts removed.
- Contracts >\$25,000 to <=\$100,000 - Awards to Nunavut firms increased by 1%, with goods contracts removed.
- Contracts >\$100,000 - Awards to Nunavut firms actually increased by 1%, with goods contracts removed.

Impact on Other Businesses, with goods contracts removed

- Volume of contracts > \$5,000 to <=\$25,000 - Awards to Other firms increased by 4%.
- Contracts >\$25,000 to <=\$100,000 - Awards to Other firms increased by 7%.
- Contracts >\$100,000 - Awards to Other firms increased by 5%

For the 2008/09 and 2007/08 years, we can make a general observation that when we remove the volume of goods contracts from the total volume of contracts, Inuit firms receive a lower percentage of contracts, while Nunavut and Other firms receive a greater percentage of contracts. The numbers for the 2006/07 volumes also support this outcome.

Generally, Inuit and Nunavut firms (especially Inuit firms) win a greater percentage share of contracts when goods are included in the contract statistics therefore, we can conclude that Inuit and Nunavut firms are able to compete better for goods contracts rather than service contracts.

Inuit firms are also winning about half of the goods supply contracts over the \$25,000 and \$100,000 value threshold categories. This suggests Inuit firms are able to supply a large quantity of goods to the GN. Most tenders for goods are publicly advertised.

GOVERNMENT OF NUNAVUT

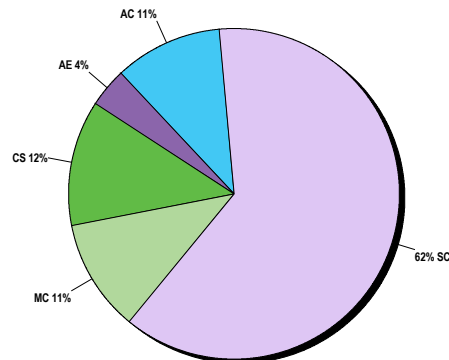
Contract Activity Report

Analysis by Contract Type

Contracts >\$25,000 to <=\$100,000: Value Type

The chart below "Government of Nunavut Distribution of Contracts by Type - Based on Value - For Contracts > \$25,000 to <= \$100,000 - Excluding Contracts for Goods" summarizes the distribution of contracting type by value for contracts greater than \$25,000 and less than or equal to \$100,000 excluding contracts for goods.

**Government of Nunavut
Distribution of Contracts by Type - Based on Value
For Contracts > \$25,000 to <= \$100,000
Excluding Contracts for Goods
2008/09**



Distribution of Contract Values Awarded - Based on Value For Contracts > \$25,000 to <= \$100,000 - Excluding Goods (Thousands)

Type	2008/09		2007/08		2006/07	
Air Charter (AC)	\$ 1,817	11 %	\$ 2,264	13 %	\$ 1,188	10 %
Architectural/Engineering (AE)	656	4	295	2	520	4
Consulting services (CS)	2,108	12	2,198	13	2,512	21
Minor Construction or Maintenance Services (MC)	1,886	11	2,364	14	2,435	20
Service Contracts (SC)	10,693	62	10,167	59	5,543	45
Total	\$ 17,160	100 %	\$ 17,288	100 %	\$ 12,198	100 %

85% of the value of contracts in this value threshold are expended on consultants, minor construction and maintenance (primarily O&M expenditures) and general services contracts.

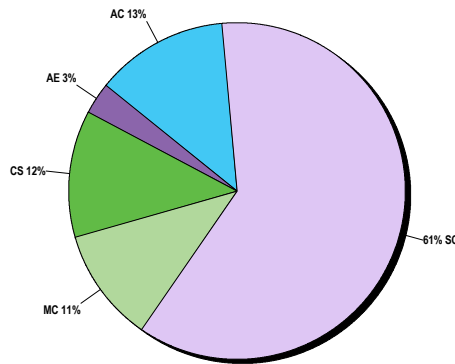
The table above shows that Air Charters have decreased in value by 20% from 2007/08 to 2008/09. The year 2007/08 was especially high due to sports travel. The figures for 2008/09 are more consistent with 2006/07 and represent what may be normal operating levels.

The year 2007/08 saw a large jump in service contracts (83%), this high level has continued 2008/09.

Contracts >\$25,000 to <=\$100,000: Volume by Type

The chart below "Government of Nunavut Distribution of Contracts by Type - Based on Volume - For Contracts > \$25,000 to <= \$100,000 - Excluding Contracts for Goods" illustrates the distribution of contracting type by volume for contracts greater than \$25,000 and less than or equal to \$100,000 excluding contracts for goods.

**Government of Nunavut
Distribution of Contracts by Type - Based on Volume
For Contracts > \$25,000 to <= \$100,000
Excluding Contracts for Goods
2008/09**



**Distribution of Contract Values Awarded - Based on Volume
For Contracts > \$25,000 to <= \$100,000 - Excluding Goods**

Type	2008/09		2007/08		2006/07	
Air Charter (AC)	42	13 %	50	15 %	27	12 %
Architectural/Engineering (AE)	10	3	4	1	8	3
Consulting services (CS)	40	12	37	11	49	21
Minor Construction or Maintenance Services (MC)	36	11	44	14	44	19
Service Contracts (SC)	200	61	188	58	105	45
Total	328	100 %	323	100 %	233	100 %

84% of the volume of contracts in this value threshold are for consultants, minor construction and maintenance (primarily O&M expenditures) and general services contracts.

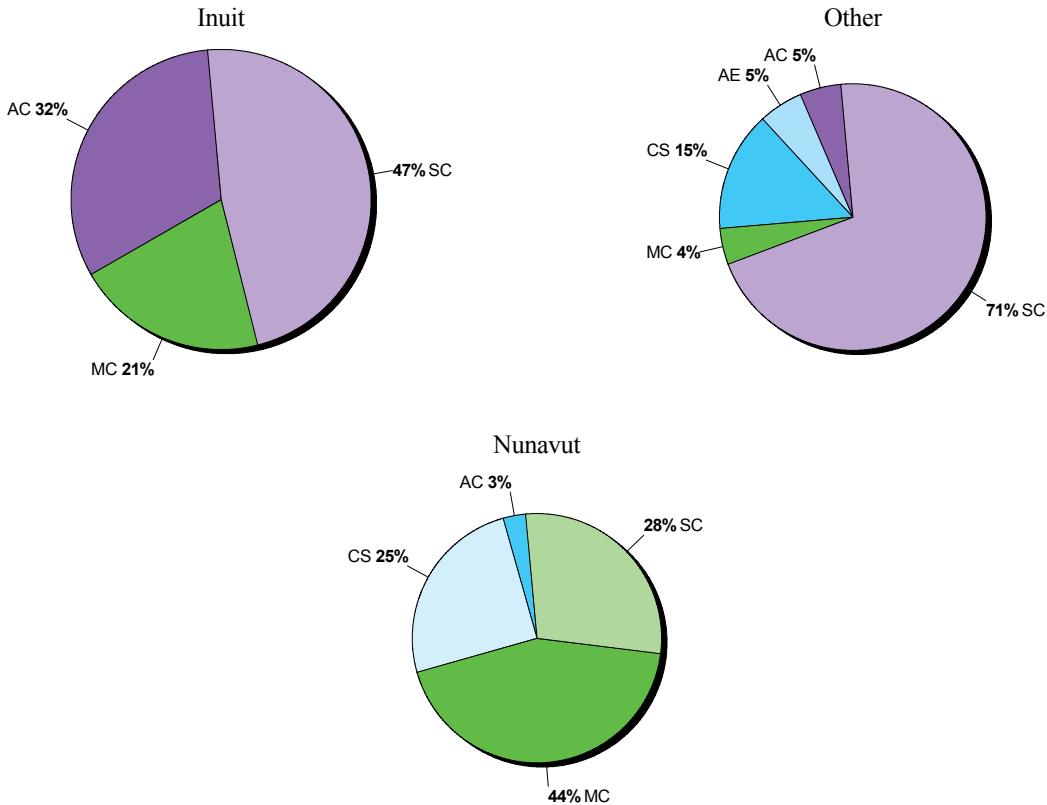
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts >\$25,000 to <=\$100,000: Value: Status

The chart below "Government of Nunavut Distribution of Contracts by Status Category - Based on Value - For Contracts > \$25,000 to <= \$100,000 - Excluding Goods" summarizes the distribution of contracting by status category by value for contracts greater than \$25,000 and less than or equal to \$100,000 excluding contracts for goods.

**Government of Nunavut
Distribution of Contracts by Status Category -
Based on Value
For Contracts > \$25,000 to <= \$100,000
Excluding Contracts for Goods
2008/09**



This section looks at contracts greater than \$25,000 and less than or equal to \$100,000 excluding Purchase Order contracts. The pie charts and tables illustrate the distribution of awards to Inuit, Nunavut and Other firms by contract type. Of all the contracts awarded to Inuit firms, all of them are Service Contracts followed by Minor Works and then Air Charters. This chart shows that Inuit firms do not win any contracts for Consulting Services and Architectural and Engineering in this dollar threshold. This is consistent for the last 2 years.

Inuit and Nunavut firms won 91% of the value of Minor Construction and Maintenance Services contracts in 2005/06. In 2006/07 they won 94%. This represents a small increase of 3%. In 2007/08 Inuit and Nunavut firms won 79%. This represents a 15% decrease in proportionate share worth a value of \$425,000. In 2008/09, Inuit and Nunavut firms won only 72% of the value of these contracts.

Of the value of contracts awarded to Other in 2008/09; the majority are Architectural/Engineering, general Service Contracts and Consulting Services . This represents 64% of the total value of all contracts in this value threshold.

**Distribution of Contracts by Status Category - Based on Value
For Contracts > \$25,000 to <= \$100,000 - Excluding Goods**

2008/09

(Thousands)

Type	Awarded		Inuit		Nunavut		Other				
Air Charter (AC)	\$	1,817	\$	1,164	64%	\$	41	2%	\$	612	34%
Architectural/Engineering (AE)		656		-	-		-	-		656	100
Consulting services (CS)		2,108		-	-		345	16		1,763	84
Minor Construction or Maintenance Services (MC)		1,887		751	40		601	32		535	28
Service Contracts (SC)		10,692		1,730	16		391	4		8,571	80
Total	\$	17,160	\$	3,645	21%	\$	1,378	8%	\$	12,137	71%

2007/08

(Thousands)

Type	Awarded		Inuit		Nunavut		Other				
Air Charter (AC)	\$	2,264	\$	897	40%	\$	40	2%	\$	1,327	59%
Architectural/Engineering (AE)		295		-	-		40	14		255	86
Consulting services (CS)		2,198		200	9		522	24		1,476	67
Minor Construction or Maintenance Services (MC)		2,364		1,396	59		473	20		495	21
Service Contracts (SC)		10,166		2,342	23		967	10		6,857	67
Total	\$	17,287	\$	4,835	28%	\$	2,042	12%	\$	10,410	60%

2006/07

(Thousands)

Type	Awarded		Inuit		Nunavut		Other				
Air Charter (AC)	\$	1,188	\$	458	39%	\$	35	3%	\$	695	59%
Architectural/Engineering (AE)		520		105	20		-	-		415	80
Consulting services (CS)		2,512		93	4		94	4		2,325	93
Minor Construction or Maintenance Services (MC)		2,435		1,636	67		658	27		141	6
Service Contracts (SC)		5,543		395	7		280	5		4,868	88
Total	\$	12,198	\$	2,687	22%	\$	1,067	9%	\$	8,444	69%

The three year trend indicates that contracts awarded to "Other" firms are largely composed of Architectural/Engineering, Service Contracts and Consulting Services. Inuit firms do better in Air Charters and Minor Construction or Maintenance Services.

