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Building *Nunavut* Together  
*Nunavu* liuqatigiingniq  
Bâtir le *Nunavut* ensemble

# Business Plan

## Government of Nunavut & Territorial Corporations

### 2015-2018





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## INTRODUCTION

“*Sivumut Abluqta: Stepping Forward Together*” is the mandate of the Government of Nunavut. It consists of a vision, guiding principles, and priority objectives for the term of this government. It expresses a vision for 20 years from now and seeks to address the needs of Nunavummiut.

Drawing guidance and direction from *Sivumut Abluqta*, the 2015-2018 Business Plan of the Government of Nunavut is the formal statement of the Government’s goals for the next three years. It includes the plans of ten departments and four territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

The Business Plan is introduced by *Sivumut Abluqta: Stepping Forward Together*. This is followed by an Environmental Scan, an Inuit Employment Plan, and Core Business sections, which detail program areas and tactical/operational priorities for the next three years.

The **Environmental Scan** provides the context, or setting, for the operations of each department and Territorial Corporation. Their clients, challenges (constraints and pressures) and opportunities are described.

The **Inuit Employment Plan** provides information on government-wide initiatives to support Inuit employment; and presents aggregated totals of government-wide Inuit employment targets for each occupational category and department.

This year, each Volume has an Inuit Employment Plan section – Volume I presents statistics and targets for the Government of Nunavut departments and Volume II presents statistics and targets for the Territorial Corporations.

As in the previous year, departments/corporations present their own individual targets and initiatives as part of their Core Business. In this Business Plan, departments will also provide an update on their department’s human resource capacity.

The **Core Business** section describes, for all departments and crown corporations, their business lines, Inuit employment targets and objectives, as well as the corresponding budgets contained in the Government of Nunavut’s 2015-2018 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2014-2015 fiscal year. New priorities for each program are outlined for 2015-2018.

Each department provides a **Financial Summary** of its operations. This information ties the Business Plan to the Main Estimates.

Electronic copies will be available on the Government of Nunavut’s website at [www.gov.nu.ca](http://www.gov.nu.ca).

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Sivumut Abluqta:  
Stepping Forward Together

Government of Nunavut Priorities

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## **OUR VISION**

Looking 20 years into the future, we see a strong and prosperous territory with Nunavummiut who have a positive outlook on life – as residents of the Arctic, as Canadians and as participants in the world economy.

Our vision is to have more well-educated and self-reliant Nunavummiut. We want a majority of youth to graduate from high school, college or university with the same level of capability as graduates anywhere in Canada.

It is a place where Nunavummiut speak, read and write fluently in at least two languages, and live comfortably in the modern world with traditional cultures and values as a guide.

We envision a demand for our renewable and non-renewable resources. It is a Nunavut where we manage and develop our resources responsibly, and one that benefits our workforce and business operators.

Twenty years onwards would show us a place where physical and mental health has improved and where we are optimistic about our future. The rate of addiction and suicide has dropped dramatically, where fewer people rely on social assistance and our communities thrive economically, socially and culturally.

A chapter in our future sees Nunavut engaged in stronger circumpolar relationships and greater partnership between regional Inuit organizations and Canada to build our territory's strength and address challenges.

## **WHERE WE ARE TODAY**

### **Our People**

Nunavut has one of the fastest growing populations in Canada, as well as Canada's youngest; more than 30 per cent of the population is below the age of 15. This growing, youthful population places persistent new demands on the territory's health and education systems, housing stock, infrastructure, and economy.

Inuit in Nunavut have a long history of resilience and self-sufficiency, which has been eroded through changes in the Inuit way of life over the past 50 years. Nunavummiut now face many mental health issues and social ills. Many of our young people are not attending school regularly and fail to graduate with the basic skills needed to pursue post-secondary education, training or employment.

In the near term, community-based solutions must be supported to improve health, social well-being and local economies. In the long term, education and employment are key to addressing many of these issues. Education increases the options available to an individual; through employment, people have more opportunities to assist themselves, their families and the community around them.

As Nunavut's young people grow towards adulthood, our efforts must emphasize self-reliance through the development of skills and employment opportunities so that they can participate fully in the modern, global economy.

### **Our Land**

Nunavut covers one-fifth of Canada's land mass and is becoming increasingly important to our nation's Arctic sovereignty, particularly with the projected growth of shipping in Arctic waters.

Our territory is rich in wildlife, fish and other natural resources. However, Arctic ecosystems are fragile and have long recovery times. Our wildlife management and conservation efforts are under increasing scrutiny at the national and international levels.

Through our innovative co-management structure, Nunavut's natural resources need to be managed in a way that ensures economic benefit for future generations, as well as for Nunavummiut today.

## **Our Economy**

Nunavut's mixed economy has significant potential, but is currently underdeveloped. It includes traditional land use activities, a relatively large public sector, expanding mining and fisheries industries, and small sectors such as arts and crafts, film and tourism.

Growth in the territory's economy depends on the development of transportation infrastructure, the development of a robust community-based business sector, the responsible development of mineral and petroleum resources, and the development of a skilled local workforce.

Employers in all sectors continue to rely on skilled labour from outside the territory. Nunavummiut need to take advantage of education and training in order to benefit from the territory's growing economy, whether as employees or as entrepreneurs in community-based businesses.

## **Our Territorial Government**

Nunavummiut expect that the territorial government reflects their values, traditional knowledge, diversity, and approach to life as residents of the Arctic.

The Government of Nunavut remains committed to its role in implementing the *Nunavut Land Claims Agreement*, which ensures that beneficiaries play a significant role in managing lands and resources as well as in preserving Inuit traditions, cultures and aspirations. Collaborative partnerships with local, territorial, national, and international entities are needed to accomplish our mandate.

The government has the tools that we need to continue strengthening the territory's unique model of governance – one which integrates Inuit societal values, promotes and strengthens use of the Inuit language, achieves a representative public service, engages with circumpolar neighbours, and collaborates with partners to achieve the promise of Nunavut.

## **GUIDING PRINCIPLES**

From its start in 1999, our government has been guided by Inuit societal values. We continue to be guided by these principles as we address our challenges and step forward together towards a brighter future:

- **Inuuqatigiitsiarniq:** Respecting others, relationships and caring for people.
- **Tunnganarniq:** Fostering good spirits by being open, welcoming and inclusive.
- **Pijitsirniq:** Serving and providing for family and/or community.
- **Aajiiqatigiinni:** Decision making through discussion and consensus.
- **Pilimmaksarniq/Pijariuqsarniq:** Development of skills through observation, mentoring, practice, and effort.
- **Piliriqatigiinni/Ikajuqtiinni:** Working together for a common cause.
- **Qanuqtuurniq:** Being innovative and resourceful.
- **Avatittinnik Kamatsiarniq:** Respect and care for the land, animals and the environment.

## **SIVUMUT ABLUQTA: STEPPING FORWARD TOGETHER**

Our government is committed to focusing on four priorities that will enable us to step forward together and make Nunavut an even better place for our children and grandchildren.

- **Self-reliance and optimism through education and training**  
Our top priority is the development of self-reliance and optimism through quality education and training to prepare Nunavummiut for employment. Education and employment will reduce poverty, improve health outcomes and enhance our ability to look after ourselves, our elders and our children.
- **Healthy families through strong and resilient communities**  
Strong communities are made up of healthy families and individuals with the skills and resources to be self-reliant and to contribute to the territory. We must invest in community-based solutions to improve health, social well-being and local economies.
- **Economic growth through responsible development across all sectors**  
Nunavut has abundant natural resources – renewable and non-renewable. We must work towards a more diverse economy that will provide Nunavummiut with a wide range of employment options.
- **Good government through wise use of our resources**  
As a government, we must focus our limited funds on programs and services that enable Nunavummiut to live healthy and productive lives. While implementing our priorities, we must also review existing government programs and contribution agreements to ensure that we are achieving the outcomes we expect.

These priorities are accompanied by practical actions that are expected to yield measurable outcomes over the term of this Fourth Assembly.

## **Self-reliance and optimism through education and training**

Education is the foundation for employment and self-reliance of individuals and families. Government, communities, teachers, parents, and students share responsibility for improving education outcomes to provide the best possible opportunities for the future.

We will:

- Review and improve the Education Act to ensure quality education, student achievement, and a curriculum that reflects our realities in the Arctic and who we are as Nunavummiut;
- Promote and recognize the importance of early childhood education to prepare children and their parents for a successful start in life and school;
- Work closely with the District Education Authorities to involve parents more actively in encouraging school attendance and contributing to student success; and
- Ensure our schools are safe and welcoming.

We want our children and our grandchildren to be able to speak, read and write in our official languages. A strong bilingual education will instill pride in our youth and motivate positive life choices that enable self-reliance.

We will:

- Strengthen and enhance the use of the Inuit language.

Education will give our territory a skilled and engaged workforce that will help Nunavummiut prosper and grow as a circumpolar people in a globalized economy.

We will:

- Emphasize the basics of reading, writing, math, and problem-solving to ensure our graduates are prepared for post-secondary education and employment;
- Enable Nunavummiut to enter into training to become trades apprentices and to complete their certification requirements on the job; and
- Support labour force training, development and employment through strategic alliances with sector partners.

## **Healthy families through strong and resilient communities**

Strong communities are made up of healthy families and individuals with the skills and resources to be self-reliant and to contribute to the territory.

Too many Nunavummiut rely on government to provide for their basic daily needs. We need to reduce this growing dependence.

We will:

- Review and reform our approach to social assistance to ensure that those who truly need the support receive it, while also investing in economic development to secure a prosperous future for all.

Many Nunavummiut and their families struggle with mental illness, addictions, suicide, and domestic violence. We recognize a role for both traditional and clinical approaches in helping people to regain their health and well-being.

We will:

- Address mental illness, addictions and domestic violence by recognizing and providing resources for community-based solutions that help families and individuals find the care and supports they need for healing and for maintaining sobriety;
- Ensure clinical expertise and facilities are available to Nunavummiut; and
- Working with our partners, renew and strengthen our efforts towards suicide prevention.

Adequate food and housing are fundamental to the health, education and well-being of Nunavummiut.

We will:

- Promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

As we continue to invest in housing with our partners, we will:

- Develop more energy efficient and economical solutions; and
- Ensure more affordable housing options and alternatives are available to meet people's varied needs, including the needs of a growing elder population.

## **Economic growth through responsible development**

### **Across all sectors**

Business and resource development will be the foundation for our future prosperity and success. This development must benefit our territory by making responsible use of our abundant natural resources.

We will:

- Apply sound regulatory processes to attract and manage responsible resource development; and
- Ensure that a sound wildlife management system is in place to benefit Nunavummiut.

Local economic development is most effective when based on a community's own natural resources and skills, as well as its vision for the future. Each community has unique potential to create more employment opportunities for Nunavummiut.

We will:

- Encourage and support economic development initiatives that build on and add value to identified areas of potential, including the harvesting, arts and tourism sectors;
- Promote entrepreneurship and business development by simplifying rules and making it easy for small business operators to comply; and
- Support the development of current and future Nunavut artists in all media to produce high quality work and to market their work across Canada and around the world.



## **Good government through wise use of our resources**

We will deliver our programs and services in an effective, efficient and economical manner. We will focus our limited funds on programs and services that enable Nunavummiut to live healthy and productive lives.

At the same time as we are implementing our priorities, we will:

- Review government programs to determine what is working well, what needs improvement, and what we should stop doing in order to focus our resources on enabling Nunavut's success; and
- Ensure recipients of Government of Nunavut funds are providing the outcomes we expect from our investment.

We must ensure a strong and sustainable public service by providing opportunities for Nunavummiut to enter and advance in government roles. We will continue to work towards becoming a representative public service.

We will:

- Continue to improve the fair and transparent practices used for staffing and career advancement in the public service;
- Ensure that all government departments and public agencies work actively towards enhanced Inuit employment; and
- Continue to invest in the education and development of all current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles in government.

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## Environmental Scan

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# ENVIRONMENTAL SCAN

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## ENVIRONMENTAL SCAN

In working toward its Vision, the Government of Nunavut must take into account a wide range of issues that address the unique opportunities and challenges of the territory and its people. These circumstances include Nunavut's unique system of governance and the many external forces affecting our potential for success as we advance our priorities. The following have an important bearing on the approaches the Government will adopt in pursuing its work.