GOVERNMENT OF NUNAVUT

Contract Activity Report

Analysis of all 2008/09 contracts >\$25,000 to <=\$100,000, excluding goods

For contracts in this range, 21% of the total value was awarded to Inuit firms and 8% was awarded to Nunavut Businesses. The remaining 71% was awarded to firms that are not registered with NTI or the GN under the NNI Policy. This is not to say that the firms in the Other category are all not based in Nunavut. On the contrary, many Nunavut based companies do not register themselves for bid adjustments. Furthermore, individuals, hamlets, societies and other entities do not register because of the nature of their business. For example, hamlets can not register under the NNI for a bid adjustment. Also, individuals must be registered as a company before they can register for NNI or NTI status.

Inuit Firms

Compared to 07/08, the value of contracts to Inuit firms decreased by 25%, Nunavut firms decreased by 33% and Other firms increased by 17%.

Contract Types where Inuit firms saw a significant increase in value from 07/08 to 08/09 are Air Charters and Service Contracts. We can see from the charts that this is true for all three of the last fiscal years. Growth in this category has been consistent.

For Service Contracts, there was a 5% increase in award value. Inuit firms won 16% of the Service Contract dollar value in 2008/09 compared to 23% in 2007/08.

- Minor Construction or Maintenance Services from 59% to 40%
- Air Charters from 40% to 64%
- Service Contracts from 23% to 16%

Overall, the value of the awards to Inuit firms went from 28% in 07/08 to 21% in 08/09.

Nunavut Firms

The proportionate share of the value of contracts to Nunavut Businesses went from 12% in 07/08 to 8% in 08/09 a decrease of 4%. The most significant differences were in the Minor Construction and Maintenance Services and Architectural and Engineering types.

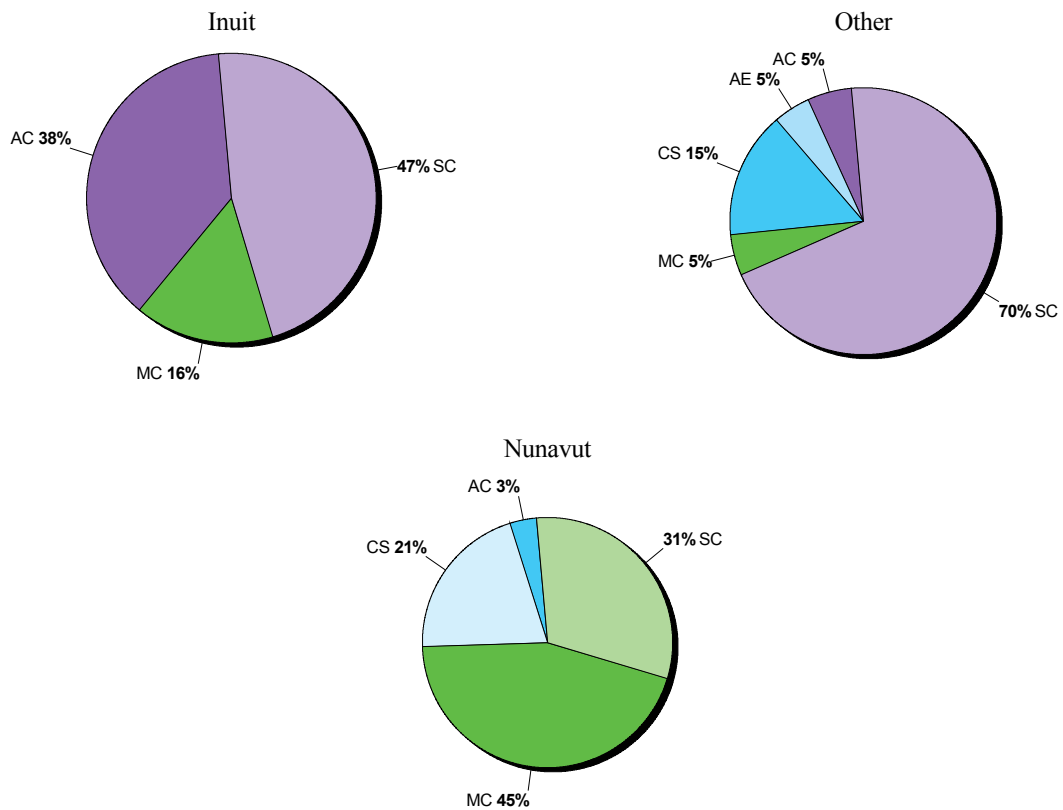
Other

Overall, the proportionate share of the value of contracts to Other firms increased by 11%. Contract dollars to Other increased in all categories except Air Charters. This general increase may be due to the economic climate in Canada. With decreased work in Southern Canada, more companies are aggressively bidding on contracts outside of their traditional markets. During 2007/08 when the economy was "hot" it was often difficult to attract bids for competition. Contractors were busy with work in the southern provinces of Canada.

Contracts >\$25,000 and <=\$100,000 Volume-Status

The chart below "Government of Nunavut Distribution of Contracts by Status Category - Based on Volume - For Contracts > \$25,000 and <= \$100,000 - Excluding Goods" summarizes the distribution of contracting status category by volume for contracts greater than \$25,000 and less than or equal to \$100,000 excluding goods.

**Government of Nunavut
Distribution of Contracts by Status Category - Based on Volume
For Contracts > \$25,000 and <= \$100,000
Excluding Contracts for Goods
2008/09**



GOVERNMENT OF NUNAVUT

Contract Activity Report

Distribution of Contracts By Status Category - Based on Volume

For Contracts > \$25,000 and <= \$100,000 - Excluding Goods

2008/09

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	42	13 %	29	69 %	1	2 %	12	29 %
Architectural/Engineering (AE)	10	3	-	-	-	-	10	100
Consulting services (CS)	40	12	-	-	6	15	34	85
Minor Construction or Maintenance Services (MC)	36	11	12	33	13	36	11	31
Service Contracts (SC)	200	61	36	18	9	5	155	78
Total	328	100 %	77	23 %	29	9 %	222	68 %

2007/08

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	50	15 %	25	50 %	1	2 %	24	48 %
Architectural/Engineering (AE)	4	1	-	-	1	25	3	75
Consulting services (CS)	37	11	3	8	8	22	26	70
Minor Construction or Maintenance Services (MC)	44	14	27	61	7	16	10	23
Service Contracts (SC)	188	58	44	23	19	10	125	66
Total	323	100 %	99	31 %	36	11 %	188	58 %

2006/07

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	27	12 %	12	44 %	1	4 %	14	52 %
Architectural/Engineering (AE)	8	3	2	25	-	-	6	75
Consulting services (CS)	49	21	1	2	2	4	46	94
Minor Construction or Maintenance Services (MC)	44	19	30	68	11	25	3	7
Service Contracts (SC)	105	45	10	10	5	5	90	86
Total	233	100 %	55	24 %	19	8 %	159	68 %

The pie charts above show the percentage of contracts awarded by type amongst the status categories. Of all the contracts awarded to Inuit firms, 47% of them are Service Contracts. This represents 11% of all contracts awarded in this value threshold. Last fiscal year, 2007/08, Service Contracts to Inuit firms represented 14% of all contracts awarded. Service contracts to Inuit have decreased by 26% in value and 18% in volume.

Inuit and Nunavut firms won 42% of the volume of contracts in 2007/08 fiscal year compared to 32% in the 2006/07 fiscal year. This represents an increase of 10%. Contracts to Other decreased by 10%.

In 2008/09, Inuit and Nunavut firms won 32% of the volume of contracts. This is a decrease of 10% compared to 2007/08.

Since 2006/07, Inuit firms have seen a significant increase in the volume of Air Charter and Service contracts in the >\$25,000 to <=\$100,000 value category.

Nunavut firms saw a marked increase from 07/08 to 08/09 in the number of Minor Construction and Maintenance Service contracts, however, it is worthwhile to note that awards to Nunavut firms that are also Inuit firms are included in the Inuit firms status category.

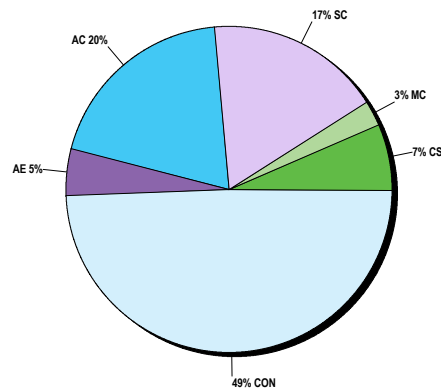
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts > \$100,000 Value, Type

The chart below "Government of Nunavut Distribution of Contracts by Type - Based on Value - For Contracts > \$100,000 - Excluding Contracts for Goods" summarizes the distribution of contracting type by value for contracts greater than \$100,000 excluding contracts for goods.

**Government of Nunavut
Distribution of Contracts by Type - Based on Value
For Contracts > \$100,000
Excluding Contracts for Goods
2008/09**



**Distribution of Contracts By Type - Based on Value
For Contracts > \$100,000 - Excluding Goods
(Thousands)**

Type	2008/09		2007/08		2006/07	
Air Charter (AC)	\$ 44,354	20 %	\$ 2,609	2 %	\$ 206	- %
Architectural/Engineering (AE)	10,493	5	4,476	3	3,106	3
Construction (CON)	111,494	49	37,914	25	66,962	61
Consulting services (CS)	14,914	7	4,430	3	3,080	3
Minor Construction or Maintenance Services (MC)	5,674	3	4,624	3	3,403	3
Service Contracts (SC)	39,382	17	96,235	64	33,209	30
Total	\$ 226,311	100 %	\$ 150,288	100 %	\$ 109,966	100 %

This section looks at contracts greater than \$100,000 excluding Purchase Order contracts. The pie chart and table above illustrate the distribution of contract dollars by type.

In 2006/07, 91% of the value of contracts in this value threshold are for Major Works Construction (capital projects) and general Services Contracts. In 2007/08 this combined total dropped slightly to 89%.

The small percentage of Air Charters, Architectural/Engineering, Consulting Services and Minor Works contracts is indicative of the typically lower values of these types of contracts, however for the fiscal year 2008/09, contracts for Emergency Medical Evacuation are reported under Air Charters.

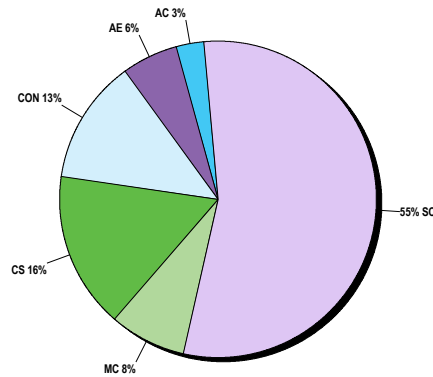
The relatively small value of Architectural/Engineering contracts is indicative of the generally low volume of this type of contracting activity, relative to construction activities and capital planning. Both the Architectural/Engineering and Construction categories are high this year. The Department of Education has invested significant dollars into infrastructure (see Procurement Activity Report).

The Minor Works and Maintenance Contract Type is generally used for contracts not expected to exceed \$100,000, however contracts for annual “As and When” Maintenance over a two or three year period will exceed \$100,000.

Contracts >\$100,000 Volume, Type

The chart below *"Government of Nunavut Distribution of Contracts by Type - Based on Volume - For Contracts > \$100,000 - Excluding Contracts for Goods"* illustrates the distribution of contracting type by volume for contracts greater than \$100,000 excluding contracts for goods.

**Government of Nunavut
Distribution of Contracts by Type - Based on Volume
For Contracts > \$100,000
Excluding Contracts for Goods
2008/09**



**Distribution of Contracts By Type - Based on Volume
For Contracts > \$100,000 - Excluding Goods**

Type	2008/09		2007/08		2006/07	
Air Charter (AC)	7	3 %	10	4 %	2	1 %
Architectural/Engineering (AE)	14	6	14	6	10	6
Construction	31	13	16	6	14	9
Consulting services (CS)	39	16	13	5	11	7
Minor Construction or Maintenance Services (MC)	19	8	22	9	15	9
Service Contracts (SC)	134	55	176	70	110	68
Total	244	100 %	251	100 %	162	100 %

This section looks at the volume of contracts greater than \$100,000 excluding Purchase Order contracts.

19% of the volume and 54% of the value of contracts in this value threshold are for Architectural/Engineering and Major Works Construction (contracts for capital infrastructure projects).

GOVERNMENT OF NUNAVUT

Contract Activity Report

8% of the volume and 3% of the value of contracts in this value threshold are for Minor Construction and Maintenance contracts. This has been consistent for the past three years. This is indicative of the typically smaller value of this type of contract, however, multi-year 'As & When' operations and maintenance contracts can sometimes exceed \$100,000.

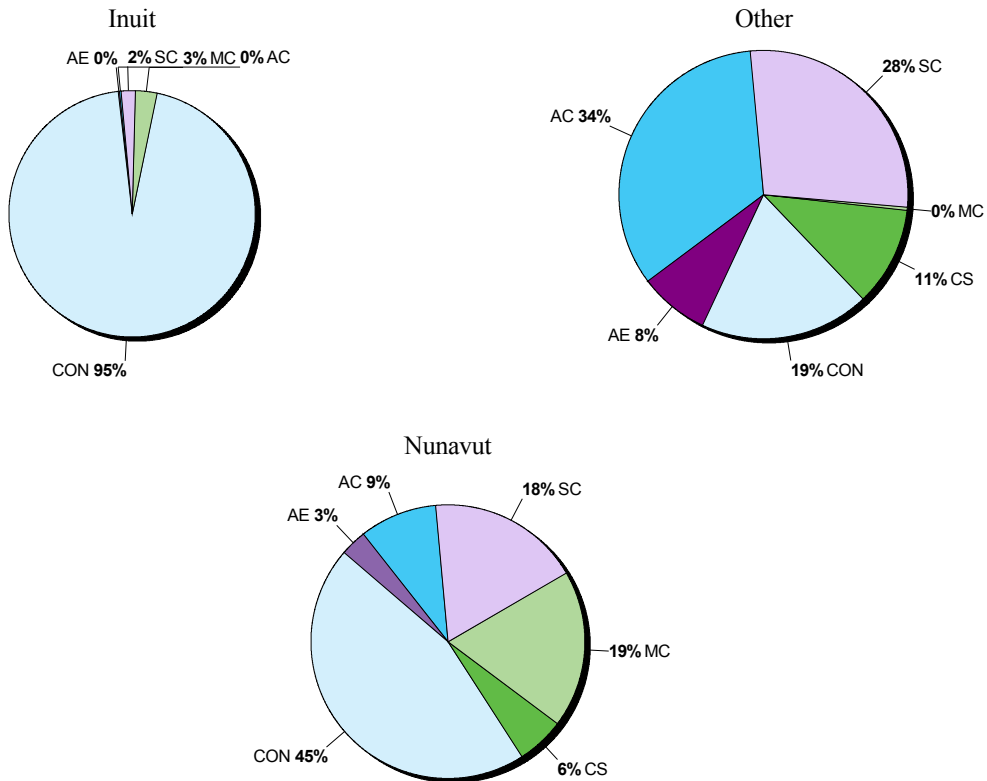
55% of the volume and 17% of the value of contracts in this value threshold are for Service Contracts, however, most of these contracts would normally be considered 'non-standard' services.

The small percentages, in volume, for Air Charters and Consulting Services indicate the typically smaller values for these types of contracts. We note that Consulting Services took a significant increase in volume for the fiscal year 2008-09.

Contracts > \$100,000 Value - Category

The chart below "Government of Nunavut Distribution of Contracts by Status Category - Based on Value - For Contracts > \$100,000 - Excluding Goods" summarizes the distribution of contracting by status category by value for contracts greater than \$100,000 excluding goods.

**Government of Nunavut
Distribution of Contracts by Status Category - Based on Value
For Contracts > \$100,000
Excluding Contracts for Goods
2008/09**



GOVERNMENT OF NUNAVUT

Contract Activity Report

The pie charts above illustrate the distribution of contract awards by type within the Inuit, Nunavut and Other status categories.

Distribution of Contracts by Status Category - Based on Value For Contracts > \$100,000 - Excluding Goods

2008/09

(Thousands)

Type	Awarded		Inuit		Nunavut		Other					
Air Charter (AC)	\$	44,354	20 %	\$	217	- %	\$	1,400	3 %	\$	42,737	96 %
Architectural/Engineering (AE)		10,493	5		129	1		472	4		9,892	94
Construction (CON)		111,494	49		80,541	72		6,905	6		24,048	22
Consulting services (CS)		14,914	7		-	-		860	6		14,054	94
Minor Construction or Maintenance Services (MC)		5,675	3		2,410	42		2,831	50		434	8
Service Contracts (SC)		39,382	17		1,548	4		2,743	7		35,091	89
Total	\$	226,312	100 %	\$	84,845	37 %	\$	15,211	7 %	\$	126,256	56 %

2007/08

(Thousands)

Type	Awarded		Inuit		Nunavut		Other					
Air Charter (AC)	\$	2,609	2 %	\$	872	33 %	\$	-	- %	\$	1,737	67 %
Architectural/Engineering (AE)		4,476	3		188	4		-	-		4,288	96
Construction		37,914	25		4,652	12		9,915	26		23,347	62
Consulting services (CS)		4,430	3		333	8		-	-		4,097	92
Minor Construction or Maintenance Services (MC)		4,624	3		2,389	52		2,235	48		-	-
Service Contracts (SC)		96,235	64		35,481	37		1,021	1		59,733	62
Total	\$	150,288	100 %	\$	43,915	29 %	\$	13,171	9 %	\$	93,202	62 %

2006/07

(Thousands)

Type	Awarded		Inuit		Nunavut		Other					
Air Charter (AC)	\$	206	- %	\$	206	100 %	\$	-	- %	\$	-	- %
Architectural/Engineering (AE)		3,107	3		-	-		108	3		2,999	97
Construction		66,962	61		52,436	78		3,876	6		10,650	16
Consulting services (CS)		3,080	3		-	-		144	5		2,936	95
Minor Construction or Maintenance Services (MC)		3,404	3		1,389	41		1,828	54		187	5
Service Contracts (SC)		33,209	30		2,783	8		892	3		29,534	89
Total	\$	109,968	100 %	\$	56,814	52 %	\$	6,848	6 %	\$	46,306	42 %

For the 2008/09 year, as a percentage of total contracts, the value of contracts to Inuit increased by 8%. In pure dollar terms, this represents a 93% increase in the value of contracts to Inuit firms. The value to Nunavut decreased by 15% and the value to Other increased by 35%. Inuit firms have seen significant increases in revenues from Major Works Construction contracts and at the same time have seen a significant decrease in Service Contracts and Air Charter awards.

For the first time in 3 years, Nunavut firms have won Air Charter contracts in excess of \$100,000.00. Many Nunavut firms winning Air Charter contracts are also Inuit and these are included in Inuit.

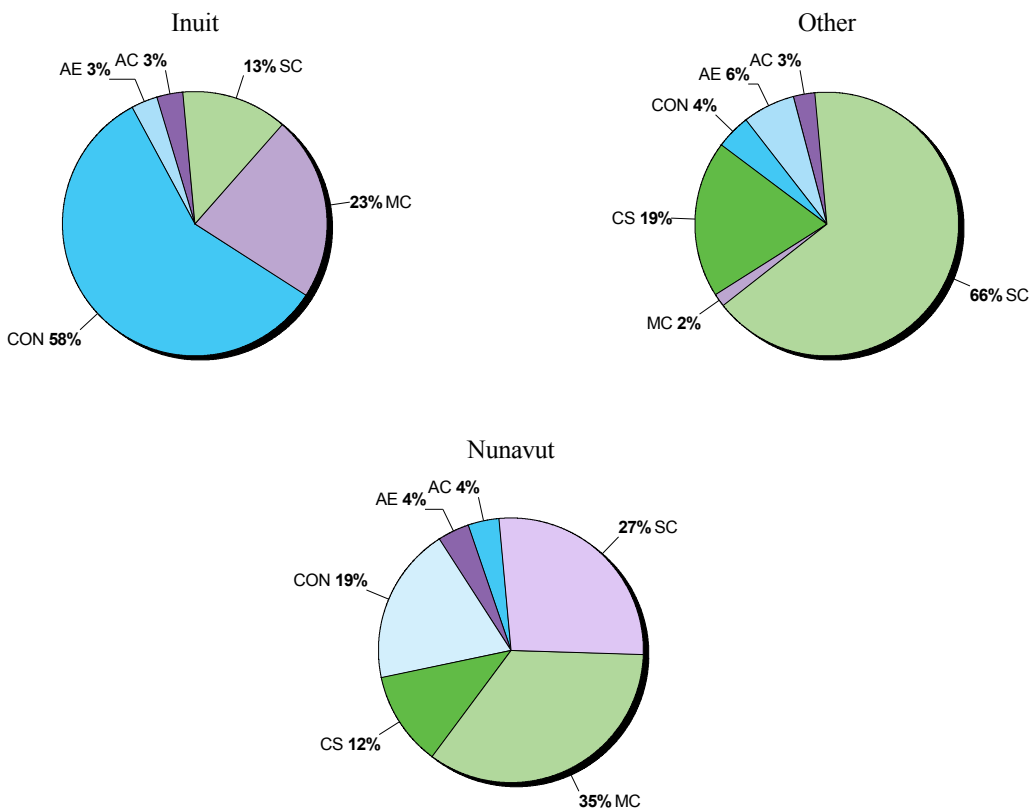
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts > \$100,000 Volume - Status

The chart below "Government of Nunavut Distribution of Contracts by Status Category - Based on Volume - For Contracts > \$100,000 - Excluding Goods" summarizes the distribution of contracting status category by volume for contracts greater than \$100,000 excluding goods.

**Government of Nunavut
Distribution of Contracts by Status Category - Based on Volume
For Contracts > \$100,000
Excluding Contracts for Goods
2008/09**



Out of the 31 contracts awarded to Inuit firms, 58% of them were for Construction Contracts and 37% were for Minor Construction and Maintenance Services. Nunavut Businesses won 26 of 244 contracts (11%), and 54 % was for Major & Minor Construction and Maintenance Services.

GOVERNMENT OF NUNAVUT

Contract Activity Report

Distribution of Contract By Status Category - Based on Volume

For Contracts > \$100,000 - Excluding Goods

2008/09

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	7	3 %	1	14 %	1	14 %	5	71 %
Architectural/Engineering (AE)	14	6	1	7	1	7	12	86
Construction (CON)	31	13	18	58	5	16	8	26
Consulting services (CS)	39	16	-	-	3	8	36	92
Minor Construction or Maintenance Services (MC)	19	8	7	37	9	47	3	16
Service Contracts (SC)	134	55	4	3	7	5	123	92
Total	244	100 %	31	13 %	26	11 %	187	77 %

2007/08

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	10	4 %	2	20 %	-	- %	8	80 %
Architectural/Engineering (AE)	14	6	1	7	-	-	13	93
Construction	16	6	6	38	5	31	5	31
Consulting services (CS)	13	5	2	15	-	-	11	85
Minor Construction or Maintenance Services (MC)	22	9	10	45	12	55	-	-
Service Contracts (SC)	176	70	18	10	8	5	150	85
Total	251	100 %	39	16 %	25	10 %	187	75 %

2006/07

Type	Awarded		Inuit		Nunavut		Other	
Air Charter (AC)	2	1 %	2	100 %	-	- %	-	- %
Architectural/Engineering (AE)	10	6	-	-	1	10	9	90
Construction	14	9	11	79	2	14	1	7
Consulting services (CS)	11	7	-	-	1	9	10	91
Minor Construction or Maintenance Services (MC)	15	9	5	33	9	60	1	7
Service Contracts (SC)	110	68	4	4	4	4	102	93
Total	162	100 %	22	14 %	17	10 %	123	76 %

For the fiscal year 2008/09, as a percentage of total contracts, the volume of contracts to Inuit contractors decreased by 3% and the volume to Nunavut firms increased by 1%. The volume of contracts to Other increased by 2%.