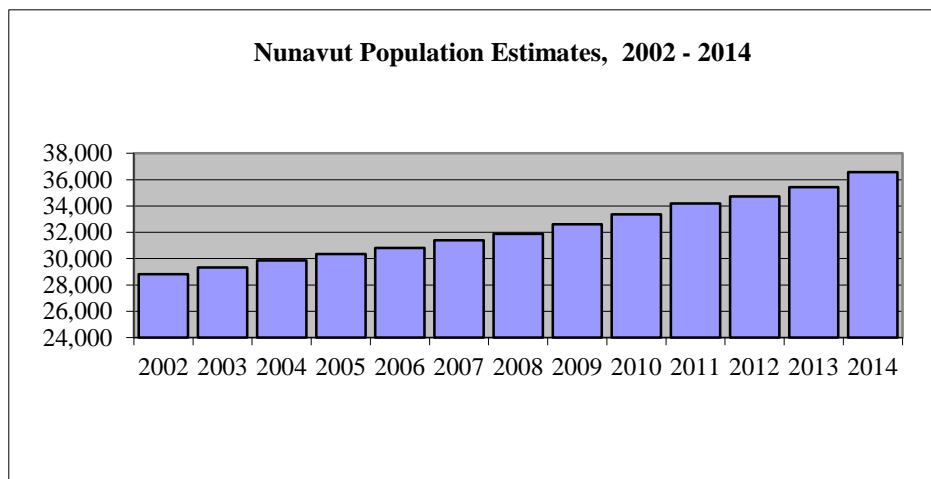
The environmental factors having the most direct impacts on our work include:

- Demographics
- Geography
- The Economy
- Social and Cultural Factors
- Energy and the Environment
- Infrastructure
- Resource & Capacity Challenges
- Governance

This section of the Business Plan will explore the impact that all of these factors have on the approach the Government of Nunavut takes to serving Nunavummiut.

### Demographics

Nunavut has Canada's youngest and one of the fastest growing populations. On average, the population has been growing by 2.1 percent annually since 2002. In total, the population has grown by 26.9 percent over the past 13 years. By comparison, Canada has grown an average of 1.0% annually or by a total of 13.3% over the same period.



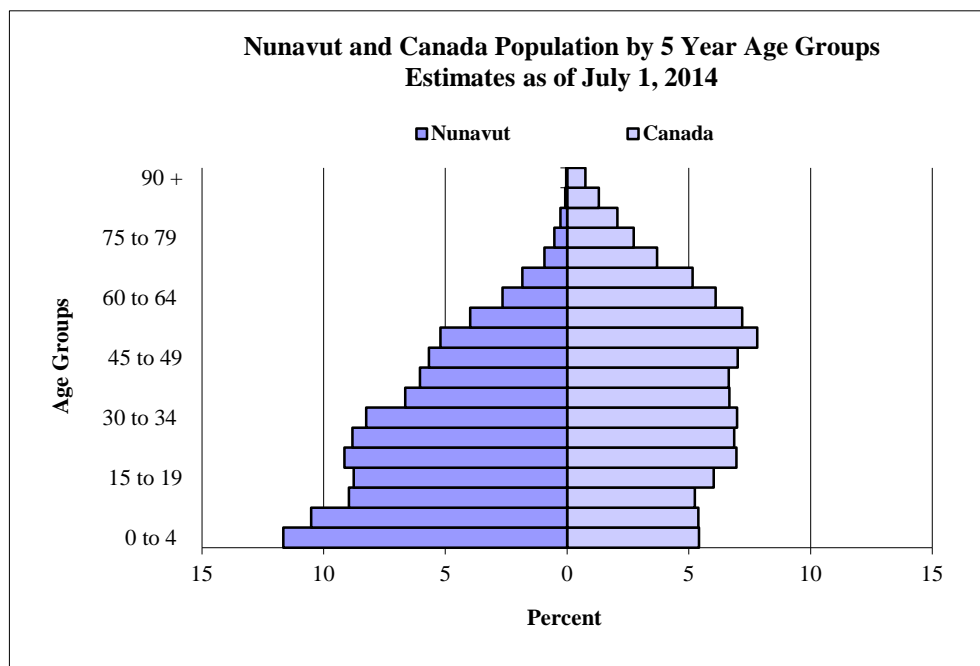
As of 2014, the median age of the Nunavut population was 25.5 years, compared to 40.2 years in Canada. The youthfulness of Nunavut is apparent, as 31.1% of the population is below the age of 15, compared to 16.1% in Canada. Despite the youthfulness, the population is aging, as the number of seniors has doubled since 2002. Seniors, however, presently make up a small percentage of the population, where 3.7% are 65 years of age and older, as compared to 15.7% in Canada.

**Nunavut and Canada Population by age groups**  
**Estimates as of July 1, 2014**

| Age Groups         | Nunavut       | Canada            | Nunavut %  | Canada %   |
|--------------------|---------------|-------------------|------------|------------|
| Less than 15 years | 11,389        | 5,708,667         | 31.1       | 16.1       |
| 15 to 64 years     | 23,849        | 24,246,495        | 65.2       | 68.2       |
| 65 years and over  | 1,347         | 5,585,257         | 3.7        | 15.7       |
| <b>Total</b>       | <b>36,585</b> | <b>35,540,419</b> | <b>100</b> | <b>100</b> |

Source: Statistics Canada, Demography Division

The population pyramid shows the difference in the age structure of Nunavut and Canada. The large percentage of younger Nunavut residents and the general pyramidal shape of the age structure reflect a youthful population. In Canada, the large ‘bulge’ in the older age groups reflects the aging baby boomers and a significantly older population in general.





Nunavut’s population continues to place new demands on the health and education systems and on the wage economy. Changing demographics pose challenges, but also offer opportunities, for all departments and agencies within the Government of Nunavut. In order to effectively plan for the future growth of programs, it is essential that demographics, including the age distribution of the population, be consistently monitored and incorporated into strategic and operational plans.

## **Geography**

Nunavut’s many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 36,585 (as of July 1, 2014). This results in a population density of only 0.018 people per square kilometre. By comparison, Canada has a population density of 3.6 people per square kilometre (based on 9.985 million km<sup>2</sup>, with a population of 35,540,419).

### **Nunavut Community Population Estimates as of July1, 2014**

|               |       |                    |     |
|---------------|-------|--------------------|-----|
| Iqaluit       | 7,542 | Taloyoak           | 998 |
| Rankin Inlet  | 2,820 | Coral Harbour      | 961 |
| Arviat        | 2,611 | Kugaaruk           | 953 |
| Baker Lake    | 2,164 | Sanikiluaq         | 924 |
| Igloolik      | 2,007 | Arctic Bay         | 875 |
| Cambridge Bay | 1,684 | Hall Beach         | 895 |
| Pond Inlet    | 1,673 | Qikiqtarjuaq       | 526 |
| Pangnirtung   | 1,613 | Kimmirut           | 481 |
| Kugluktuk     | 1,591 | Whale Cove         | 456 |
| Cape Dorset   | 1,508 | Chesterfield Inlet | 387 |
| Gjoa Haven    | 1,370 | Resolute           | 247 |
| Repulse Bay   | 1,068 | Grise Fiord        | 163 |
| Clyde River   | 1,039 | Unorganized Areas  | 29  |

Source: Nunavut Bureau of Statistics

This widely dispersed population presents a significant challenge, given the steep cost of transportation. In order to serve the public, there is a need for transportation from or to those communities on a regular basis. These transportation costs vary widely, but regardless of the community, the transportation costs for government services are considerable.

The headquarters functions for many government departments are located in the capital city of Iqaluit, but their operations must remain focused on the needs of all Nunavummiut. The 25 communities served by the Government of Nunavut, are widely dispersed, each with its own municipal government and unique circumstances. It is crucial that government come to understand the needs of these communities, in order to work effectively with Nunavummiut to ensure that everyone’s needs are addressed.

## **Economy**

Nunavut's mixed economy is characterized by a relatively large public sector and a rapidly expanding mining industry. Numerous economic sectors hold great potential, but are currently underdeveloped, such as tourism, fisheries, arts & crafts and film. Traditional land use activities remain an important part of the economy.

Key challenges in the development of Nunavut's economy include the development of transportation infrastructure, the development of a robust community-based entrepreneurial sector, the orderly development of mineral and petroleum resources, the cost of reaching suppliers and markets, and the need to build capacity in the workforce.

Continuing economic problems include the high cost of doing business, low employment rate, and economic leakages and distortions. Nunavummiut need to be in a position to participate in all aspects of economic growth in the territory. The primary objective of government in this area is to help transform Nunavut's enormous potential into economic benefits for Nunavummiut.

## **Economic Development and Entrepreneurship**

The private sector, especially small Nunavut-based businesses, still represents only a small portion of the economy. Many business opportunities require management skills and capital that small business owners do not currently possess. There is a need to support the young and growing population of Nunavut through education, training, and skills development in business. Local human resource capacity issues limit the growth of the economy generally, and the entrepreneurial sector in particular, and must be addressed through education and skills development.

Community-based economic development provides for the identification of community strengths and weaknesses, particular growth opportunities, and community-specific needs. Thus, economic development becomes a tool for strengthening community, for fostering social inclusion, and for reducing dependency on government assistance.

## **Mineral and Petroleum Exploration and Development**

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral and petroleum exploration and investment. The development of our mineral and petroleum resources has the potential to generate significant economic benefits for Nunavut. In fact, over the past few years, Nunavummiut have benefited significantly from mine development, exploration, and mineral production.

Between 2012 and 2014, commodity prices were generally fluctuating below their post-recession peak attained in 2011. The level of mineral exploration spending is anticipated to increase marginally in 2015. The gold production of the Meadowbank mine represents about a fifth of Nunavut's GDP. The operator, Agnico-Eagle Mines, also owns the Meliadine gold project near Rankin Inlet. In the Qikiqtaaluk region, the Baffinland Iron Mines' Mary River mine started production in September 2014. The

iron ore will be shipped from Milne Inlet in the summer of 2015. In October 2014, the company put forward a proposal to triple the production (compared to the approved plan) and to ship ore ten months of the year.

Nunavut has significant petroleum potential, although unless declines in the global prices of petroleum commodities are reversed these resources are unlikely to be developed. Current estimates place its conventional undiscovered resources at 25 percent of Canada's conventional crude oil resources and 34 percent of Canada's conventional natural gas resources. Significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential, as much of the current knowledge is very dated.

### **Tourism and Cultural Industries**

Nunavut's distinctive attractions have tremendous potential to support the development of tourism. Inuit cultural activities, the arctic environment and wildlife form the basis for viable economic activities and help create sustainable livelihoods for families through the arts, crafts, and tourism. From soapstone carvings to the production of feature films, Inuit knowledge is applied in many artistic media today. Inuit and arctic themes enjoy wide recognition and appeal to select North American and global markets.

Nunavut's trade of locally produced authentic products faces many challenges. On the supply side, Nunavut businesses and artists need to become export-ready, to develop value-added components, and build the capacity to enter extra-territorial markets. Artists in all disciplines need to innovate. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, product development, marketing, and establishment of distribution channels. Nunavut produces unique products in film, arts and crafts, music, the performing arts, publishing, and tourism. Each segment provides important economic opportunities for the territory.

The tourism sector brings external capital into the territory and promotes Inuit culture. It plays a key role in enhancing Nunavut's reputation in Canada and abroad. Tourism has regained most of the ground it had lost during the global recession of 2008/2009. In 2013, key industry stakeholders finalized *Tunngassaiji: A Tourism Strategy for Nunavummiut*, which was approved by the Government of Nunavut and Nunavut Tunngavik Inc.

Marketing arts, crafts and the territory to tourists contributes to the development of pride in culture, self-esteem, and even healing. It promotes learning and entrepreneurship. The products of our cultural industries are known worldwide and they contribute to the success of other economic sectors. Nunavut is increasingly on the list of tourists' aspirations. However, accessibility of markets needs to be fostered and marketing opportunities need to be pursued and supported.

## **Labour Market**

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. The challenge of improving employment opportunities, and the capacity of Nunavummiut to gain that employment, is one that is shared across all governments and other institutions. The government must continue to foster the conditions to help create private sector employment, as it did rather successfully in the past.

On average, from August 2014 to October 2014, the number of employed people in Nunavut was estimated at 12,600, which remained unchanged from the same period in the previous year. Also on average for August 2014 to October 2014, the employment rate stood at 54.6%, while the unemployment rate was estimated at 13.6%.

In the short-term, over the past 12 months, employment for both Inuit and Non-Inuit residents has been showing signs of decline. The Inuit employment rate declined by nearly 3 percentage points or from 48.5% to 45.8%. For Non-Inuit, the rate fell by almost 4 percentage points and currently stands at 85.8%.

In the longer term, spanning a five-year period leading to 2014, an overall average of 1,658 jobs were created in Nunavut, mainly in the private sector. In terms of a percentage, employment grew at a rate of approximately 3.1% annually since 2009. Based on these past trends, employment is expected to remain at healthy levels.

## **Income Assistance**

The Income Assistance Division of the Department of Family Services provides financial resources in combination with other government programs and services to help people achieve independence and self-reliance. The purpose of the Division is to address cost of living issues, compensate for little or no-income, maintain family income where an income earner becomes unemployed or retires, and provide support to those who, because of a disability or illness, are unable to earn an income.