We can see a three year trend for the volume of contracts in this category. Inuit firms win an average 15% of these contracts, Nunavut firms win 10% of these contracts and Other firms win 75% of the volume of these contracts.

Other non-registered businesses won 92% of the Consulting contracts in 08/09 and 92% of the Services contracts.

Inuit firms won 100% of the Air Charter contracts in 06/07 whereas they won only 20% of these contracts in 2007/08 fiscal year. The decline continued in 2008/09 by a further 6%.

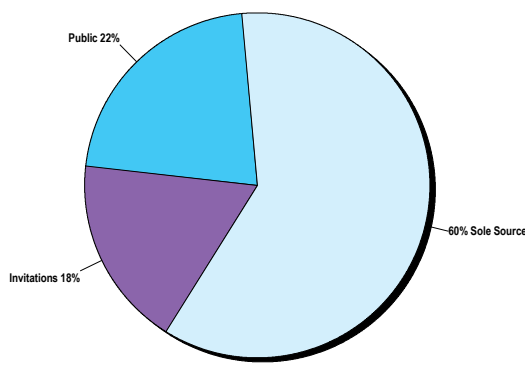
GOVERNMENT OF NUNAVUT

Contract Activity Report

3. Contracting Methods

The chart below *Government of Nunavut Distribution of Contracts > \$25,000 to <= \$100,000 by Contract Method* summarizes the distribution of contracting methods - Based on Value excluding goods contracts, contracts extended from previous years and contracts awarded under Standing Offer Agreements.

**Government of Nunavut
Distribution of Contracts > \$25,000 to <= \$100,000 by Contract Method
- Based on Value
2008/09**



**Distribution of Contracts > \$25,000 to <= \$100,000 by Contract Method - Based on Value
(Thousands)**

Year	Awarded		Public		Invitations		Sole Source				
2008/09	\$	14,013	\$	3,057	22 %	\$	2,511	18 %	\$	8,445	60 %
2007/08		14,302		3,545	25		2,978	21		7,779	54
2006/07		12,292		3,115	25		2,545	21		6,632	54

This section provides an analysis of contracts (**\$25,000 and greater**), excluding Goods, Extensions and contracts under SOA by Contracting Method in two value threshold categories. Contracts are entered into as a result of competitive or non-competitive Request for Tenders or Requests for Proposals. Competitive means asking more than one firm to respond; this is done by Invitation or by Public Advertisement. Non-Competitive means asking only one firm to submit a tender or proposal; this is more commonly known as a 'Sole' or 'Single' Sourcing. The Value and Volume of Sole Sources are further analysed later on in this section.

Under GN procurement policies, Public Tenders and Requests for Proposals (RFP's) are required for all goods and services over \$25,000 and Construction over \$100,000. Invitational Tenders are completed for goods and services over \$5000 but less than \$25,000. This also includes Construction under \$100,000.

The Criteria for Sole Sourcing a contract are set out in Section 10 of the Financial Administration Act, Government Contract Regulations. A Sole Source is permitted "*where a Contract Authority believes, on reasonable grounds, that*

(a) the goods, services or construction are urgently required and delay would be injurious to the public interest; or

(b) only one party is available and capable of performing the contract (for example software maintenance agreements and other intellectual property, source of electricity, etc.); or

(c) the contract is an Architectural/Engineering services contract type that will not exceed \$25,000 in value, or is any other contract type that will not exceed \$5,000 in value".

A significant portion of the sole source contracts represent contracts issued for the following:

Specialized Residential Care, Department of Health

Proprietary Training Courses, including NAC

Contracts to Hamlets for various work such as Airport Operations

Dental Care

Proprietary Software and Maintenance contracts for software

Proprietary Software and Maintenance contracts for hospital equipment

Audiology Services, Department of Health & Social Services

Information Technology, Professional Engineering & Project Management Services

GOVERNMENT OF NUNAVUT

Contract Activity Report

In 2008/09, of a total contract value of \$14,013,000 (rounded to the nearest thousand), \$5,568,000 resulted from Public or Invitational Requests for Tenders or Proposals (40%) and \$8,445,000 resulted from Sole Sources (60%). This is illustrated on the pie chart above. As a percentage, in this dollar value category, this represents a 8.5% proportionate increase in the value of Sole Source contracts.

As a procurement department, we strive to get the maximum value for the Government of Nunavut. This is only possible through the competitive, public bidding processes. However, there are legitimate instances where a competitive bidding processes is not possible and the situation may fall within one of the four Sole Source situations.

The Contract Regulations for the Government of Nunavut permit Sole Source contracting in any one of the following situations:

1. If the value of the good or service to be purchased is under \$5,000;
2. If the contract is for Architectural and Engineering Service worth less than \$25,000;
3. If the need is of great urgency such that any delay could be injurious to the public; or
4. Situations where only one vendor (Sole Vendor) exists, such as the purchase of power from Qulliq Energy Corporation.

Many situations fall within item 4 above. For example, situations involving patents or intellectual property ownership (such as educational course design and materials or course delivery such as those offered by Nunavut Arctic College) or instances such as the purchase of a particular part or piece of equipment (such as a pump repair for a fuel delivery truck or plow parts for snow clearing). These situations may not necessarily warrant a competitive processes where they are in fact 'Sole Vendor' instances.

This is not to say that a 'Sole Vendor' situation applies when purchasing many commodities. In fact, when purchasing vehicles and or other products such as photocopiers and fax machines, etc., the GN must avoid the use of brand specific names. Requests for Tenders and Proposals must always indicate that the GN will accept bids for similar or equivalent products so, long as they meet the quality and functional requirements that are established in the request.

Also, in some situations it is not advisable to issue a competitive call for tenders or proposals, by invitation or advertisement. In these situations, the delay caused by the tender or RFP period would be harmful to person(s) or end users of the good or service. These are emergency situations where if the government doesn't act immediately, there will be some form of public harm or injury. For example, sections of a roof have blown off a school or nursing station or other public building; contaminants are spilling into potable water, a fuel delivery truck requires repairs, etc. This is not to say that all emergencies or public harm is strictly a health and safety hazard. Indeed, many situations call for government action to improve the emotional health and well being of the public as well.

It should be noted that certain functions and responsibilities that are unique to certain departments lead to a higher propensity for this contracting method. Emergency situations with health and safety considerations or search and rescue may produce a need to enter into a contract quickly or limit alternatives or options for supply sources. Urgent situations involving the delivery of capital projects in the environmentally sensitive areas of sewage treatment, solid waste management and potable water have been contributing factors for sole source contracts on occasion. The arctic environment and a short construction season serve to complicate project delivery and contracting options. Though good planning and project management practices help to alleviate the necessity to rely on Sole Sourcing, emergencies and accidents can not be planned for and must be dealt with immediately as they arise.

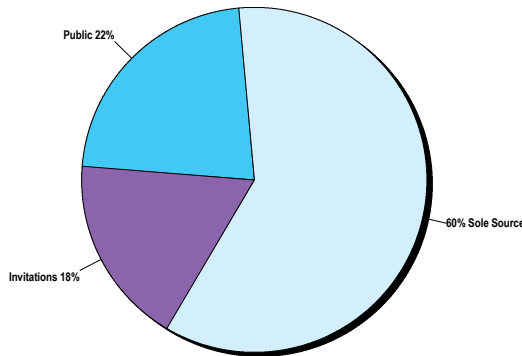
In 2008/09, the two departments which had the highest value and volume of sole source contracts were the Departments of Health and Social Services and Community & Government Services. Each of these departments have responsibilities for providing essential basic services which may impact the prevalence and frequency of this form of contracting method on occasion. (See Procurement Activity Report, Section 4).

Contracts >\$25,000 to <=\$100,000: Method

The chart below *Government of Nunavut Distribution of Contracts > \$25,000 to <= \$100,000 by Contract Method* summarizes the distribution of contracting methods - Based on Volume excluding goods contracts, contracts extended from previous years and contracts awarded under Standing Offer Agreements.

**Government of Nunavut
Distribution of Contracts > \$25,000 to <= \$100,000 By Contract Method
- Based on Volume**

2008/09



Distribution of Contracts by Contract Method - Based on Volume

Year	Awarded		Public		Invitations		Sole Source	
2008/09	264	35 %	59	22 %	47	18 %	158	60 %
2007/08	262	34	60	23	55	21	147	56
2006/07	234	31	56	24	52	22	126	54

In 2007/08, of the 262 contracts in the >\$25,000 to <\$100,000 value threshold, 115 resulted from Public or Invitational Requests for Tenders or Proposals (44%) and 147 resulted from Sole Sources (56%). This is illustrated in the table above.

In 2008/09, of the 264 contracts in this range, 106 resulted from Public or Invitational Requests for Tenders or Proposals (40%) and 158 resulted from Sole Sources (60%). This indicates a 4% relative increase in volume of Sole Source contracts in this range.

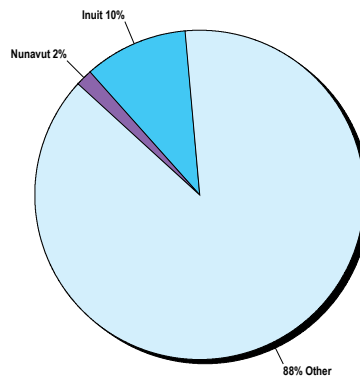
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts >\$25,000 to <=\$100,000: Status

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$25,000 to <= \$100,000 By Status Category* summarizes the distribution of Sole Source Contracts by Status Category - Based on Value.

**Government of Nunavut
Distribution of Sole Source Contracts > \$25,000 to <= \$100,000
By Status Category - Based on Value
2008/09**



Distribution of Sole Source Contracts by Status Category - Based on Value (Thousands)

Year	Awarded		Inuit		Nunavut		Other				
2008/09	\$	8,445	\$	861	10 %	\$	138	2 %	\$	7,446	88 %
2007/08		7,780		700	9		326	4		6,754	87
2006/07		6,631		413	6	-	-			6,218	94

In 2008/09, out of the \$8,445,000 in Sole Source awards (60% of contracts in the >\$25,000 and \$100,000 dollar threshold category), \$861,000 was sole sourced to Inuit firms (6% of contract dollars in the >\$25,000 and \$100,000 dollar threshold category). \$138,000 were Sole Sourced to Nunavut firms (1% of contract dollars in the >\$25,000 and \$100,000 dollar threshold category and 2% of the value of Sole Sources).

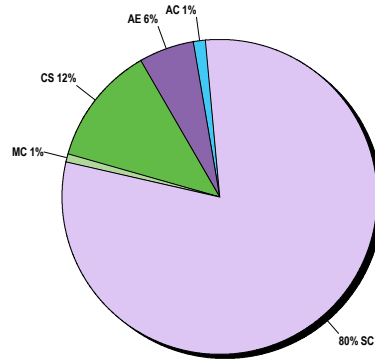
The remaining \$7,446,000 value of sole sources were awarded to Other (non-registered individuals, organizations and businesses). This represents 88% of contract dollars sole sourced in the >\$25,000 to <=\$100,000 dollar threshold category and 53% of the value of contracts in this category.

This is illustrated on the pie chart above (60% of the value of contract awards in the >\$25,000 and <=\$100,000 threshold).

Sole Source Contracts >\$25,000 to <\$100,000 by Status Category, Value

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$25,000 to <= \$100,000 By Status Category Awarded to Other Businesses* summarizes the distribution of Sole Source Contracts Awarded to Other Business - Base on Value

**Government of Nunavut
Distribution of Sole Source Contracts > \$25,000 to <= \$100,000
By Status Category Awarded to Other Businesses
- Based on Value
2008/09**



Distribution of Sole Source Contracts Awarded to Other Businesses - Based on Value (Thousands)

Sole Source - Other Businesses	2008/09		2007/08		2006/07	
Air Charter (AC)	\$ 95	1 %	\$ 337	5 %	\$ 162	3 %
Architectural/Engineering (AE)	422	6	95	1	111	2
Construction	-	-	-	-	-	-
Consulting services (CS)	914	12	1,009	15	1,818	29
Minor Construction or Maintenance Services (MC)	60	1	94	1	105	2
Service Contracts (SC)	5,955	80	5,219	77	4,023	65
Total	\$ 7,446	100 %	\$ 6,754	99 %	\$ 6,219	101 %

Of a total value of \$14,013,000 (rounded to the nearest thousand) contracts in the >\$25,000 and < \$100,000 dollar threshold category, \$8,445,000 was the result of Sole Source awards (60%). This is illustrated on the first pie chart of this Section 3.

Of the \$7,446,000 Sole Sourced to Other (88% of Sole Sources >\$25,000 and <= \$100,000); 92 % are for Consulting Services and Service Contracts.

Out of the total \$8,445,000 of Sole Source awards, \$7,446,000 (88% of Sole Sources) went to Other businesses (those not registered as Inuit or Nunavut firms).

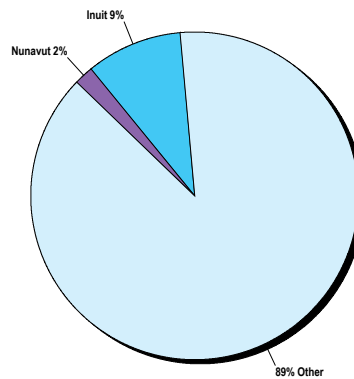
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts >\$25,000 <= \$100,000, Status Category, Volume

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$25,000 to <= \$100,000 By Status Category* summarizes the distribution of Sole Source Contracts by Status Category - Based on Volume.

**Government of Nunavut
Distribution of Sole Source Contracts > \$25,000 to <= \$100,000
By Status Category - Based on Volume
2008/09**



Distribution of Sole Source Contracts by Status Category - Based on Volume

Year	Awarded	Inuit		Nunavut		Other	
2008/09	158	15	9 %	3	2 %	140	89 %
2007/08	147	13	9	7	5	127	86
2006/07	126	8	6	-	-	118	94

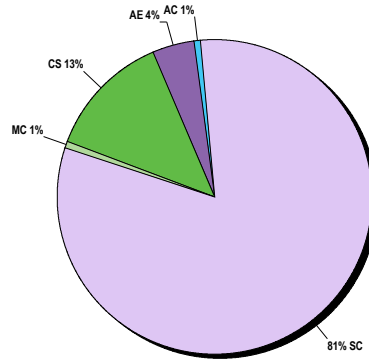
In 2008/09, of the total volume of 264 contracts in the >\$25,000 to <=\$100,000 dollar threshold category, 158 were the result of Sole Source awards (60%).

Out of the 158 Sole Source awards, 140 contracts (89%) went to Other businesses (those not registered as Inuit or Nunavut firms). This is illustrated in the table above.

Contracts >\$25,000 <=\$100,000, Status Category, Other, Volume

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$25,000 to <= \$100,000 By Status Category Awarded to Other Businesses* summarizes the distribution of Sole Source Contracts Awarded to Other Business.

**Government of Nunavut
Distribution of Sole Source Contracts > \$25,000 to <= \$100,000
Awarded to Other Businesses
- Based on Volume
2008/09**



Distribution of Sole Source Contracts Awarded to Other Businesses - Based on Volume

Sole Source - Other Businesses	2008/09		2007/08		2006/07	
	Volume	Percentage	Volume	Percentage	Volume	Percentage
Air Charter (AC)	1	1 %	5	4 %	3	3 %
Architectural/Engineering (AE)	6	4	1	1	2	2
Construction	-	-	-	-	-	-
Consulting services (CS)	18	13	20	16	36	31
Minor Construction or Maintenance Services (MC)	1	1	2	2	2	2
Service Contracts (SC)	114	81	99	78	75	64
Total	140	100 %	127	101 %	118	102 %

94% of the volume of Sole Source awards to Other (non-registered) were for two Contract Types: Consulting Services and Service Contracts. The volumes and corresponding percents of Sole Source contracts to Other by Contract Type are shown the table above. In 2007/08, the combined percentage was 94%, and in 2006/07 it was 95%.

Clearly the three year trend indicates that 95% of Sole Source contracts in this category are for Consulting services and Service contracts.

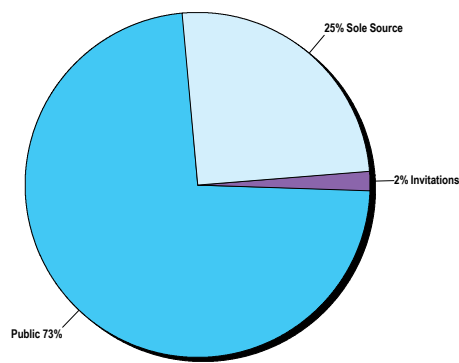
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts >\$100,000, Contract Method, Value

The chart below *Government of Nunavut Distribution of Contracts > \$100,000 by Contract Method* summarizes the distribution of Contracts by Contract Method - Based on Value. For this section, goods contracts and contracts that were extended from previous years are excluded.

**Government of Nunavut
Distribution of Contracts > \$100,000 By Contract Method
- Based on Value
2008/09**



Distribution of Contracts > \$100,000 by Contract Method - Based on Value (Thousands)

Year	Awarded	Public	Invitations	Sole Source
2008/09	\$ 180,988	\$ 132,234 73 %	\$ 3,251 2 %	\$ 45,503 25 %
2007/08	105,756	35,358 33	33,122 31	37,276 35
2006/07	109,966	77,100 70	7,170 7	25,696 23

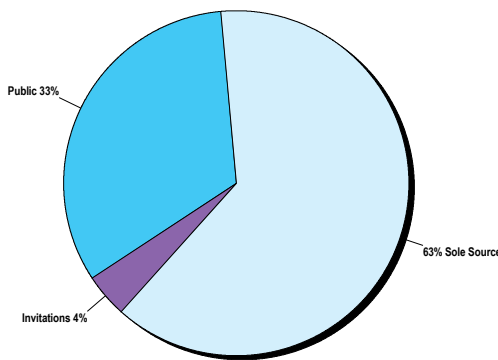
This sub-section provides an analysis of contracts, including Goods, by Contracting Method in the greater than \$100,000 value threshold category.

In 2008/09, of the total contract value of \$180,988,000, \$135,485,000 were formed as a result of Public or Invitational Requests for Tenders or Proposals (75%) and 45,503,000 or 25% resulted from Sole Sources. The Sole Source percentage is down by 10% for 2008/09. This is illustrated in the table above.

Contracts >\$100,000, Contract Method, Volume

The chart below *Government of Nunavut Distribution of Contracts > \$100,000 by Contract Method* summarizes the distribution of Contracts by Contract Method - Based on Volume.

**Government of Nunavut
Distribution of Contracts > \$100,000 By Contract Method
- Based on Volume
2008/09**



Distribution of Contracts by Contract Method - Based on Volume

Year	Awarded	Public	Invitations	Sole Source
2008/09	219	72 33 %	9 4 %	138 63 %
2007/08	213	54 25	25 12	134 63
2006/07	162	47 29	18 11	97 60

In 2008/09, of the 219 contracts awarded in the >\$100,000 value threshold awarded, 81 or 37% resulted from Public or Invitational Tenders or Proposals and 138 or 63% resulted from Sole Source contracts. The proportionate share of the number of Sole Source contracts has remained the same over the last two years.

In 2007/08, of the 213 contracts awarded in the >\$100,000 value threshold, 79 resulted from Public or Invitational Requests for Tenders or Proposals (37%) and 134 resulted from Sole Source (63%). This indicates an increase from the previous year of 38% or 37 contracts. This is illustrated on the pie chart above.

In 2006/07, of the 162 contracts in the >\$100,000 value threshold awarded, 65 resulted from Public or Invitational Requests for Tenders or Proposals (40%) and 97 resulted from Sole Sources (60%).

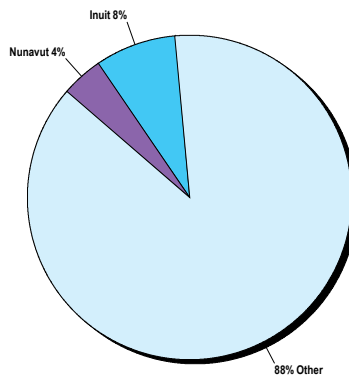
GOVERNMENT OF NUNAVUT

Contract Activity Report

Sole Source Contract Distribution, >\$100,000, Status, Value

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$100,000 By Status Category* summarizes the distribution of Sole Source Contracts by Status Category - Based on Value.

**Government of Nunavut
Distribution of Sole Source Contracts > \$100,000 By Status Category
- Based on Value
2008/09**



Distribution of Sole Source Contracts by Status Category - Based on Value (Thousands)

Year	Awarded		Inuit		Nunavut		Other				
2008/09	\$	45,502	\$	3,695	8 %	\$	1,889	4 %	\$	39,918	88 %
2007/08		37,275		1,289	3		918	2		35,068	94
2006/07		25,695		109	-		-	-		25,586	100

In 2008/09, of a total value of \$45,502,000 in Sole Source awards in the >\$100,000 dollar threshold category:

\$3,695,000 was Sole Sourced to Inuit firms (8% of the value of Sole Sources and 2% of contracts in this value threshold) and \$1,889,000 was Sole Sourced to Nunavut firms (4% of Sole Sources and 1% of the value of contracts in this threshold). This represents a slight proportionate decrease (6%) to Other, or an increase of \$3,377,000 to Inuit and Nunavut firms.

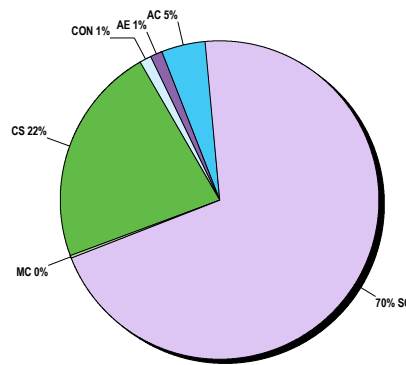
The remaining \$39,918,000 value of Sole Sources were awarded to Other (non-registered individuals, organizations and businesses). This represents 88% of the value of Sole Sources and 22% of the value of contract awards in the >\$100,000 value threshold. This shows that a significant value of contracts in greater than \$100,000 category are Sole Sourced. However over the last 3 years of this report we have seen a decline of 12%.

This is illustrated in the table above.

Contracts >\$100,000 Sole Sources - by Type, Value

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$100,000 By Status Category Awarded to Other Businesses* summarizes the distribution of Sole Source Contracts by Status Category - Based on Value.

**Government of Nunavut
Distribution of Sole Source Contracts > \$100,000 By Type
Awarded to Other Businesses - Based on Value
2008/09**



Distribution of Sole Source Contracts Awarded to Other Businesses - Based on Value (Thousands)

Sole Source - Other Businesses	2008/09		2007/08		2006/07	
Air Charter (AC)	\$ 1,800	5 %	\$ 725	2 %	\$ -	- %
Architectural/Engineering (AE)	486	1	365	1	402	2
Construction	475	1	125	-	-	-
Consulting services (CS)	8,926	22	2,719	8	313	1
Minor Construction or Maintenance Services (MC)	111	-	-	-	-	-
Service Contracts (SC)	28,120	70	31,135	89	24,872	97
Total	\$ 39,918	99 %	\$ 35,069	100 %	\$ 25,587	100 %

Of a total value of \$180,988,000 (rounded to the nearest thousand) in the >\$100,000 dollar threshold category, \$39,918,000 was the result of Sole Source awards to companies in the Other category (22%).

70% of the dollar value of Sole Source awards to Other (non-registered) were for Service Contracts. The dollar values and corresponding percents of Sole Source Contracts to Other by Contract Type are shown in the table above.

A combined 92% of the dollar value of contracts awarded to "Other" companies are for Consulting services and Service contracts.