The Income Assistance program is designed to help individuals and families meet their financial needs and include Social Assistance, Daycare Subsidy, Senior Citizen Supplementary Benefit, Senior Fuel Subsidy, and the Nunavut Child Benefit/Territorial Worker Supplement.

In 2013, approximately 6,745 different heads of household (14,578 total recipients), or 41% of the overall population of Nunavut, continued to seek and rely on income assistance during the year.

It must be understood that self-reliance is a shared responsibility between the individual, the community, and the government. Nunavut has a large cohort of young people who will become adults in the near future. Efforts must continue to improve the link between income assistance and programs & services that provide Nunavummiut with the skills to participate fully in their community and the economy.

| <b>2013 Nunavut Social Assistance Recipient Count by Community</b> |                           |                |                   |                              |                        |   |
|--|---------------------------|----------------|-------------------|------------------------------|------------------------|---|
| <b>Community</b>   | <b>Heads of Household</b> | <b>Spouses</b> | <b>Dependents</b> | <b>Total Recipients 2013</b> | <b>Population 2013</b> | <b>% of Population SA Recipients (2013)</b> |
| Arctic Bay   | 214                       | 74             | 221               | 509                          | 854                    | 60%   |
| Cape Dorset  | 422                       | 80             | 320               | 822                          | 1,483                  | 55%   |
| Clyde River  | 289                       | 92             | 284               | 665                          | 1,018                  | 65%   |
| Grise Fiord  | 20                        | 3              | 11                | 34                           | 160                    | 21%   |
| Hall Beach   | 200                       | 41             | 136               | 377                          | 846                    | 45%   |
| Igloolik   | 386                       | 123            | 471               | 980                          | 1,952                  | 50%   |
| Iqaluit  | 724                       | 67             | 418               | 1,209                        | 7,137                  | 17%   |
| Kimmirut   | 123                       | 24             | 104               | 251                          | 466                    | 54%   |
| Pangnirtung  | 325                       | 66             | 327               | 718                          | 1,608                  | 45%   |
| Pond Inlet   | 403                       | 124            | 401               | 928                          | 1,606                  | 58%   |
| Qikiqtarjuaq   | 167                       | 45             | 113               | 325                          | 507                    | 64%   |
| Resolute Bay   | 25                        | 7              | 20                | 52                           | 233                    | 22%   |
| Sanikiluaq   | 274                       | 60             | 250               | 584                          | 909                    | 64%   |
| <b>Total Qikiqtani</b>   | <b>3,572</b>              | <b>806</b>     | <b>3,076</b>      | <b>7,454</b>                 | <b>18,779</b>          | <b>40%</b>                                  |
| Arviat   | 533                       | 95             | 514               | 1,142                        | 2,530                  | 45%   |
| Baker Lake   | 235                       | 61             | 227               | 523                          | 2,117                  | 25%   |
| Chesterfield Inlet   | 57                        | 13             | 44                | 114                          | 379                    | 30%   |
| Coral Harbour  | 217                       | 56             | 227               | 500                          | 956                    | 52%   |
| Rankin Inlet   | 271                       | 67             | 263               | 601                          | 2,730                  | 22%   |
| Repulse Bay  | 199                       | 79             | 308               | 586                          | 1,018                  | 58%   |
| Whale Cove   | 93                        | 30             | 103               | 226                          | 457                    | 49%   |
| <b>Total Kivalliq</b>  | <b>1,605</b>              | <b>401</b>     | <b>1,686</b>      | <b>3,692</b>                 | <b>10,187</b>          | <b>36%</b>                                  |
| Cambridge Bay  | 254                       | 56             | 219               | 529                          | 1,663                  | 32%   |
| Gjoa Haven   | 416                       | 108            | 391               | 915                          | 1,356                  | 67%   |
| Kugaaruk   | 224                       | 74             | 252               | 550                          | 898                    | 61%   |
| Kugluktuk  | 393                       | 68             | 305               | 766                          | 1,558                  | 49%   |
| Taloyoak   | 281                       | 84             | 307               | 672                          | 993                    | 68%   |
| <b>Total Kitikmeot</b>   | <b>1,568</b>              | <b>390</b>     | <b>1,474</b>      | <b>3,432</b>                 | <b>6,468</b>           | <b>53%</b>                                  |
| <b>Total Nunavut</b>   | <b>6,745</b>              | <b>1,597</b>   | <b>6,236</b>      | <b>14,578</b>                | <b>35,434</b>          | <b>41%</b>                                  |

**Notes:**

(1) While the Department of Family Services, Government of Nunavut, uses reasonable efforts to provide accurate and up-to-date information, some of the information provided is gathered manually and as a result may not be completely accurate. The Department of Family Services is in the process of deploying an automated case management system throughout Nunavut. At the time this data was compiled, only Iqaluit, Pangnirtung and Pond Inlet were converted to the new automated system.

(2) Population data source is Nunavut Bureau of Statistics (July 1, 2013 Table). Unorganized regional data has been distributed to the communities for the purposes of this report.

**Poverty Reduction**

Poverty in Nunavut has many dimensions. Nunavut has the third lowest median income in Canada coupled with the highest cost of living, and increasing income inequality and disparities in income distribution from one community to another. Poverty is reflected

in the dependence on income and housing support programs and in the prevalence of food insecurity, in low high school graduation rates and poor health indicators.

| Average and median income, after-tax, Canada and Nunavut, 2010, \$ per person, 15 years of age and older |         |        |
|--|---------|--------|
|  | Nunavut | Canada |
| Average Income   | 37,249  | 33,998 |
| Median Income  | 24,868  | 27,334 |

Source: Statistics Canada, 2011 National Household Survey, Catalogue no. 99-014-X2011040

Against these persistent realities are major public investments in health care, education and the largest social housing program per capita in Canada. Under *Sivumut Abluqta*, the government will also review and reform its approach to social assistance to improve support and encourage self-reliance. Nunavummiut combat the effects of poverty through their resiliency, self-reliance, strong family and community bonds, and commitment to traditional values such as *Pijitsirniq*, and a culture of sharing and mutual support.

The *Collaboration for Poverty Reduction Act* commits the Government of Nunavut to a five-year poverty reduction action plan, including the development of indicators to measure progress in reducing poverty, which will be reported annually. The plan is an extension of the work of the Nunavut Roundtable for Poverty Reduction, which is co-chaired by the Government of Nunavut and Nunavut Tunngavik Inc. Partnerships involving governments, Inuit organizations, businesses and non-governmental organizations continue to grow in this area and will contribute to an improvement in social and cultural well-being for all Nunavummiut.

## Social and Cultural Factors

### Culture and Heritage

While the Government of Nunavut follows the guiding principles of Inuit Societal Values outlined in *Sivumut Abluqta: Stepping Forward Together*, much work remains to be done to reflect those values in all of the government's policies, programs, and workplaces.

Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to integrate Inuit Societal Values, makes progress towards a representative level of Inuit employment, and strengthens and enhances the use of the Inuit Language.

The strengthening of our culture will be fundamental through education and training, one where our children and grandchildren will be able to speak, read and write in all official languages. Nunavummiut will need to utilize all available resources to accomplish this task, resources such as our untapped heritage assets.

## **Language**

In 2008, the Government of Nunavut passed two pieces of legislation that made Canadian history. The *Official Languages Act* and the *Inuit Language Protection Act* provide an unprecedented level of protection for an Aboriginal language in a Canadian jurisdiction. The Acts confirm that in the Territory, Inuktitut, French, and English have equal status and affirm the right of our residents to service in their official language of choice. At the same time, they provide special support to Inuktitut, the mother tongue of most Nunavummiut, and one of Canada's unique cultural treasures.

According to the 2011 Census counts, 27,070 (or 84.8%) out of 31,405 persons reported an Inuit identity in Nunavut. At that time, Inuktitut (both Inuktitut and Inuinnaqtun together) was the most predominant mother tongue in Nunavut, with 21,515 persons declaring it as their only mother tongue, followed by English, with 8,925 persons, and French with 435 persons.

The proportion of persons in Nunavut whose only mother tongue was Inuktitut was 68% in 2011, down from 70% in 2006. The proportion of Nunavummiut who spoke Inuktitut most often at home also declined slightly during that five year period, from 54% in 2006 to 52% in 2011. Although English was the only mother tongue of about 28% of Nunavut residents in 2011, it was the language spoken most often at home for 46% of the population. French as a mother tongue represented about 1.4%, and it was the language spoken most often for 0.8% of the population.

According to the 2011 National Household Survey (NHS), for those persons aged 15 and over in Nunavut who have worked since January 1, 2010, an estimated 10,690 out of 14,785 (or 72.3%) reported using English most often at work, 3,915 (or 26.5%) reported using Inuktitut, and 60 (or 0.4%) persons reported using French most often at work.

Nunavut's new *Official Languages Act* was approved by the Legislative Assembly on June 4, 2008, came into force on April 1, 2013. The new Act maintains all the rights and privileges of English and French speakers, while raising Inuktitut to equal status. This level of statutory protection of an aboriginal language is unprecedented across Canada. The Act creates obligations for the Legislative Assembly, the Courts, and the Government of Nunavut to actively offer their communications and services to the public in the official languages at their head or central service offices, including other offices where there is significant demand or due to the nature of the service (safety, security, and health of the public).

The *Inuit Language Protection Act* was proclaimed in September 2008, and most of its provisions are now in force. The Act responds more specifically to the challenges confronting Inuktitut and its speakers by protecting and promoting its use, quality, and prevalence throughout Nunavut society. The Act guarantees the right to education in Inuktitut, protects unilingual and bilingual territorial public servants who prefer to work in Inuktitut, and defines specific obligations for government, municipalities, and businesses for the provision of their day-to-day services generally available to the public in Inuktitut.

The Government of Nunavut is committed to implementing Nunavut's new language legislation by ensuring its spirit and intent are reflected in government policies, programs, and services. With input from people and organizations across Nunavut, and with the support of Nunavut Tunngavik Incorporated and the Office of the Languages Commissioner, the Government of Nunavut adopted in October 2012 a comprehensive plan to implement the provisions of these laws. This plan is called Uqausivut. The plan identifies implementation measures through which departments and public agencies will meet their obligations under the language legislation.

The role and responsibility for implementation, development, and enforcement are assigned to different bodies. The Minister of Languages is responsible for coordinating the implementation, management, monitoring, and evaluation of the legislation by departments and public agencies. The Minister is also mandated to promote the equality of Official Languages in Nunavut, and to create policies or programs to support the revitalization of Inuktitut among youth and communities with concerns of language loss, and strengthening its use among all Nunavummiut.

The Inuit Uqausinginnik Taiguusiliuqtiit was established under the *Inuit Language Protection Act* as an independent body of language experts. They have the mandate to develop and standardize terminology, expression, usage, and orthography for the modern use of Inuktitut in government and business.

The Office of the Languages Commissioner has an expanded role in the investigation of concerns about language services both in the public and private sectors, and in finding innovative solutions and, if necessary, seeking remedies for serious violations of the Acts through the Nunavut Court of Justice.

The overall responsibility for supporting the implementation of the language legislation is also shared between the Minister of Languages, all departments, and all public agencies. Under the legislation, each department and public agency is accountable for the efficient and effective implementation of its statutory language obligations, both to Executive Council through its administrative head, and to the Legislative Assembly through its Minister.



### **Inuit Societal Values**

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. Sivumut Abluqta identified as a priority for this Government to use approaches that reflect Inuit Societal Values to build a strong future for Nunavummiut.

Programming that collaborates with Elders will focus on Inuit social knowledge & values, Inuit ways of counseling, cultural teaching for healthy living, traditional skills & knowledge workshops, on land based healing and wellness & counseling.

Community based Inuit Societal Values Projects are initiatives to promote Inuit Qaujimajatuqangit and to strengthen the role of Elders in addressing the social problems and issues in Nunavut. The intent is to provide Inuit with the opportunity to have a say in maintaining order and peace according to their culture and tradition, as well as identifying gaps in and finding possible solutions to community and social wellness issues.

### **Youth**

Traditional activities are important to youth as they develop, and opportunities to participate in these activities must be fostered and supported by communities and government.

While the Government of Nunavut promotes positive role models and encourages youth to participate in or volunteer for community events, there is always a need for youth to get involved in building their own futures. These initiatives are successful only with effective partnerships with communities, families, and elders.

Even with efforts to promote healthy and active youth, challenges persist, which can have negative impacts on the self-esteem and productivity of our youth. The suicide prevention strategy draws attention to the most alarming of these challenges, and the forthcoming implementation plan will address some of the most significant challenges facing youth.

### **Elders**

The majority of elderly people in Nunavut are unilingual Inuit Language speakers who face challenges in accessing programs and services provided by governments and other organizations. This further highlights the urgency to focus on using the Inuit Language in the workplace and ensuring that there are government positions that can provide services and programs in the language of choice.

Elders who have lived on the land are a repository of oral history & tradition, and provide youth with critical adaptation tools, helping them connect with their culture, heritage, and the land. Dialogue between youth and elders also provides opportunities for elders to understand the modern influences on the lifestyle and unique challenges of our youth.