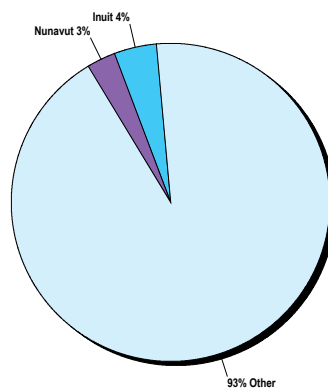
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts >\$100,000, Status, Volume

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$100,000 By Status Category* summarizes the distribution of Sole Source Contracts by Status Category - Based on Volume excluding goods and contracts extended from previous years.

**Government of Nunavut
Distribution of Sole Source Contracts > \$100,000 By Status Category
- Based on Volume
2008/09**



Distribution of Sole Source Contracts by Status Category - Based on Volume

Year	Awarded	Inuit		Nunavut		Other	
2008/09	138	6	4 %	4	3 %	128	93 %
2007/08	134	5	4	4	3	125	93
2006/07	97	1	1	-	-	96	99

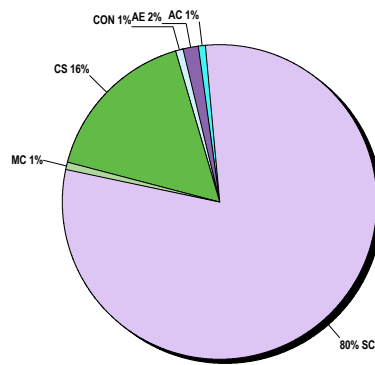
Of the total volume of 219 contracts in the >\$100,000 dollar threshold category, 138 were the result of Sole Source awards (63%).

Out of the 138 Sole Source awards, 128 contracts (93% of Sole Sources, 58% of the total volume of contracts in the >\$100,000 dollar threshold category) went to Other businesses (those not registered as Inuit or Nunavut firms). This represents a proportionate share similar to Other from 2007/08.

Contracts >\$100,000, Status Other, Volume

The chart below *Government of Nunavut Distribution of Sole Source Contracts > \$100,000 By Status Category Awarded to Other Businesses* summarizes the distribution of Sole Source Contracts Awarded to Other Business.

**Government of Nunavut
Distribution of Sole Source Contracts > \$100,000 By Status Category
Awarded to Other Businesses - Based on Volume
2008/09**



Distribution of Sole Source Contracts Awarded to Other Businesses - Based on Volume

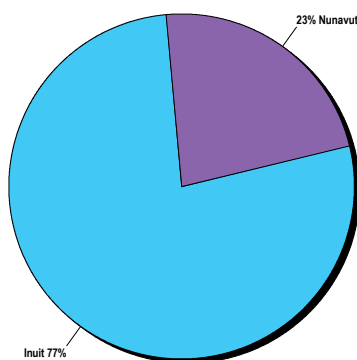
Sole Source - Other Businesses	2008/09		2007/08		2006/07	
	Count	%	Count	%	Count	%
Air Charter (AC)	1	1 %	2	2 %	-	- %
Architectural/Engineering (AE)	2	2	1	1	2	2
Construction	1	1	1	1	-	-
Consulting services (CS)	21	16	7	6	2	2
Minor Construction or Maintenance Services (MC)	1	1	-	-	-	-
Service Contracts (SC)	102	80	114	91	92	96
Total	128	101 %	125	101 %	96	100 %

80% of the volume of Sole Source awards to Other (non-registered) was for Service Contracts.

4. Contracts Awarded to Local Business

The chart below "Government of Nunavut Contracts Awarded to Local Business - Based on Value - For Contracts > \$25,000 to <= \$100,000 - Excluding Goods" summarizes the distribution of contracts awarded to local businesses, based on value for contracts greater than \$25,000 and less than or equal to \$100,000 excluding goods.

**Government of Nunavut
Contracts Awarded to Local Business - Based on Value
For Contracts > \$25,000 to <= \$100,000
Excluding Goods
2008/09**



**Contracts Awarded to Local Business - Based on Value
For Contracts >\$25,000 to <=\$100,000 - Excluding Goods
(Thousands)**

Type	2008/09		2007/08		2006/07	
Inuit	\$ 2,997	77 %	\$ 4,111	73 %	\$ 1,906	72 %
Nunavut	876	23	1,538	27	723	28
Total	\$ 3,873	100 %	\$ 5,649	100 %	\$ 2,629	100 %

This section analyses the value of contracts in the >\$25,000 to <=\$100,000 dollar value threshold, excluding Purchase Orders, that were awarded to Inuit and Nunavut firms located in the same community where the work or goods are required.

Of the \$17,160,000 (rounded to the nearest thousand) of contracts in the >\$25,000 to <=\$100,000 dollar value threshold, excluding Purchase Orders, a total value of \$3,873,000 was awarded to Local Inuit and Nunavut Businesses (23%). Of this \$3,873,000 value, \$2,997,000 was awarded to Local Inuit firms (77%), and \$876,000 was awarded to Local Nunavut firms (23%).

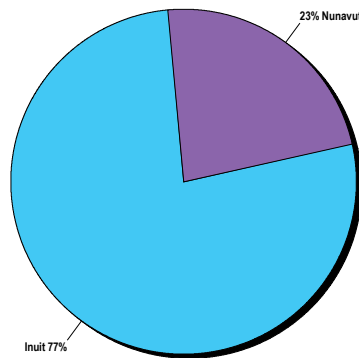
Over the three years of this report since 2006/07, local Inuit firms have been increasing total value by 5% and Nunavut firms have been decreasing accordingly by 5%.

Note: Hamlets, Housing Authorities, Nunavut Arctic Collage and Inuit organizations are not Local under the NNI Policy because they are not businesses registered with NTI as Inuit Firms, or with the GN as Nunavut Businesses.

Contracts >\$25,000 <=\$100,000, Local, Volume

The chart below "*Government of Nunavut Contracts Awarded to Local Business - Based on Volume - For Contracts > \$25,000 to <= \$100,000 - Excluding Goods*" summarizes the distribution of contracts awarded to local businesses, based on quantity for contracts greater than \$25,000 and less than or equal to \$100,000 excluding goods.

**Government of Nunavut
Contracts Awarded to Local Business - Based on Volume
For Contracts > \$25,000 to <= \$100,000
Excluding Goods
2008/09**



**Contracts Awarded to Local Business - Based on Volume
For Contracts >\$25,000 to <=\$100,000 - Excluding Goods**

Type	2008/09		2007/08		2006/07	
Inuit	64	77 %	85	75 %	39	75 %
Nunavut	19	23	28	25	13	25
Total	83	100 %	113	100 %	52	100 %

Of the 328 contracts excluding Purchase Orders in this value threshold, 83 were awarded to Local Inuit and Nunavut Businesses (25%). Of the 83 contracts, 64 were awarded to Local Inuit firms (77%), and 23 were awarded to Local Nunavut firms (23%).

Over the span of this report, since 2006/07, the proportionate composition has remained consistent considering contract volumes.

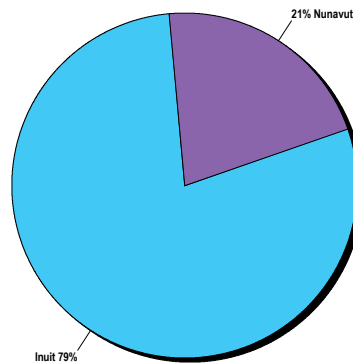
GOVERNMENT OF NUNAVUT

Contract Activity Report

Contracts >\$100,000, Local, Value

The chart below "Government of Nunavut Contracts Awarded to Local Business - Based on Value - For Contracts > \$100,000 - Excluding Goods" summarizes the distribution of contracts awarded to local businesses, based on value for contracts greater than \$100,000 excluding goods.

**Government of Nunavut
Contracts Awarded to Local Business - Based on Value
For Contracts > \$100,000
Excluding Goods
2008/09**



Contracts Awarded to Local Business - Based on Value For Contracts >\$100,000 - Excluding Goods (Thousands)

Type	2008/09		2007/08		2006/07	
Inuit	\$ 21,688	79 %	\$ 38,718	91 %	\$ 13,405	73 %
Nunavut	5,794	21	3,920	9	5,033	27
Total	\$ 27,482	100 %	\$ 42,638	100 %	\$ 18,438	100 %

This section analyses the value contracts in the >\$100,000 dollar value threshold, excluding Purchase Orders, that were awarded to Local Inuit or Nunavut firms.

Of the \$226,311,000 (rounded to the nearest thousand) of contracts in the >\$100,000 dollar value threshold, excluding Purchase Orders, \$27,482,000 (rounded to the nearest thousand) was awarded to Local Inuit and Nunavut Businesses (12%).

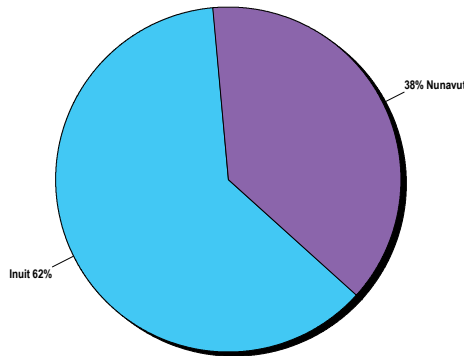
Of this \$27,482,000, \$21,688,000 was awarded to Local Inuit firms (79%), and \$5,794,000 was awarded to Local Nunavut businesses (21%).

A three year analysis shows clearly that Inuit firms consistently win more contracts and higher dollar value, in this dollar range than Nunavut firms.

Contracts > \$100,000, Local, Volume

The chart below "Government of Nunavut Contracts Awarded to Local Business - Based on Volume - For Contracts > \$100,000 - Excluding Goods" summarizes the distribution of contracts awarded to local businesses, based on quantity for contracts greater \$100,000 excluding goods.

**Government of Nunavut
Contracts Awarded to Local Business - Based on Volume
For Contracts > \$100,000
Excluding Goods
2008/09**



Contracts Awarded to Local Business - Based on Volume
For Contracts >\$100,000 - Excluding Goods

Type	2008/09		2007/08		2006/07	
Inuit	13	62 %	31	63 %	8	50 %
Nunavut	8	38	18	37	8	50
Total	21	100 %	49	100 %	16	100 %

Of the 244 awarded contracts in the >\$100,000 dollar value threshold, excluding Purchase Orders, 21 were awarded to Local Inuit and Nunavut Businesses (9%). In 2007/08 the proportionate share was 20%, 2008/09 shows a 11% decrease.

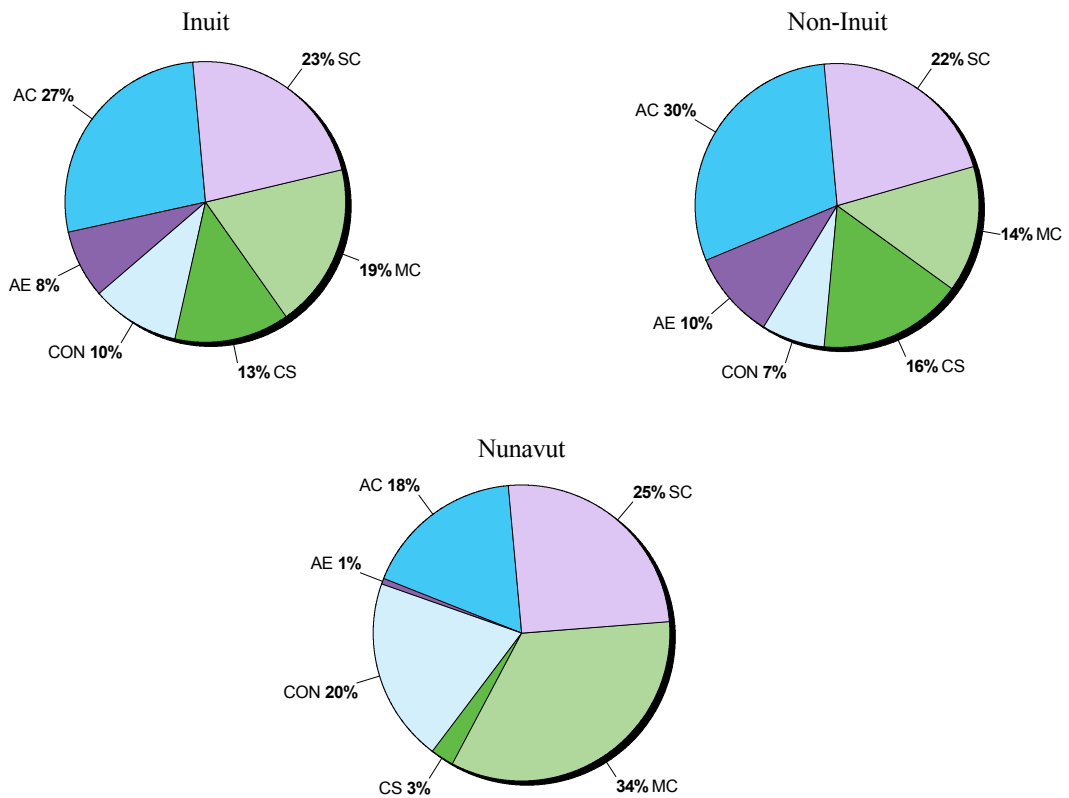
Of the 21 contracts, 13 were awarded to Local Inuit firms (62%) and 8 were awarded to Local Nunavut firms (38%).

From this section, "Contracts awarded to Local Businesses", the numbers show that Local Inuit and Nunavut Businesses are winning an increasing proportionate share of the value of contracts from 2006/07 to 2008/09.

5. Submissions Received

The chart below "Government of Nunavut Distribution of Submissions Received From Inuit & Non-Inuit Firms - Based on Volume - Excluding Goods and Sole Sources" summarizes the distribution of submissions received between Inuit and non-Inuit firms based on volume.

Government of Nunavut
Distribution of Submissions Received Between Inuit and Non-Inuit Firms
Based on Volume
Excluding Goods and Sole Source
2008/09



GOVERNMENT OF NUNAVUT

Contract Activity Report

Distribution of Submissions Received Between Inuit & Non-Inuit Firms Based on Volume - Excluding Goods and Sole Source 2008/09

Type	Total		Inuit		Non-Inuit	
Air Charter (AC)	186	27 %	28	15 %	158	85 %
Architectural/Engineering (AE)	54	8	1	2	53	98
Construction (CON)	70	10	32	46	38	54
Consulting services (CS)	91	13	4	4	87	96
Minor Construction or Maintenance Services (MC)	130	19	54	42	76	58
Service Contracts (SC)	156	23	40	26	116	74
Total	687	100 %	159	23 %	528	77 %

2007/08

Type	Total		Inuit		Non-Inuit	
Air Charter (AC)	224	33 %	95	42 %	129	58 %
Architectural/Engineering (AE)	52	8	5	10	47	90
Construction (CON)	27	4	9	33	18	67
Consulting services (CS)	45	7	10	22	35	78
Minor Construction or Maintenance Services (MC)	136	20	53	39	83	61
Service Contracts (SC)	202	29	49	24	153	76
Total	686	100 %	221	32 %	465	68 %

2006/07

Type	Awarded		Inuit		Non-Inuit	
Air Charter (AC)	115	21 %	30	26 %	85	74 %
Architectural/Engineering (AE)	41	7	5	12	36	88
Construction (CON)	23	4	11	48	12	52
Consulting services (CS)	65	12	3	5	62	95
Minor Construction or Maintenance Services (MC)	133	24	59	44	74	56
Service Contracts (SC)	183	33	43	23	140	77
Total	560	100 %	151	27 %	409	73 %

The table above indicates that Inuit firms continue to compete, in significant volumes, for contracts for:

- Air Charters
- Service Contracts
- Minor Construction and Maintenance Services

During the fiscal year 2008/09 we saw a 14% increase in the number of submissions from Non-Inuit firms. This may in part be due to the downturn in the Canadian economy, as firms broaden their search for business.

The volume of Air Charter contracts awarded by the GN decreased by 24% however, the number of submissions from Non-Inuit firms has risen by 22%. The volume of Construction contracts doubled and so did the number of submissions from Non-Inuit firms. The number of Consulting Services contracts awarded by the GN increased by 40% however the volume of submissions from Non-Inuit firms increased two-and-half times.

Inuit firms are facing an increasing amount of competition from Non-Inuit firms yet. Inuit firms are able to compete successfully for Air Charter and Construction contracts but not for Consulting Services contracts.

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Contract Activity Report

6. Inuit Labour

The table below *Government of Nunavut Analysis of Inuit Labour - Minor Construction or Maintenance* summarizes the involvement of Inuit Labour on construction and maintenance contracts less than \$100,000.00. This contract type is also more commonly referred to as a 'Minor Works' or 'O&M' contract.

	2008/09			2007/08			2006/07		
	Avg% Required	Avg% Bid	Avg% Achieved	Avg% Required	Avg% Bid	Avg% Achieved	Avg% Required	Avg% Bid	Avg% Achieved
Across Nunavut	29 %	59 %	68 %	38 %	53 %	55 %	32 %	54 %	52 %
Baffin	26	51	68	29	50	41	17	45	39
Kitikmeot	11	31	44	23	30	56	25	8	10
Kivalliq	42	74	71	46	69	66	47	72	69

The values provided for minor construction contracts across Nunavut over the last three fiscal years indicate that contractors are able to exceed the minimum requirements, both in their bids, and throughout the contract. The Average Percent Achieved from 2006/07 to 2008/09 has increased by 16%, however, the Average Percent of Inuit Labour Required has decreased by 3%. The Baffin and Kitikmeot Regions show the highest rates of improvement in these areas, achieving Inuit Labour increases of 29% and 34% respectively.

The Average Percent Required for the Baffin Region has increased by 9% from 2006/07, but decreased by 3% from 2007/08.

Over the last three fiscal years, contractors in the Baffin Region have been able to exceed the minimum bid requirements (by 28% in 2006/07, by 21% in 2007/08, and by 25% in 2008/09). In 2006/07 and 2007/08 fiscal years, contractors were able to achieve the minimum requirements, however, they did not achieve the amounts set out in their bids. In 2008/09, Baffin Region contractors appear capable of achieving nearly 70% Inuit Labour in the performance of their minor works contracts, however, the minimum Inuit Labour Requirement remains less than 30%.

The Average Percent Required in the Kitikmeot Region decreased by 2% in 2007/08, and a further 12% in 2008/09. Over the last 2 fiscal years, contractors in the Kitikmeot Region have consistently bid 30% and have been able to achieve at least 40% or higher (56% in 2007/08, and 44% in 2008/09). In 2006/07, however, contractors in the Kitikmeot Region were not able to bid the minimum Inuit Labour Requirements on minor works contracts, and they did not achieve the minimum requirement, however, they were able to achieve the levels they committed to in their bids. This has significantly improved over the last two fiscal years.

There has been a slight decrease in the Average Percent of Inuit Labour Required on minor works contracts in the Kivalliq Region, down 3% from 2006/07, however contractors in the Kivalliq bid 20% in excess of the minimum requirements for 2006/07 and 2007/08, and in excess of 30% for 2008/09. These contractors were able to exceed the minimum contract requirements, and only fell short very slightly on what they bid (by 3% each fiscal year).

The table below *Government of Nunavut Analysis of Inuit Labour - Major Construction* summarizes the distribution of Inuit Labour on construction contracts in excess of \$100,000.00. This type of contract is more commonly referred to as a 'Major Works' or 'Capital Project' contract.

	2008/09			2007/08			2006/07		
	Avg% Required	Avg% Bid	Avg% Achieved	Avg% Required	Avg% Bid	Avg% Achieved	Avg% Required	Avg% Bid	Avg% Achieved
Across Nunavut	33 %	37 %	39 %	27 %	32 %	42 %	35 %	39 %	20 %
Baffin	36	39	48	23	23	27	40	44	-
Kitikmeot	21	27	25	21	13	-	8	17	8
Kivalliq	32	35	24	33	51	51	33	30	32

The values provided for major construction contracts across Nunavut over the last two fiscal years indicate that contractors are able to exceed the minimum requirements, both in their bids, and throughout the contract. The Average Percent Achieved from 2006/07 to 2008/09 has increased by 19%, however, the Average Percent of Inuit Labour Required has decreased by 2%. The Baffin Region shows the highest rate of improvement in these areas, achieving Inuit Labour increases of 4% in 2007/08 and 12% in 2008/09.

The Average Percent Required for the Baffin Region increased by 13% from 2007/08, but decreased by 4% from 2006/07. Data is not available for the contracts awarded in the 2006/07 fiscal year because contracts are not yet completed.

Over the last two fiscal years for the Baffin Region, the minimum Inuit Labour requirement has increased, and contractors have been able to achieve those levels.

Over the last two fiscal years, contractors in the Baffin Region have been able to exceed the minimum requirements (by 4% in 2007/08, by 12% in 2008/09) and also exceed the amounts set out in their bids (by 4% in 2007/08 and by 9% in 2008/09). In 2008/09, Baffin Region on contracts completed to date, contractors appear capable of achieving nearly 50% Inuit Labour in the performance of their major works contracts, however, the minimum Inuit Labour Requirement remains less than 40%.

The Average Percent Required in the Kitikmeot Region was the same as in 2007/08, this is an increase of 13% from 2006/07. In 2006/07, contractors bid higher than the minimum Inuit Labour Requirement and did not achieve the levels they committed to in their bids, but they were able to achieve the minimum requirement. In 2007/08, contractors did not meet the minimum requirements in their bids, and it is unknown what levels have been achieved because contracts are not yet complete. For 2008/09, contractors are exceeding the minimum requirements in their bids, however, to date they are not achieving the levels that they bid, or the minimum required.

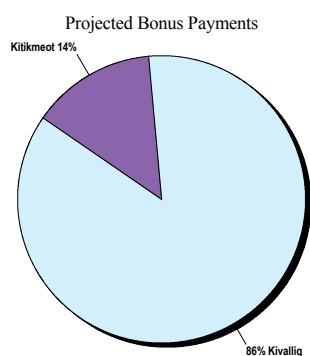
There has been a slight decrease in the Average Percent of Inuit Labour Required on major works contracts in the Kivalliq Region, down only 1% from 2006/07 and 2007/08. In 2006/07 contractors for the Kivalliq Region fell short of the minimum requirement for their bids by 3% and achieved 1% less than the minimum requirement. However, in 2007/08 they bid 18% in excess of the minimum requirement and were able to achieve the levels that they bid. These contractors were able to exceed the minimum contract requirement by 18%. In 2008/09, contractors for the Kivalliq Region bid 3% over the minimum requirement, but did not achieve the levels set out in their bids, and are falling short of the minimum requirement by 10%. The Average Percent Achieved values for the three regions and across Nunavut will be revised in future reports as major works multi-year contracts are completed.

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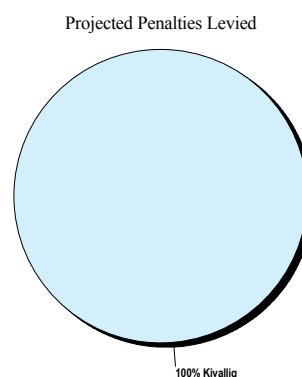
Contract Activity Report

The charts below *Government of Nunavut Anticipated Bonus Payments - Minor and Major Construction* and *Government of Nunavut Actual Bonus Payments - Minor and Major Construction* summarizes the distribution of Anticipated and Actual Bonuses.

Government of Nunavut Actual Bonus Payments Minor and Major Construction 2008/09



* Zero Data, Baffin



* Zero Data, Baffin, Kitikmeot

2008/09

	Anticipated Bonus Payments		Projected Bonus Payments		Projected Penalties Levied	
Baffin	\$ 1,529	90 %	\$ -	- %	\$ -	- %
Kitikmeot	4	- %	5	14 %	-	- %
Kivalliq	158	9 %	32	86 %	23	100 %

2007/08

	Anticipated Bonus Payments		Actual Bonus Payments		Actual Penalties Levied	
Baffin	\$ 6	3 %	\$ 4	7 %	\$ -	- %
Kitikmeot	73	32 %	-	- %	-	- %
Kivalliq	152	66 %	56	93 %	1	100 %

2006/07

	Anticipated Bonus Payments		Actual Bonus Payments		Actual Penalties Levied	
Baffin	\$ 117	51 %	\$ 27	25 %	\$ 29	94 %
Kitikmeot	6	3 %	3	3 %	-	- %
Kivalliq	105	46 %	80	73 %	2	6 %

This report captures the anticipated and projected NNI Inuit Labour bonuses and penalties. It does not reflect dollar values of actual bonus payments or penalties levied against defaulting contractors.