In addition to documenting the past, elders' input is needed to shape the future of government in order to reflect Inuit Societal Values in its daily operations.

### **Heritage**

Nunavut's unique culture and history forms a defining element in the creation of the territory. The material record of the human history of Nunavut and the accomplishments of past generations takes many forms, including hundreds of archaeological artifacts, palaeontological specimens, cultural landscapes, and Inuktitut toponymy. The archival record is captured in written documents, photographs, moving images and oral histories that represent political developments, family histories, Inuktitut dialects, and evolving traditions. In addition, Nunavut's community libraries are a vital part of the information environment of Nunavut and its residents; the Foster Parents Resource Collection and Summer Reading Programs help sustain Nunavut and Inuit Societal Values.

The Government of Nunavut continues to evolve its policies, which integrate Inuit Societal Values broadly into its framework, progressing to reach a representative level of employment for beneficiaries, integrating and promoting of the use of Inuktitut language based on the territory's rich history and culture.

### **Educational Needs**

Geography continues to have an impact on the delivery of education at all levels in Nunavut as it influences all aspects of the educational system ranging from early childhood to post-secondary education.

Nunavut's vast geography and the remoteness of its communities directly result in higher costs for the delivery of programming. Whether it be housing required for educators, shipping of material or development of information technology infrastructure higher costs mean challenges.

Despite these challenges there are opportunities for improvement and a suite of programmatic responses are underway to both increase the graduation rates in the secondary school system and post-secondary programs as well as to increase participation in the labour force.

### **Early Childhood Education**

The availability of affordable childcare is critical as Nunavut seeks to increase the median level of education of its citizens. With higher graduation rates and a greater number of post-secondary graduates, more people will seek to enter the labour force, and the lack of childcare is a labour market barrier. The availability of space in which to build childcare facilities is a significant issue as few non-governmental organizations have the means to support capital projects. Facilities also struggle to maintain a stable pool of labour as wage levels of early childhood educators cannot compete with wages in the public sector. Despite efforts to train new early childhood educators and enhance the skills of existing educators, turnover is still an issue.

In Nunavut, licensed childcare facilities and early childhood programs are operated by non-governmental societies. The Government of Nunavut through the Department of Education delivers a number of programs to support these societies including daycare startup grants, funding for operation and maintenance of childcare facilities, funding for young parents to pay for their child to attend a licensed childcare facility and finally funding to assist with the costs of ensuring facilities are safe and secure. Education is also responsible for the inspection of childcare facilities in accordance with the Child Day Care Act and Regulations and for providing training support to facilities so that they can remain in compliance with this legislation. In addition, all new schools in Nunavut are planned so that space exists for a daycare to operate in the building.

### **Kindergarten to Grade 12 (K-12) Schools**

The Nunavut K-12 system continues to make incremental progress as the number of graduates has risen steadily since the inception of the territory. Despite these gains, Nunavut remains the jurisdiction with the lowest achievement levels in terms of number of graduates; often considered a key measure of system success.

The K-12 system has struggled to implement the *Education Act*, which has resulted in sustained pressure to increase the number of bi-lingual educators and to de-centralize responsibility for schools to District Education Authorities.

Recently, the department has attempted to shift focus to ensure that the basic building blocks of a solid education system are in place, which includes a K-12 curriculum supported by resources and assessment practices that both reflect the needs of Nunavut learners as well as the ability to increase accountability. The department is redoubling its efforts to increase the capacity of the school system to deliver and evaluate student literacy in its official languages. The adoption of a system-wide guiding reading program for K-4 is underway. This initiative is intended to ensure that teachers are trained, supported, and given the resources they need to support students to become literate. Increasing the quality of instruction in the early years is a key factor in reducing dropout rates as those same students will no longer become frustrated and disengage with the school program as they move into higher grades.

Nunavut's school attendance rates are also among the lowest in the country and this impacts student achievement. Even missing one day of instruction per week can result in years of instruction being lost and in turn lower student achievement. This complex issue is difficult to address but one approach is to document and promote strategies that increase parental and community engagement with schools. This has begun with the development of "*It Starts at Home*" – *Family Engagement: A Resource for Nunavut Schools*. This document provides comprehensive information to school staff and families on ways to support family engagement and other topics such as report cards, parent-teacher meetings, homework, internet safety, and cyber-bullying.

## **Adult Education**

Adult education in Nunavut has evolved over the past number of years as employers have continued to put pressure on the public sector to ensure that the labour force is equipped to be literate, numerate and have all essential employability skills. This has translated directly into greater pressure on the K-12 system to produce more graduates with the literacy and numeracy skills required by employers. This pressure has also impacted Nunavut Arctic College. In response, the college has taken pains to increase both the quality and number of programs delivered at the post-secondary and academic readiness levels in order to support adult learning.

The Department of Education is primarily involved in Adult Education in a governing role, with the exception of programs designed to support adults to attain their secondary school diploma such as Pathway to Adult Secondary School and GED. As Nunavut's only post-secondary institution responsible for the delivery of education and training programs for adults, the college provides programming to meet the needs of adult learners. The creation of the Department of Family Services has resulted in the consolidation of those programs designed to financially support individual adults, employers, and non-profit organizations seeking to undertake post-secondary education or labour market development training.

Nunavummiut who obtain credentials such as certificates, diplomas or degrees are better prepared for and much more likely to obtain employment either with the public or private sector. Furthermore, facilitating more secondary and post-secondary graduate success is a key factor in enabling the Government of Nunavut to live up to its Article 23 requirement to work towards a representative workforce in the public service.

As the Department of Education and Nunavut Arctic College, through their regular programs or through the Pathway to Adult Secondary School, increase the number of high school graduates, these individuals will potentially enter the post-secondary system. This results in a higher demand for programs delivered by Nunavut Arctic College and a higher demand for funding from programs like Financial Assistance for Nunavut Students and Adult Learning and Training Supports delivered by Department of Family Services.

Responding directly to the needs of private sector employers and the GN itself, a sustained effort has been underway to invest in Adult Basic Education in Nunavut to address the skills gap that results from low high school graduation rates. This has resulted in an increase in resources such as the production of new placement tests, essential skills curriculum, bilingual reading resources reflecting the balanced literacy approach, professional development workshops, and in the overall number of academic and work readiness programs offered by Nunavut Arctic College. The Department of Family Services has provided a corollary investment in individuals who undertake this training and who seek employment afterwards.

### **Health Status of Nunavummiut**

The delivery of health care services faces many unique challenges and needs when it comes to providing for the health and well-being of Nunavummiut. The health status of Nunavummiut is significantly below the national average. Overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are almost four times higher in Nunavut. Tuberculosis continues to be a significant public health issue for the government. Social problems in Nunavut are also of major concern.

Incidents of child abuse, family violence, substance abuse, and suicide are stark reminders that these social problems will only lead to an increased impact on the already overburdened health and social service systems.

The Government of Nunavut recognizes that for health indicators to improve, a focus on healthy living and injury prevention is required. Active living, eating nutritious foods and abstinence from drugs, tobacco and alcohol are the foundations of prevention.

The Government of Nunavut's Department of Health is currently engaged in health promotion initiatives such as programs to reduce tobacco use and promote food security and nutrition. All GN departments and agencies work together with community partners and stakeholders to promote healthy living.

Healthy living encourages healthier pregnancies, lower rates of chronic and communicable disease, and improved mental wellness. Traditional and clinical approaches both play a role in helping people to maintain or regain their health and well-being. Healthy living is also closely related to providing Nunavummiut with structures that support healthy living. This includes having the right to safe drinking water, appropriate infrastructure, such as recreation centres, good education, economic development, clean living environments, community and family ties, and above all, quality of life.

### **Sustainability of the Health System**

Strengthening the overall financial and administrative management of Nunavut's health care system is crucial to the sustainability of service delivery in the territory. Nunavut's health care system and social services delivery system are facing challenges. The GN is taking a proactive approach to innovative health solutions available through technology and quality of care to ensure that clinical expertise and services are available to Nunavummiut. Work is underway to enhance mental health and addictions services and to identify and address gaps in the long-term care service continuum. The Government of Nunavut continues to invest additional resources into public health, recognizing that by making investments in health promotion and preventative care now, the high cost of primary health care in the future can be offset.

In order to help contain cost increases and to ensure the delivery of quality services, proactive steps are being taken to strengthen financial and human resource management. Greater emphasis is being placed on the evaluation of departmental

programs and services to ensure effectiveness and efficiency. The department will be developing a model for appropriate staffing complements and levels within the different communities, and is evaluating lessons learned from the common design of the latest Health Centers constructed to ensure that the Infrastructure addresses the needs of the communities on a cost efficient basis. Health care renewal will be achieved through community engagement and ownership, quality of care and patient safety, investments in care providers and by streamlining bureaucratic processes.

### Health Information

Current gaps in health data and capacity in the specialized field of health information and research compromise the ability to effectively design, deliver, and evaluate programs, and perhaps more importantly, report on the health status of Nunavummiut.

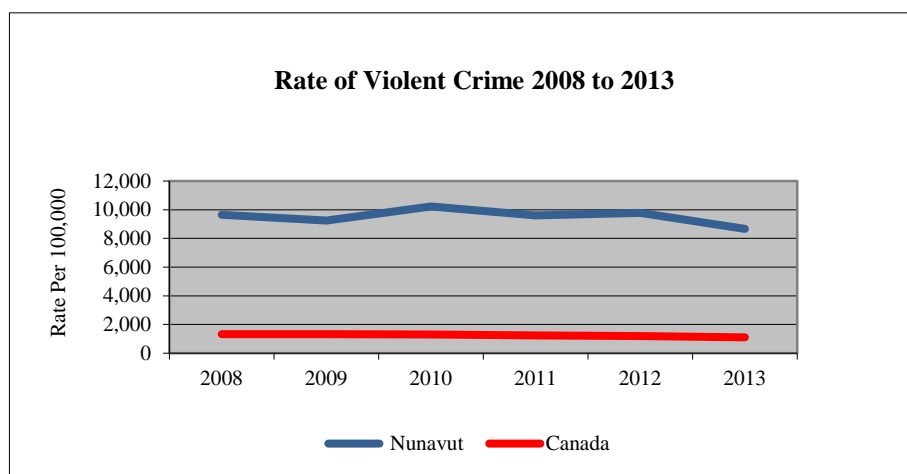
Once fully implemented, the Interoperable Electronic Health Record (iEHR) will provide the department with a sophisticated, accurate and secure clinical information system that will provide data that will contribute to the decisions that will help direct limited resources. The iEHR will also provide clinical information and reporting capabilities that will contribute to the overall public health surveillance.

### Justice & Crime Prevention

There are a number of factors posing unique challenges for the administration of justice in Nunavut. Some of these factors include but are not limited to a high rate of crime, addiction, mental illness, strain on courts, corrections, and police, and developing trends in crime.

#### Crime Rate

Statistics indicate that the rate and severity of violent crime in Nunavut far exceed the National average. As indicated in the chart below, the 2013 violent crime rate in Canada was 1,092 per 100,000 persons, while it was 8,659 per 100,000 in Nunavut. The difference indicates that the risk of violent crime in Nunavut is around 7.9 times higher than in the rest of Canada.

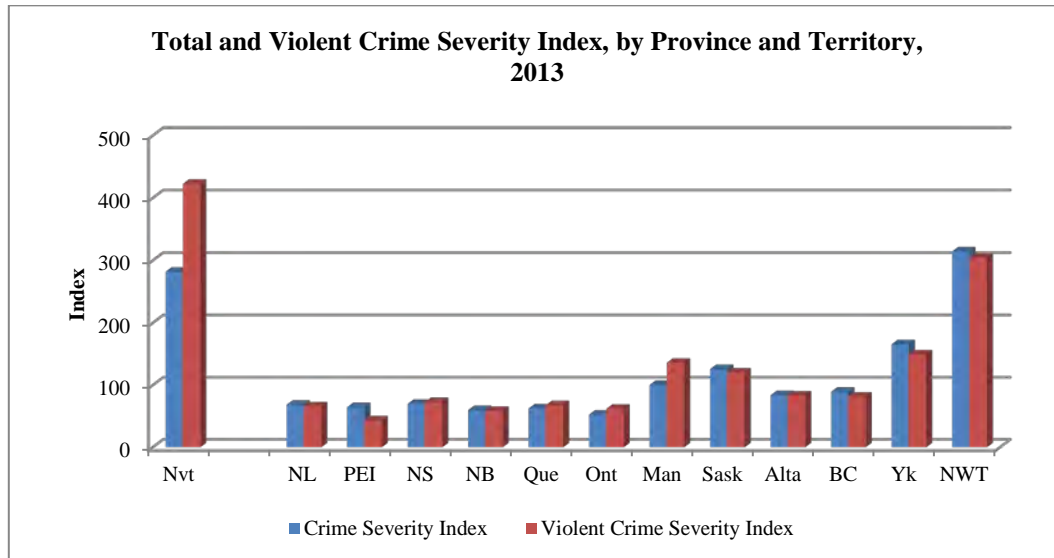


Source: Statistics Canada, Juristats, Canadian Center of Justice Statistics

The Crime Severity index (shown in the graph on the next page) calculates the seriousness of the average crime reported, by taking into account harm and sentence imposed. Nunavut's Total Crime Severity Index in 2013 was 281.94, which is second only to the Northwest Territories and far exceeds the national average, which was 68.72 in 2013. Nunavut's Violent Crime Severity Index was 422.7.

Many factors could help explain the high rate of crime in Nunavut, including lower overall education attainment, overcrowded homes, and poverty, but it is certain that the majority of crime in Nunavut is committed while the offender is under the influence of an intoxicant. Substance abuse is the leading cause of criminal activity in the Territory.

Addiction and mental health concerns have had, and continue to have, an impact on a large portion of the population. Many offenders have been victimized themselves or suffer from disorders that are often undiagnosed or untreated. This underscores the necessity for a coordinated approach to address addiction and mental illness and promote healthy and safe communities.



Source: Statistics Canada, Juristats, Canadian Center of Justice Statistics

Addressing the root causes of crime through community driven and culturally appropriate initiatives is essential to tackling our crime rates. The Department of Justice, Community Justice Division, is implementing various community based crime prevention programs as well as programs and services for victims. In recognizing the need for limiting the rate of re-offense, the Corrections Division is working with offenders and providing them with support and help. However, prevention requires a coordinated response involving individuals, families, communities, and private citizens.

### Corrections

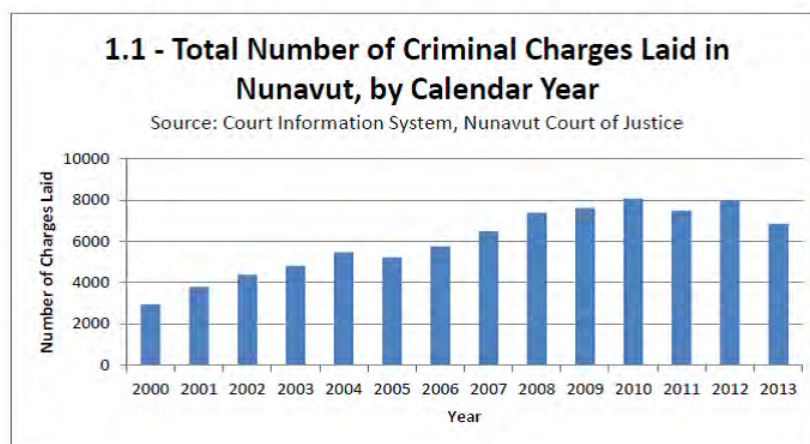
The Government of Nunavut is making progress in its corrections role. The Department of Justice opened its first women's correctional facility in June of 2010 and the Rankin

Inlet Healing Centre opened in February of 2013. Another men’s facility is scheduled to open in Iqaluit in the beginning of 2015. These facilities have, and will continue to alleviate some corrections overcrowding, which will allow for a focus on programming for our offenders. However, the Nunavut corrections system will continue to require more institutional bed space to meet increasing demand and to bring home male and female territorial offenders currently being housed outside of the Territory.

## **Courts**

High crime rates place extra stress on the court system. The Nunavut Court of Justice currently has 12 homicide trials on its docket in addition to numerous other criminal matters. In 2012, the Court added two new judges as well as more support staff. This increase in capacity has had a positive result and allowed the Court to manage an increasing docket; however, as caseloads grow, further strain is placed on judges, court staff, prosecutors and legal aid.

The following chart illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2013.



Alternatives to the formal court process, as well as programs that focus on the root causes of criminal activity must be enhanced so that fewer offenders become involved in the justice system and end up before the Court.

## **Policing**

The Royal Canadian Mounted Police continue to work diligently to ensure public safety and security in Nunavut Communities. The RCMP “V” Division has 142 positions with officers in 25 communities across Nunavut.

To address rising crime rates, the RCMP has focused efforts on the illegal sale of drugs and alcohol through increased intelligence gathering and community dialogue. By sharing information and listening to communities, the RCMP is building relationships,



which will lead to a greater ability to identify at risk individuals, and stop crime before it happens.

The Department of Justice and the RCMP agree that police should represent the community they seek to protect. Therefore, a shared focus on the recruitment of Inuit officers and the promotion of Inuktitut among officers is ongoing. Inuktitut training, increased community involvement, increased youth programming, and a dedicated recruiting unit, are all being implemented to promote the force and encourage Inuit to consider a career in policing.

A police force which is part of the fabric of our communities and which is made up of more Inuit and Inuktitut speaking officers can be achieved and will result in better policing and less crime in Nunavut.

### **Trends**

Strain on courts, corrections, and police, may increase as the Federal Government lengthens sentences and removes judicial discretion.

Nunavut's young demographic and rapid population growth will continue to put pressure on the formal institutions of the criminal justice system. Youth are more likely to come into conflict with law enforcement, which has a direct impact on the resources, required to assist offenders, victims, and communities. Education and opportunities for young people are essential to keep youth on the right side of the law.

Additionally, resource development and the associated influx of people and money into Nunavut may serve to exacerbate current crime and public safety concerns. Work must be done to coordinate stakeholders in the government, police, justice, Inuit Organizations, and private sector to prepare for the social and judicial consequences of increased economic activity.

The challenges faced in the administration of justice are not only those that require immediate responses to immediate issues, but involve the capacity to look forward and be ahead of developing trends in crimes. Prescription drug importation and fraud are examples of crimes not prevalent in the Territory, but the RCMP has noted occurrences. It is important to recognize the necessity to respond to any noted increase in new classes of crime with adequate commitment and resources.

## **Environment**

### **Land**

Nunavummiut are proud of our strong relationship to the land. Nunavut is rich in wildlife, fish and other natural resources. However, our ecosystems are fragile and have long recovery times. Nunavut's land, air, water and creatures need to be managed responsibly and sustainably.

Nunavut is also rich in non-renewable resources, and our land provides for many opportunities for development. Without careful consideration of potential impacts, our fragile ecosystems can be damaged irreparably. We are committed to working with our partners to ensure that any development that proceeds occurs in a manner consistent with our values and that leaves the land in such a way that it will be enjoyed by future generations of Nunavummiut.

We are committed to supporting a sustainable and viable wildlife management regime in Nunavut, developing sustainable and viable fisheries, and the development and management of a representative system of territorial parks and special places. This depends upon integrating Inuit Societal Values with the best available scientific knowledge under the general guiding principles of conservation and sustainability.

### **Communities**

With Nunavut's growing communities come the challenges of managing waste in an arctic environment, particularly given Nunavut's aging waste management infrastructure. Many communities are also burdened with abandoned waste sites, some of which are contaminated. Demands for increased development have driven the need to ensure that sustainable practices are employed and maintained in the long term.

The extent of potential climate change impacts on communities and community infrastructure is unknown. Communities need support from all levels of government in assessing and adapting to these impacts.

Many Nunavummiut depend on harvesting wildlife, fish and marine mammals for food, maintenance of cultural activities and as a source of income. These resources, if used sustainably, will help ensure food security and a healthy environment for Nunavummiut in the future. In addition to supporting healthy lifestyles, a healthy ecosystem will also attract eco-tourists and contribute to local economies and employment of Nunavummiut.

There is an increasing amount of scrutiny of our wildlife management and conservation efforts at the national and international level. Actions and activities taking place in Nunavut are immediately available to interested parties worldwide, many of whom do not fully understand our sustainable co-management systems. Any perceived failure of Nunavut to meet external expectations can result in negative publicity and trade restrictions, as has been illustrated by the situation with both seals and polar bears.

### **Partners**

Under the *Nunavut Land Claims Agreement*, land and resource management in Nunavut is based on an innovative co-management structure, which ensures that beneficiaries play a significant role in preserving our traditions, cultures and aspirations. While this process can be slow, expensive and time-consuming, the Government of Nunavut is committed to it and is working with our partners to evolve continually the process with the goal of improving efficiency and communications. At the same time, the Nunavut

Land Claims Agreement also allows the Minister of Environment to take interim action in “urgent and unusual circumstances” when wildlife populations are at risk.

Collaborative partnerships from the local to international level are needed to accomplish our mandate. These include those within government, with other governments and with institutions of public government, crown corporations, designated Inuit organizations, boards, and public agencies.

The coordinated approach with our partners and stakeholders supports the sustainable use of wildlife and marine resources, protection of our environment and people, and the preservation of parks and conservation areas. By collaborating with other organizations and institutions, the impact of research and program dollars and increase or supplement to technical capacity can be maximized.

### **Climate Change**

Global climate change is highly complex and dynamic, from both the scientific and social/cultural perspective. The timing, nature and severity of the impacts on Nunavut communities are difficult to predict and will vary locally and regionally.

Overall, the most prevalent observations of climate change in Nunavut include:

- The significant changes to the sea ice including its distribution, timing of freeze-up and thaw, and coverage;
- Average Arctic air temperatures that have increased at a greater rate than the global average;
- A changing arctic marine ecology with potential impacts on marine productivity; and
- Changes in permafrost: increased temperatures at the top layer and an overall decrease in the area covered by permafrost.

Because a significant portion of infrastructure in Nunavut is built on permafrost, it is crucial that the Government of Nunavut participate actively in efforts to mitigate climate change, but also take active steps to prepare for and adapt to it.

## **Energy and Infrastructure**

### **Energy**

Nunavut relies on imported fossil fuels for all of its energy needs, importing 170 to 230 million litres of fuel annually for transportation, heating and electricity generation. All of Nunavut’s fuel is purchased and shipped in bulk during a short summer season and stored in facilities in each community, with the exception of some airborne emergency delivery.

Each year Nunavut’s energy use increases and a growing share of Nunavut’s budget must be allocated, directly and indirectly, to providing energy for Nunavummiut. This

increase in energy use is mainly due to population and economic growth, with growth in the mining sector the primary driver of economic activity. As the economy and population of the territory grows, so too does the demand for imported fuels. Moreover, fluctuations and volatility in world energy prices provide added pressure on territorial energy planning. However, it is this volatility and the long-term impacts of fossil fuel use, combined with new resource projects receiving regulatory approval, that present a new opportunity for exploring energy transmission into Nunavut from the south. In certain instances, additional opportunities also exist for hydro development within the territory in support of the resource sector.

Due to Nunavut's vast land mass, each community has its own independent energy system, presenting serious challenges to the development of an energy system that is sustainable and reliable. The Government of Nunavut's energy strategy, *Ikummatiit: An Energy Strategy for Nunavut* focuses on reducing reliance on fossil fuels, finding alternative energy sources, and promoting the efficient use of energy in the territory. Implementing innovative technologies and solutions will be paramount to reducing our dependence on fossil fuels.

### **Transportation**

Nunavut is dependent on the importation of goods from outside of the territory. Health care, education, and training also rely heavily on transportation. Furthermore, a reliable and efficient transportation system has positive impacts on economic investment.

Air transportation is the only year-round means to access neighboring communities, other regions and the rest of Canada. Many airports require improvements for safety, security and maintenance purposes, and need to accommodate new security regulations and newer and more efficient aircraft. In recent years, major improvements have been made at all three regional hub airports: Iqaluit, Rankin Inlet, and Cambridge Bay.

All Nunavut communities depend on access to the sea for annual re-supply and participation in traditional harvesting. Some communities rely on this access for an emerging and increasingly important commercial fishery. The lack of adequate marine facilities affects the safety and efficiency of Nunavut's marine activities and is a barrier to the development of commercial fisheries, mine development, the territory's tourism sector, and the development stronger logistical systems throughout Nunavut.

### **Communications**

Reliable and affordable access to telecommunication services, including broadband internet, is vital to Nunavut's economic future, both to ensure efficient communications and to enable and prepare Nunavummiut to take advantage of economic developments and emerging commercial opportunities. Currently Nunavut is entirely reliant on satellite internet. There is also a critical lack of satellite redundancy, with 16 of Nunavut's 25 communities reliant on a single satellite.

Northwestel's revised modernization plan was closely reviewed by the CRTC at hearings on Northern Telecommunications in 2013. There is a clear need for Nunavut to receive telecommunication services comparable to Southern Canada in terms of choice, quality, and reliability. The CRTC has subsequently announced that it will be examining satellite transport services and reviewing how broadband investments in the North should be funded.

On February 11, 2014, the 2014-15 federal budget unveiled \$305 million towards supporting northern and rural broadband. A \$50-million northern component will extend and augment satellite capacity, bringing service at a targeted 3 to 5 Mbps to an estimated 12,000 households in Nunavut and the Nunavik region of Quebec between 2014 and 2016. Such improvement is welcomed, but is an incremental improvement – access to affordable broadband internet lags far behind the rest of Canada. A strategic, long-term solution is needed in order to bring Nunavut closer to modern service levels enjoyed in Southern Canada.