The pie charts and tables above combine both minor and major works contracts and presents data in terms of what bonuses could be paid out based on the minimum Inuit Labour requirement compared to the amount of Inuit Labour bid (anticipated bonus); the projected maximum bonus or penalty that could be paid out under the Inuit Labour Bonus/Penalty cap (maximum 25% of payroll regardless of what's bid), and actual bonus and penalty values based on what contractors achieve on completion of the contracts.

The Inuit Labour tables for 2008/09 for minor and major works indicate that maximum bonuses could be paid out for minor works contracts across Nunavut, and smaller bonuses could be paid out on major works contracts across Nunavut. By region, for minor works, the Baffin Region is achieving the highest levels, followed by the Kitikmeot and the Kivalliq. For major works, the Baffin Region appears to be faring the best, exceeding the minimum requirement by 12%, followed by the Kitikmeot with 4%. However, the Kivalliq Region values indicate that NNI Inuit Labour Penalties could be assessed if contractors are not able to achieve the minimum Inuit Labour requirements upon completion of their contracts.

The pie charts and tables [on page 53] combine both minor and major works contracts and present data in terms of what bonuses could be paid out based on what's required and what's bid (anticipated bonus), and the maximum bonus or penalty that could be paid out under the Inuit Labour Bonus/Penalty cap (maximum 25% of payroll regardless of what's bid).

As discussed previously, the Baffin Region could see a large value of NNI Bonuses paid out if contractors are able to achieve or exceed the minimum Inuit Labour requirements and the levels that they bid. The Kitikmeot follows with a much smaller potential bonus payment, and the Kivalliq will see bonuses as well, if contractors are able to exceed the minimum requirements and achieve the levels that they bid. If they do not meet the levels bid, and as indicated on the table for major works for the Kivalliq, contractors are not meeting the minimum requirement, therefore, there is potential for penalties.

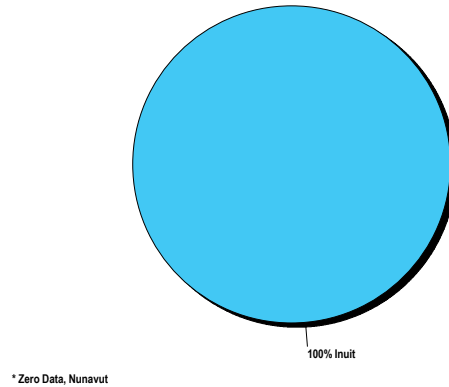
GOVERNMENT OF NUNAVUT

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7. NNI Adjustments

The chart below *Government of Nunavut Distribution of NNI Awarded Contracts - Based on Value*, summarizes the distribution of all contracts received excluding goods and sole sourced contracts.

**Government of Nunavut
Distribution of NNI Awarded Contracts - Based on Value
2008/09**



Distribution of NNI Awarded Contracts - Based on Value (Thousands)

Contract Excluding Goods & Sole Source	2008/09		2007/08		2006/07	
Inuit	\$ 57,487	100 %	\$ 372	4 %	\$ 298	40 %
Nunavut	-	-	8,490	96	453	60
Total	\$ 57,487	100 %	\$ 8,862	100 %	\$ 751	100 %

This section analyses the value and volume of contracts that were awarded to a contractor that would not have won the contract without the bid adjustments.

This information is based on All Contracts, excluding Purchase Orders and Sole Sources. NNI Adjustments are applied to determine the low bidder or the best-value proposal that will be awarded a contract. A contract awarded "due to NNI Adjustments" is a contract that would have been awarded to another company, but the application of NNI adjustments changed the lowest price tender, or highest rated proposal.

Non-registered (Other) firms can receive NNI Bid Adjustments when maximizing Inuit and Nunavut Content in their bids by using registered Inuit, Nunavut and Local subcontractors and suppliers, and hiring Inuit and Nunavut labour.

Note: As of May 2006, the NNI Policy allows for a non-Local bidder to receive the Local Adjustment if no local bidder has submitted or responded to the contract opportunity. The bidder need not be based in the community where the good, service or construction is required, but they must be a NNI or NTI registered business and also be based somewhere in Nunavut to get the adjustment. Refer to NNI Policy section 11.1(g).

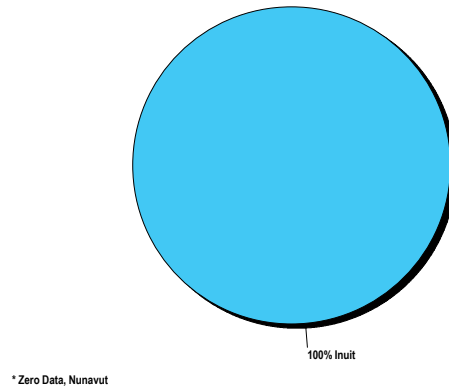
The overall value of contracts awarded due to the NNI adjustments has increased significantly from 2007/08 to 2008/09. This indicates an overall increase in price competition in the Nunavut marketplace. Where bid prices are very close, the NNI Adjustments have the highest impact.

Out of all the competitively awarded contracts in 2007/08, 96% or \$8,490,000 went to Nunavut firms and 4% or \$372,000 went to Inuit firms.

In 2008/09, \$57.4 million in contracts were awarded to Inuit firms due to the application of the NNI Bid Adjustments.

The chart below *Government of Nunavut Distribution of NNI Awarded Contracts - Based on Volume* summarizes the distribution of all contracts received excluding goods and sole sourced contracts.

Government of Nunavut
Distribution of NNI Awarded Contracts - Based on Volume
2008/09



Distribution of NNI Awarded Contracts - Based on Volume

Contract Excluding Goods & Sole Source	2008/09		2007/08		2006/07	
Inuit	9	100 %	5	63 %	7	64 %
Nunavut	-	-	3	38	4	36
Total	9	100 %	8	101 %	11	100 %

In 2008/09, nine (9) contracts were awarded due to NNI adjustments, all 9 were awarded to Inuit firms.

In 2007/08, 8 contracts were awarded due to NNI adjustments; 5 to Inuit firms (63%) and 3 to Nunavut firms (38%). (No contracts were awarded to Other (non-registered firms) as a result of NNI Adjustments). This is illustrated in the pie chart and table above.

It appears that over the last three years, the number of contracts awarded due to NNI adjustments fluctuates. Given the increase in the volume of bid submissions and general growth in contracts awarded to Inuit firms, this suggests Inuit firms may be increasing in their ability to bid more competitively.

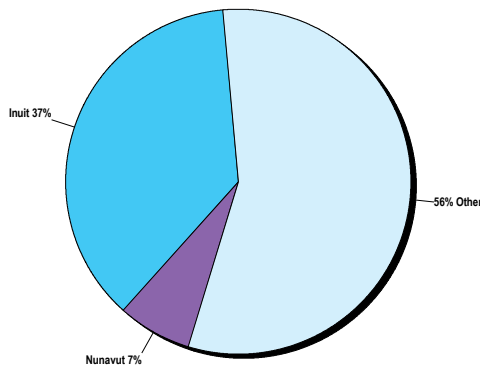
GOVERNMENT OF NUNAVUT

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8. Comparison to Prior Year

The chart below *Government of Nunavut Comparison to Prior Year Based on Contract Value* summarizes the comparison of current year to previous year contract value.

**Government of Nunavut
Comparison to Prior Year Based on Contract Value
2008/09**



	2008/09		2007/08	
Inuit	\$ 99,674	37 %	\$ 59,395	31 %
Nunavut	18,660	7	16,371	8
Other	151,077	56	117,551	61
Total	\$ 269,411	100 %	\$ 193,317	100 %

The value of all contracts increased by 39% for the year 2008/09.

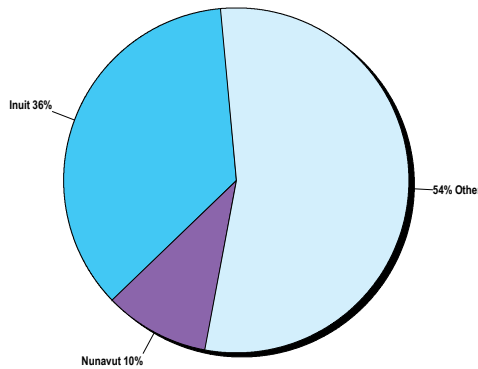
The value of contracts to Inuit increased by 68%;

The value of contracts to Nunavut increased by 14%; and

The value of contracts to Other increased by 29%.

The chart below *Government of Nunavut Comparison to Prior Year Based on Contract Volume* summarizes the comparison of current year to previous year contract volume.

**Government of Nunavut
Comparison to Prior Year Based on Contract Volume
2008/09**



	2008/09		2007/08	
Inuit	545	36 %	534	37 %
Nunavut	150	10	112	8
Other	826	54	796	55
Total	1,521	100 %	1,442	100 %

The overall volume of contracts increased by 5% in 2008/09.

The volume of contracts to Inuit as a percentage of the total decreased by 1%; but in total increased by 2%.

The volume of contracts to Nunavut as a percentage of the total increased by 2%; but in total increased by 34%.

The volume of contracts to Other as a percentage of the total decreased by 1% however increased 4%.

In general, as the volume of contracts grew from 2007/08 to 2008/09, the ratio of contracts to 'Nunavut' firms grew at a faster rate, Inuit firm share increased slightly and Nunavut grew slightly.

Appendix A: **Definition of Terms and Abbreviations**

Terms

"Contracting Method": refers to the way a contract is awarded. There are, primarily, three ways of awarding contracts in the GN; Requesting Tenders, Requesting Proposals and Sole Sourcing. Another way of awarding a contract is by negotiation, however, only Cabinet can award or approve awarding without competition when competition is available.

"Goods": means contracts for the purchase of goods or "Purchase Orders". Goods contracts are primarily awarded by the CGS Purchasing Section on behalf of GN Departments.

"Inuit" or "Inuit Firm": means a company that is 51% owned by Inuit and is included on the Nunavut Tunngavik Inc. (NTI) Inuit Firms Listing at the time the contract is awarded.

"Large Contracts": are Goods contracts with a value of \$5,000 and greater, and all other Contract Types with a value of \$25,000 and greater.

"Local": means an Inuit Firm or Nunavut Businesses whose business is based in the community where the work or goods are required.

"Nunavut": means a company that is located in Nunavut and 51% owned by Nunavut Residents and is included on the GN's Registry of Approved Nunavut Businesses at the time the contract is awarded.

Other: means companies, persons or organizations that were not registered with NTI or the GN at the time the contract was awarded.

"Small Contracts": includes contract award values between \$5,000 and \$25,000, and does not include Local Contract Authority (LCA) contracts.

"Sole Source": means awarding a contract without a competitive request for tenders or proposals; special criteria apply.

Abbreviations Defined

Departments

CGS	Community and Government Services
CLEY	Culture, Language, Elders and Youth
EDT	Economic Development and Transportation
EDU	Education
EIA	Executive and Intergovernmental Affairs
ENV	Environment
FIN	Finance
HR	Human Resources
HSS	Health and Social Services
JUS	Justice

Contracting Types

AC	Air Charter
AE	Architectural/Engineering
CON	Construction
CS	Consulting Services
MC	Minor Construction or Maintenance
PO	Purchase Orders
SC	Service Contracts

Contracting Methods

IRFP	Invitational Request For Proposals
IT	Invitational Tender
SS	Sole Source
PRFP	Public Request For Proposals
PT	Public Tender
SS	Sole Source
SV	Sole Supplier or Vendor