### **Acquisition of Goods and Services**

The Government of Nunavut's procurement services continue to evolve and improve the level of service to all Government of Nunavut departments and to the general public. Contract Regulations are in force and the Contract Procedures Manual continues to evolve to meet emerging needs. Procurement and Contracting Services continues to provide training and support to all departments to ensure fair, ethical, and transparent procurement and contracting.

The *Nunavummi Nangminiqatunik Ikajuuti* (NNI) Policy, the Government of Nunavut preferential procurement policy mandated by the Nunavut Land Claims Agreement, is integrated into virtually all Government of Nunavut procurement activities. The policy is currently being renewed in partnership with Nunavut Tunngavik Incorporated. The amended policy is expected to bring changes and improvements to the government's preferential procurement system.

### **Support for Municipalities**

Financial reporting for Nunavut municipalities has been improving, but attraction and retention of senior staff for administration and finance continues to be challenging. Improving the capacity of staff and increasing the stability of senior staff remains the key to keeping communities financially healthy.

### **Community Infrastructure**

The lack of availability of local construction resources in combination with short building seasons and a limited labour market continues to escalate the costs of developing and maintaining community and government infrastructure. Communities often utilize buildings that have exceeded their lifecycle expectations and increased demand due to growing community populations place further burden on already aging facilities. Innovative infrastructure design – such as multi-use facilities and more

rigorous planning towards sustainable community growth has helped position the GN for more effective use of limited capital resources.

The Nunavut Community Infrastructure Advisory Committee (NCIAC) undertook the development of Integrated Community Infrastructure Sustainability Plans (ICSP) to create and measure long-term goals for infrastructure development in each Nunavut Community. The first draft of these plans was completed in 2010 and the ICSPs have now evolved to *living documents* through the integration of an online webtool, [www.buildingnunavut.com](http://www.buildingnunavut.com). This webtool now provides each community the ability to continually update and amend their sustainability plans, helping communities achieve their environmental, cultural, social, and economic goals.

The Department of Community & Government Services continues to work closely with our Federal counterparts to lobby for increased funding. Infrastructure programs for Nunavut must be relevant to the needs and priorities of the Territory and must provide financial contributions that are adequate to meet the high costs of Northern construction. While federal funding is critical for future development of infrastructure in communities, having a well-defined and clear process to administer this funding is paramount. To this end, the Department of Community and Government Services continues to refine the capital planning process to have greater emphasis on community participation, input through the ICSPs, open dialogue, fair and transparent project prioritization, and accountability.

### **Municipal Capacity**

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO) with a mandate to identify community staff training needs; provide training to address those needs; and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations.

The MTO is entering its eleventh year of delivering the Municipal Government Certificate Program in partnership with the Nunavut Arctic College (to ensure the training courses are accredited and transferrable), which allows municipal employees and other community residents to receive accredited training and certification in municipal management and governance. The MTO has taken steps to ensure the continued relevance of courses by engaging municipal staff, GN staff and adult education experts to provide constructive feedback. The MTO will continue to review and update all courses periodically to ensure they are relevant and specific for municipal operations. The MTO also provides targeted training in areas such as class 3 drivers' licenses and airbrake courses for municipal drivers and firefighting training for Nunavut's municipal fire departments and Municipal Solid Waste Training.

### **Nunavut Fire Protection**

The need to maintain public safety, coupled with increasing costs of fire insurance coverage for Nunavut communities, required the development of an enhanced fire

protection capability. Maintaining affordable fire insurance has become a major issue for Nunavut communities. The Fire Protection Strategy is a crucial element of the overall program. Training will continue to be the cornerstone of the Fire Protection Strategy.

### **Health Infrastructure**

Seventy percent of the territory's health facilities require renovations or replacements to ensure that they meet operational requirements and 2010 national building code standards. There is also a need for medical and mobile equipment to meet minimum standards and keep pace with technological advances. A strategic investment in health infrastructure is necessary in order to increase capacity, meet the needs of a rapidly growing population, and reduce patient risk.

### **Resource and Capacity Challenges**

Allocation of resources is one of the most urgent issues facing the Government of Nunavut. With the tight fiscal situation, the Government of Nunavut must coordinate its approaches to providing services to the public to avoid duplication and optimize the use of available resources. It is only through this collaborative approach that success can be realized for all Nunavummiut in the future. The intended result is quality services that are well targeted and delivered in a cost-effective manner.

### **Employee Capacity**

An efficient government can only operate with skilled public servants. The challenge for the GN is attracting and selecting the best candidates for available positions in the public service. It is essential that the public service develop the technical skills and knowledge to meet the goals and objectives of the GN. This is a challenge for any organization, but is particularly the case for a relatively newly established public service.

With the inclusion of a two million dollar training fund, departments and agencies have an opportunity to expand training and development opportunities for all public servants. The training fund helps address this specialized training need within the GN, but the public service requires a long-term strategic approach that ties in performance management, the adoption of a succession-planning framework, mentoring, and job shadowing tied to individual and organization training needs. However, training will continue to be an ongoing need not just for the public service, but also for the other sectors of Nunavut's economy.

As of September 30, 2014, the GN has an average capacity of 75%. This number varies from community to community. For example, Grise Fiord and Kugaaruk have rates of 91% and 93% respectively, whereas Cambridge Bay is at 66%. The Public Service Annual Report for 2013-14 indicates that the retention rate significantly increased from 84% in 2006 to 93% as of March 31, 2014. While the retention rate is increasing,

maintaining and increasing both capacity and retention of employees remains a challenge for the GN.

Employers across all jurisdictions are faced with the challenge of retention. As the largest employer in Nunavut, the GN considers employee retention within the public service a priority. The Department of Finance works collaboratively with all client departments, boards, and agencies in order to develop the tools for addressing employee retention. Significant progress has been made through subsidized staff housing rents; the implementation of an employee household allowance; and salary increases through collective bargaining. The Human Resource Strategy (2014-2018) was tabled in the fall 2014 session in the Legislature and has within it comprehensive strategies and actions to address employee retention. This inclusive strategy gives stakeholders effective tools to both retain and motivate public servants.

The recruitment and retention of all health professions, allied professionals, and social services workers remains a significant challenge. Nunavut competes for these professionals in an extremely competitive labour market where other provincial, territorial and international jurisdictions are also vying for their services and talent. Physician recruitment and retention efforts are now focused on increasing the number of long-term family physicians practicing in Nunavut to provide consistent care for the population. In order to respond to the needs of the territory's growing population and provide increased in-territory services, the Department will require additional physician resources.

### **Inuit Representation in the Public Service**

The GN, under Article 23 of the NLCA has an obligation to achieve a workforce that is representative of the population across all employment categories. This presents a significant challenge to most departments, boards, and agencies within the GN.

In September 2013, overall Inuit representation across all employment categories in the public service was 50%. There were 4,513 full time GN positions, with beneficiaries occupying 1,698 of the 3,396 filled positions. Forty percent of the positions are in Iqaluit, while the remaining 60% are in other communities across Nunavut. Representation of beneficiaries is 35% in Iqaluit. Beneficiary representation in other communities ranges from 45% to 74%.

### **Acquisition of Goods and Services**

The Government of Nunavut's procurement services continue to evolve and improve the level of service to all Government of Nunavut departments and to the general public. Contract Regulations are in force and the Contract Procedures Manual continues to evolve to meet emerging needs. Procurement and Contracting Services continues to provide training and support to all departments to ensure fair, ethical, and transparent procurement and contracting.



### **Petroleum Products**

The price that the Petroleum Products Division pays for its fuel is affected by supply and demand for oil on the world markets. Crude oil and respectively refined petroleum products prices continue to be volatile because of political instability, adverse weather, terrorism, and surging demand from developing countries.

In 2014-15, the price of oil will continue to bear significant cost pressures on the Government of Nunavut. A large share of the budget must to be allocated, directly and indirectly, to purchasing the fuel required for the heating, transportation, and electricity that is consumed throughout Nunavut and the world price for oil continues to play a significant role in the GN's long term fiscal planning.

To mitigate the uncertainty of volatile pricing caused by the fluctuations in the world market supply, in 2009 Petroleum Products Division implemented an early purchase initiative of Ultra Low Sulphur Diesel and Gasoline for annual resupply season.

Petroleum Products Division is responsible for all functions related to the overhead and administration of the unit. In addition, the Petroleum Products Division must ensure that it has adequate tank storage capacity to meet the rapidly growing population and expanding industrial base. All efforts must be made to ensure that the Petroleum Products Division tank farms and delivery infrastructure meet the strict environmental codes and regulations.

### **Financial Resources**

The Government of Nunavut receives most of its revenues from the federal government through major fiscal transfers, notably the Territorial Formula Financing (TFF) arrangement. The GN raises the balance of its funds through territorial taxes and other own-source revenue streams. Until our private-sector economy and tax base expands, the GN will continue to rely financially on federal transfers and targeted funding initiatives. Canada recently renewed its major federal transfers—including the TFF, the Canada Health Transfer, and the Canada Social Transfer—for another five years. GN Finance officials will continue to work closely with federal, provincial, and territorial colleagues to ensure that the GN benefits fully from national funding initiatives.

The GN publishes detailed information about its fiscal situation and financial resources in various ways, including through the Main Estimates, the Capital Estimates, the Supplementary Estimates, the Fiscal and Economic Indicators and its financial statements (the public accounts).

### **Housing**

The first ever Nunavut wide Housing Needs Survey was commissioned by the Nunavut Housing Corporation in 2009. The survey included all residential dwellings, such as public housing, staff housing, other rental housing and privately owned housing.

Released in October 2010, it revealed details of a known shortage of housing for Nunavummiut:

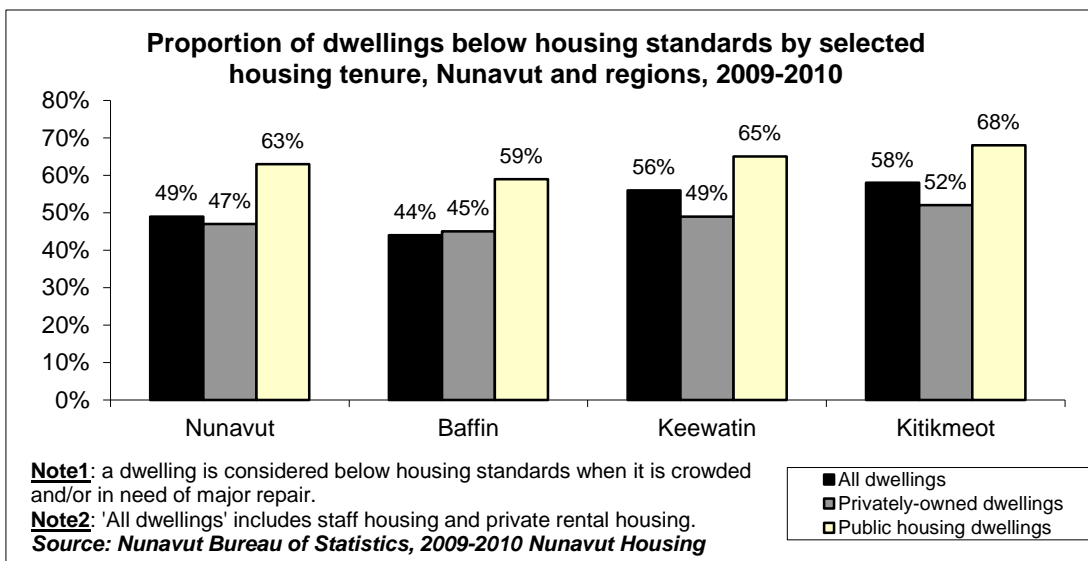
- 35 % of Nunavut homes are overcrowded;
- 23% of Nunavut homes are in need of major repairs;
- Approximately 4% of the population (1,220 individuals) is “homeless” - living temporarily in another person’s dwelling.

According to the 2009 survey, there were 9,400 dwellings in the 25 communities in Nunavut, of which usual residents occupied 8,550 dwellings. The remaining 850 dwellings were unoccupied or occupied temporarily by persons who considered their usual home elsewhere. Of the dwellings occupied by usual residents:

- 4,400 or 51% are public housing units
- 1,880 or 22% are privately-owned dwellings
- 1,350 or 16% are government staff housing
- 930 or 11% were other types of rental housing

The survey found that almost half of occupied dwellings were below housing standards, meaning they were either crowded or in need of major repair or a combination of both.

- 63% of Public Housing units were found to be below housing standards;
- 47% of homeowner units were reported to be below housing standards;
- 22% of Government staff housing and 26% of other dwellings were deemed to be below housing standards.



## **Governance**

### **Nunavut Land Claims Agreement**

The *Nunavut Land Claims Agreement* (NLCA) was signed in 1993 and the Government of Nunavut remains committed to implementing fully. Effective implementation of this important agreement requires a close working relationship with Nunavut Tunngavik Incorporated (NTI), the Regional Inuit Organizations, Government of Canada and many other stakeholder groups.

The Government of Nunavut will work with NTI and Aboriginal Affairs and Northern Development Canada for a renewed contract to continue implementing the NLCA. Working with all partners to implement obligations of the NLCA is critical if the Territory is to meet the challenge of enabling and expanding participation of NLCA beneficiaries in the economy. It will also enhance the services provided by government and its responsiveness to the public it serves. In order to provide opportunity for Inuit employment in government across the Territory, the government is committed to the policy of decentralization and strives to maintain over 60% of the public service outside the capital.

### **Consensus Government**

A consensus government requires broad support for measures it proposes. The Premier and Ministers are required to take into account and respond to Members' concerns as they work through the legislative and budget processes. The system blends the principles of parliamentary democracy with the Inuit societal values of maximum cooperation, effective use of leadership resources and common accountability.

While elected officials work within a consensus system, the model used for Nunavut's public service is based primarily on the management structure found in the governments of the other northern territories and provinces. All departments will need to collaborate to balance consensus government with these existing systems of public administration. More work remains to be done to expand consensus models into the public service, where appropriate.

### **Intergovernmental Relations**

Compared with 30 years ago and over the past 15 years, Nunavut is much more "connected" today with the rest of Canada and the world. Since the creation of Nunavut and the Government of Nunavut in 1999, the scope and pace of these interactions have been expanding exponentially.

It is important that Nunavut seize the opportunity to contribute to the development of national and international policies, especially in areas where our territory and its citizens have a unique interest or insight. The Government of Nunavut will need to prioritize the growing interactions and relations with other governments and organizations within Canada and beyond.

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## INUIT EMPLOYMENT PLAN – Government of Nunavut Departments

### Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Land Claims Agreement* (NLCA) by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all occupational categories.

NLCA Article 23.2.1: *“The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.”*

Government of Nunavut departments and agencies develop and implement Inuit Employment Plans respectively. Statistical information is provided in the *“Towards a Representative Public Service”* quarterly report that determines the gap between beneficiaries and non-beneficiaries by region, community, department and occupational category.

The following table is a snapshot of the public service as of September 30, 2014 by occupational category:

| September 30, 2014     | Total Positions |             |             |            | Beneficiaries |            |
|------------------------|-----------------|-------------|-------------|------------|---------------|------------|
|                        | Total           | Vacancies   | Filled      | % Capacity | Hired         | % IEP      |
| Executive              | 29              | 5           | 24          | 83%        | 10            | 42%        |
| Senior Management      | 142             | 27          | 115         | 81%        | 21            | 18%        |
| Middle Management      | 438             | 109         | 329         | 75%        | 78            | 24%        |
| Professional           | 1389            | 335         | 1054        | 76%        | 267           | 25%        |
| Paraprofessional       | 1447            | 396         | 1051        | 73%        | 763           | 73%        |
| Administrative Support | 510             | 139         | 371         | 73%        | 329           | 89%        |
| <b>TOTALS</b>          | <b>3955</b>     | <b>1011</b> | <b>2944</b> | <b>74%</b> | <b>1468</b>   | <b>50%</b> |

*Note: The table above only reports on established positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksatsat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

The following table is a snapshot of the public service as of September 30, 2014 by department:

| September 30, 2014                    | Total Positions |             |             |            | Beneficiaries |            |
|---------------------------------------|-----------------|-------------|-------------|------------|---------------|------------|
|                                       | Total           | Vacancies   | Filled      | % Capacity | Hired         | % IEP      |
| Community & Government Services       | 368             | 107         | 261         | 71%        | 101           | 39%        |
| Culture and Heritage                  | 92              | 24          | 68          | 74%        | 49            | 72%        |
| Economic Development & Transportation | 142             | 43          | 99          | 70%        | 50            | 51%        |
| Education                             | 1258            | 145         | 1113        | 88%        | 585           | 53%        |
| Environment                           | 129             | 31          | 98          | 76%        | 35            | 36%        |
| Executive & Intergovernmental Affairs | 99              | 24          | 75          | 76%        | 53            | 71%        |
| Finance                               | 267             | 68          | 199         | 75%        | 93            | 47%        |
| Health                                | 1028            | 388         | 640         | 62%        | 315           | 49%        |
| Family Services                       | 203             | 69          | 134         | 66%        | 77            | 57%        |
| Justice                               | 369             | 112         | 257         | 70%        | 110           | 43%        |
| <b>TOTALS</b>                         | <b>3955</b>     | <b>1011</b> | <b>2944</b> | <b>74%</b> | <b>1468</b>   | <b>50%</b> |

*Note: The tables above only reports on established positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliktiksatsat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

Our workforce comes from many cultures where all public servants work respectfully and cooperatively towards a representative workforce in the spirit of *Sivumut Abluqta: Stepping Forward Together*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and agencies.

Executive and Intergovernmental Affairs has taken a developmental role in encouraging representation through promoting higher education and partnerships with recognized institutions and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit societal values.

### **Government Wide Plan**

This section of the Business Plan describes some of the current Government of Nunavut wide initiatives available to all departments and agencies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

- Initiatives specifically designed for beneficiaries
- Initiatives available for all Government of Nunavut employees

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2016. The following identifies the targets by occupational category:

| March 31, 2016         | Total Positions |            |             |            | Beneficiaries |            |
|------------------------|-----------------|------------|-------------|------------|---------------|------------|
|                        | Total           | Vacancies  | Filled      | % Capacity | Hired         | % IEP      |
| Executive              | 29              | 0          | 29          | 100%       | 11            | 38%        |
| Senior Management      | 143             | 10         | 133         | 93%        | 33            | 25%        |
| Middle Management      | 439             | 64         | 375         | 85%        | 129           | 34%        |
| Professional           | 1461            | 254        | 1207        | 83%        | 308           | 25%        |
| Paraprofessional       | 1456            | 240        | 1216        | 84%        | 856           | 70%        |
| Administrative Support | 507             | 70         | 437         | 86%        | 395           | 90%        |
| <b>TOTALS</b>          | <b>4035</b>     | <b>637</b> | <b>3398</b> | <b>84%</b> | <b>1731</b>   | <b>51%</b> |

*Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksatsat intern positions. The table above reflects the aggregated total of full time and part time positions.*

The following is a snapshot of the Inuit employment targets for March 31, 2016 by department:

| March 31, 2016                        | Total Positions |            |             |            | Beneficiaries |            |
|---------------------------------------|-----------------|------------|-------------|------------|---------------|------------|
|                                       | Total           | Vacancies  | Filled      | % Capacity | Hired         | % IEP      |
| Community & Government Services       | 375             | 100        | 275         | 73%        | 108           | 39%        |
| Culture and Heritage                  | 91              | 13         | 78          | 86%        | 58            | 75%        |
| Economic Development & Transportation | 141             | 23         | 118         | 84%        | 64            | 54%        |
| Education                             | 1266            | 165        | 1102        | 87%        | 572           | 52%        |
| Environment                           | 132             | 18         | 114         | 87%        | 46            | 40%        |
| Executive & Intergovernmental Affairs | 101             | 12         | 89          | 88%        | 67            | 75%        |
| Finance                               | 267             | 55         | 212         | 79%        | 103           | 49%        |
| Health                                | 1089            | 149        | 940         | 86%        | 466           | 50%        |
| Family Services                       | 205             | 31         | 174         | 85%        | 112           | 64%        |
| Justice                               | 368             | 72         | 296         | 80%        | 135           | 46%        |
| <b>TOTALS</b>                         | <b>4035</b>     | <b>637</b> | <b>3398</b> | <b>84%</b> | <b>1731</b>   | <b>51%</b> |

*Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksatsat intern positions. The table above reflects the aggregated total of full time and part time positions.*

## **Initiatives Specifically Designed for Beneficiaries**

The following initiatives are available specifically for beneficiaries of the Nunavut Land Claims Agreement to enhance beneficiary employment and support departmental Inuit Employment Plans:

### **Priority Hiring Policy**

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to NLCA beneficiaries. Those beneficiaries who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards, and agencies. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

### **Sivuliqtiksat Internship Program**

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for beneficiaries to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional occupational categories. The Government of Nunavut supports 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

### **Trainee and Internships**

The Government of Nunavut has undertaken some internship programs that provide on the job training to beneficiary employees. These vary in length depending on the position and the skill level of the individual. Departments and agencies initiate such trainee/internship positions and fund them internally.

### **Inuktitut as a First Language**

Inuktitut and Inuinnaqtun First Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

## **Initiatives Available for All Government of Nunavut Employees**

The Government of Nunavut is a diverse organization working together to create a respectful and productive work environment. The following initiatives are available for all Government of Nunavut employees that can also be used to enhance beneficiary employment and support departmental Inuit Employment Plans:



### **Education Leave**

The Government of Nunavut supports its employees to improve continually their skills. The Education Leave directive allows employees to take leave for educational pursuits. This provides employees with the opportunity to take advantage of external training. Employees must be in indeterminate positions and have been employed at least 3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

### **Trainer's Allowance**

The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are training another employee through on-the-job training. To receive the trainer's allowance, a learning plan and a training agreement must be signed off by participants and funded internally in their respective departments or agencies.

### **Learning and Development Courses**

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that is available for all GN employees. These are general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with Nunavut Arctic College (NAC) as a service provider for program delivery. Certain courses (i.e. policy, diversity, negotiation skills) are delivered by institutions that specialize in that subject matter.

### **Specialized Training Fund**

This fund is available for all departments and agencies to develop technical, job specific competencies and address the unique learning needs in a department, division or position. Each program is designed and delivered by the employing department/agency who submits a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.

### **Mentorship**

Employees across the Government of Nunavut are encouraged to use mentors. Mentors for example are provided to nurses graduating from the Nunavut Nursing Program. The GN Mentorship Program's foundation is deeply rooted in the guiding principles of the Inuit Societal Values and is available for all public servants

### **Inuktitut as a Second Language**

Inuktitut and Inuinnaqtun Second Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

### **Learning Plans**

A Learning Plan template is used by employees, with the support of their supervisor, to identify what areas they would like to take training and development opportunities for career aspirations. The Learning Plan is the foundation “live” tool used for internships and trainee positions.

### **Occupational Certificate Training Programs**

Executive and Intergovernmental Affairs develops certificate training programs targeted at occupations found in all Departments. The occupational training programs are designed to be delivered in modules towards a GN certificate of achievement. Priority of specific occupational programs is determined by the Building Capacity Committee. Sivumuaqatigiit has delivered occupational programs such as Administrative Services, Communications, Supervisory, Human Resource Practitioner’s Program and the Nunavut Advanced Management Diploma Program.

### **Summer Student Employment Equity Program**

The Summer Student Employment Equity Program is available to all secondary and post-secondary students living in Nunavut and studying in or outside Nunavut. This program is designed to provide opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical and meaningful working experience in the public service. Nunavut Land Claims Beneficiaries receive priority in the summer student hiring process under the Priority Hiring Policy.

### **Transfer Assignments**

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments. Transfer assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

### **Orientation**

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. Orientations that are more specific are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Societal Values anda traditional activity is also included as part of the session..

### **Specific Departmental Initiatives**

Descriptions of department specific initiatives are available in their respective sections of the business plan.

**Department of  
Executive and  
Intergovernmental  
Affairs**

**Business  
Plan**

**2015-2018**

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### **CORE BUSINESS**

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## CORE BUSINESS

The Department of Executive and Intergovernmental Affairs consists of the following five lines of core business:

|                           | <b>Budget (\$000)</b> |                |                |                |
|---------------------------|-----------------------|----------------|----------------|----------------|
|                           | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Executive, Directorate    | 8,389                 | <b>8,477</b>   | 8,477          | 8,477          |
| Strategic Planning        | 2,626                 | <b>2,632</b>   | 2,632          | 2,632          |
| Sivumuaqatigiit           | 8,222                 | <b>8,249</b>   | 8,249          | 8,249          |
| Intergovernmental Affairs | 6,223                 | <b>6,137</b>   | 6,137          | 6,137          |
| Devolution Secretariat    | 1,849                 | <b>2,052</b>   | 2,391          | 2,391          |
| <b>TOTAL</b>              | <b>27,309</b>         | <b>27,547</b>  | <b>27,886</b>  | <b>27,886</b>  |

### Directorate

The Directorate provides overall management and coordination of the activities and responsibilities of the Executive branch of government. As Secretary to Cabinet, the Deputy Minister provides Cabinet and Ministerial support. The branch also provides advisory services regarding Access to Information and Privacy Protection issues, and administrative support to both the department and the Utility Rates Review Council. It also supports the Senior Personnel Secretariat function.

The communications division provides leadership, support and strategic communications planning to departments, as well as ensures consistent messaging from the Government of Nunavut (GN).

### Objectives

- Support the Cabinet under the direction of the Premier.
- Coordinate interdepartmental initiatives through Deputy Ministers Committees.
- Communicate Cabinet direction to the public service.
- Coordinate the government communication strategies and ensure consistent messaging
- Manage the GN access to information and protection of privacy requirements.

| <b>Programs</b>         | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|-------------------------|-----------------------|----------------|----------------|----------------|----------------|
| <b>Premier's Office</b> |                       | 1,190          | <b>1,192</b>   | 1,192          | 1,192          |

The Premier has a budget to cover four staff and relevant operational expenses. Within the general framework set by Cabinet and legislation, the Premier guides the activities of the government and is supported by this office.

*Department of Executive and Intergovernmental Affairs*

|                           |       |              |       |       |
|---------------------------|-------|--------------|-------|-------|
| <b>Ministers' Offices</b> | 3,452 | <b>3,453</b> | 3,453 | 3,453 |
|---------------------------|-------|--------------|-------|-------|

Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.

|                              |     |            |     |     |
|------------------------------|-----|------------|-----|-----|
| <b>Commissioner's Office</b> | 301 | <b>301</b> | 301 | 301 |
|------------------------------|-----|------------|-----|-----|

The Commissioner and Deputy Commissioner of Nunavut are federal appointees, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.

|                        |     |            |     |     |
|------------------------|-----|------------|-----|-----|
| <b>Deputy Minister</b> | 499 | <b>507</b> | 507 | 507 |
|------------------------|-----|------------|-----|-----|

This office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

|                           |       |              |       |       |
|---------------------------|-------|--------------|-------|-------|
| <b>Corporate Services</b> | 1,144 | <b>1,118</b> | 1,118 | 1,118 |
|---------------------------|-------|--------------|-------|-------|

Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Office of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

|  |     |            |     |     |
|--|-----|------------|-----|-----|
| <b>Access to Information and Protection of Privacy</b> | 148 | <b>348</b> | 348 | 348 |
|--|-----|------------|-----|-----|

This office ensures compliance with the Access to Information and Protection of Privacy Act (ATIPP) and provides coordination of all ATIPP issues, activities and training. The Office also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

|                                     |     |            |     |     |
|-------------------------------------|-----|------------|-----|-----|
| <b>Utility Rates Review Council</b> | 604 | <b>528</b> | 528 | 528 |
|-------------------------------------|-----|------------|-----|-----|

The Utility Rates Review Council (URRC) is an arms-length advisory council. It responds to its mandate as set out in the Utility Rates Review Council Act. It provides advice and recommendations to the responsible Minister of a designated utility or any other Minister. It advises on matters concerning the imposition of rates and tariffs related to the provision of electricity service, permission for major capital projects and any other matters related to a utility that are referred to the Council. This regulatory model helps balance the public interest in the context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.

|                       |       |              |       |       |
|-----------------------|-------|--------------|-------|-------|
| <b>Communications</b> | 1,051 | <b>1,030</b> | 1,030 | 1,030 |
|-----------------------|-------|--------------|-------|-------|

As a centralized function, the Communications Division provides support to government departments and agencies in the development of communications products and services. By offering advice and assistance in planning and co-ordination, the Communications Division aids the departments in developing strategies for public relations, media relations, and internal



communications. The division is also responsible for promoting the profile of the Government of Nunavut.

|                           |              |              |              |              |
|---------------------------|--------------|--------------|--------------|--------------|
| <b>Total, Directorate</b> | <b>8,389</b> | <b>8,477</b> | <b>8,477</b> | <b>8,477</b> |
|---------------------------|--------------|--------------|--------------|--------------|

**Priorities (2014-15)**

- Provide leadership direction to departments and agencies in implementing Sivumut Abluqta.  
*Status: The department has coordinated the development of a government-wide implementation plan for Sivumut Abluqta.*
- In partnership with the Department of Finance, coordinate an external review of government programs to ensure delivery in an effective, efficient and economical manner.  
*Status: The department, in partnership with the Department of Finance, have developed the scope of the review, and a Request for Proposals to carry out the first phase of the external review of government programs. The first phase of the external review will take place between January 2015 and October 2015.*
- Evaluate GN communications methods and their effectiveness and efficiency in communicating GN messages to Nunavummiut, Canada and the world.  
*Status: The Communications Division regularly reviews communications methods to ensure that they are effective. A government-wide corporate communications policy and social media policy have been developed and will be fully implemented over the next fiscal year.*
- Conduct an internal review of the ATIPP function to determine effectiveness of administrative practices. Using the information, identify ways to build on our internal support and capacity.  
*Status: The review found that additional supports are required to ensure compliance with the new privacy provisions of the ATIPP Act. Increasing the internal capacity of the ATIPP office will ensure the department continues to provide adequate support to all public bodies, and maintains meaningful oversight of the internal ATIPP functions.*

**Priorities (2015-16)**

- Ensure strategic direction is provided to departments to reflect the Sivumut Abluqta action plan.
- The department will transition into the second phase of the review and work with departments to implement enhancements to government programs as reviews are completed.
- Review and evaluate the communication protocols and their effectiveness.
- Explore options regarding municipal access to information and protection of privacy legislation.

### **Priorities (2016-17)**

- As reviews of programs are completed, work with departments to implement enhancements to government programs.
- Provide support to the municipalities of Nunavut in implementing access and privacy principles based on the successful implementation within the City of Iqaluit.
- Review the effectiveness of the GN branding initiative and the GN website; provide updates as necessary.

### **Priorities (2017-18)**

- Undertake a major GN employee satisfaction review to determine effectiveness of employee engagement campaign and make adjustments where necessary.
- The URRC will host the Canadian Association of Members of Public Utility Tribunals (CAMPUT) Annual General Meeting.
- Review the Qulliq Energy Corporation's General Rate Application.

## **Strategic Planning**

The Strategic Planning branch provides broad advice on government business planning, strategies, policies and legislation, as well, provide support for reviews of programs and services, and ensure that the government has current and accurate statistical information on Nunavut and their communities.

### **Objectives**

- Provides analysis, advice and central registry services for Cabinet documents
- Liaise with government departments on their submissions to Cabinet.
- Produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest.
- Produce accurate and appropriate statistical data on Nunavut.

| <b>Programs</b>            | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|----------------------------|-----------------------|----------------|----------------|----------------|----------------|
| <b>Policy and Planning</b> |                       | 1,269          | <b>1,421</b>   | 1,421          | 1,421          |

This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.

|                   |     |            |     |     |
|-------------------|-----|------------|-----|-----|
| <b>Statistics</b> | 866 | <b>800</b> | 800 | 800 |
|-------------------|-----|------------|-----|-----|

*Nunavut Kiglisiniaqtiit* (Nunavut Bureau of Statistics) is the GN's central statistical agency. It collects, analyzes and distributes statistical data on Nunavut, and provides assistance and advice on the use of statistical data. *Nunavut Kiglisiniaqtiit* is also Statistics Canada's statistical focal point for Nunavut, and as such represents Nunavut's interests within the national statistical system.

|                   |     |            |     |     |
|-------------------|-----|------------|-----|-----|
| <b>Evaluation</b> | 491 | <b>411</b> | 411 | 411 |
|-------------------|-----|------------|-----|-----|

The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluations and performance measurement.

|                                  |              |              |              |              |
|----------------------------------|--------------|--------------|--------------|--------------|
| <b>Total, Strategic Planning</b> | <b>2,626</b> | <b>2,632</b> | <b>2,632</b> | <b>2,632</b> |
|----------------------------------|--------------|--------------|--------------|--------------|

### Priorities (2014-15)

- Prepare an evaluation framework and an evaluation plan for assessing the effectiveness and impacts of programs, projects and activities on socio-economic development in Nunavut.  
*Status: A draft paper on an Evaluation Framework for the GN has been developed and is currently being revised and expanded.*
- Develop capacity to provide an oversight role for program evaluations and undertake quality assurance review of external evaluations of government programs.  
*Status: A draft evaluation plan and plan for training the Intern Manager, Evaluation have been prepared. Approaches and formats for building capacity of an oversight role for external evaluations have also been prepared.*
- Improve labour market indicators. The Bureau will develop an occupational demand model for Nunavut to help identify current and future labour market imbalances (shortages and demands).  
*Status: The Bureau is drafting a methodological paper that outlines the appropriate methods and conceptual model to produce an occupational demand model for Nunavut. A Nunavut Job vacancy database has been prepared and is being updated regularly.*
- Complete the analysis and dissemination of the Nunavut Food Price Survey and explore the feasibility of an annual survey. Tables will be made available on the Bureau Website.  
*Status: Data has been decimated and Food Price tables are available on the Bureau's website. The next cycle of the survey is planned to be conducted in March 2015.*
- Begin dissemination of recently acquired data sets on various social topics from Statistics Canada. Tables will be made available on the Bureau website.  
*Status: New data tables have been created on a variety of topics and posted on the Bureau's website.*

**Priorities (2015-16)**

- Preparations for the 2016 Census of Canada – work with Statistics Canada to promote the census in Nunavut communities to ensure that Nunavut residents are enumerated.
- Revise methods and examine potential sources of data to improve community population estimates and projection models.
- Continue to work on completing the Occupational Demand Model – model will begin producing occupational outlooks for Nunavut.
- Contribute toward the development of the mandate implementation tracking systems for Sivumut Abluqta.
- To help achieve the Sivumut Abluqta priority, provide an oversight role on external evaluations of GN programs to ensure quality assurance. Assess methods and results used in external evaluations to ensure comprehensive reviews and assessments of GN programs.
- Conduct 2016 Nunavut Food Price Survey to collect prices on food and non-food items in all Nunavut communities.

**Priorities (2016-17)**

- Continue to assist in operations for the 2016 Census of Canada – work with Statistics Canada to ensure that Nunavut residents are enumerated during field operations.
- To help achieve the Sivumut Abluqta priority, participate in internal evaluations/reviews and operational audit of GN programs.
- Incorporate the impact of resource development into the community projection models – these will gauge the potential impact that anticipated resource projects will have on affected communities and will be useful for planning purposes.
- The Bureau will focus on improving and developing economic indicators and models by utilizing Statistics Canada data. Tables will be made available on the Bureau website.
- The Bureau will explore the feasibility of obtaining and disseminating various sources of administrative data from GN departments to fill in data gaps.
- Continue to play an active role in the National Statistics System by working closely with Statistics Canada and the other provinces and territories on various social and economic topics.

**Priorities (2017-18)**

- With the anticipated release of 2016 Census and National Household Survey (NHS) data, the Bureau will prepare community level data tables on various subjects for distribution to the Government and the public. Data will be disseminated via the Bureau’s website.
- The Bureau will play an active role in the National Statistics System by working closely with Statistics Canada and the other provinces and territories to ensure that the Census Coverage Studies account for Nunavut residents that were missed during Census enumeration.
- Prepare a compendium of training opportunities in evaluation methodologies and approaches for building capacity of GN staff in program evaluation.
- Collaborate with partners on the development of performance measurement frameworks on poverty reduction programs and other projects.

**Sivumuaqatigiit**

The Sivumuaqatigiit branch is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the Government of Nunavut, and for providing assistance and support to departments in training and developing their staff including interns. The branch is also responsible for leading and coordinating initiatives to support the governments decentralized model.

**Objectives**

- Increase beneficiary representation in the public service by supporting departments and agencies in the development of their Inuit Employment plans.
- Provide quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.
- Provide leadership and coordination for planning and development activities at the regional and community level.

| <b>Programs</b>                     | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|-------------------------------------|-----------------------|----------------|----------------|----------------|----------------|
| <b>Inuit Employment Initiatives</b> |                       | 3,255          | <b>3,130</b>   | 3,130          | 3,130          |
| <b>Public Service Training</b>      |                       | 4,346          | <b>4,478</b>   | 4,478          | 4,478          |

Inuit employment initiatives assist departments in implementing their Inuit Employment Plans, provide support in human resource planning, identify training needs, and assist with succession planning.

This division designs, develops, and delivers training and development programs including orientation, courses and workshops, language training, occupational training and accredited learning opportunities.

**Community Employment Support**      621                      **641**                      641                      641

Community Employment Support delivers Sivumuaqatigiit programs and services at the regional level including Inuit employment, and training and development.

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**Total, Sivumuaqatigiit**                      **8,222**                      **8,249**                      **8,249**                      **8,249**

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**Priorities (2014-15)**

- Finalize the Decentralization Plan and begin implementation in collaboration with other departments in the GN.  
*Status: In the summer 2014, the department reviewed the Action Plan developed by the Department of Human Resources. A revised draft is currently being developed. It is nearing completion and will be ready by the end of the fiscal year as projected.*
- In partnership with the Department of Finance, finalize the GN Public Service Human Resources Strategy and begin implementation.  
*Status: The GN HR Strategy was tabled in the 2014 fall session. The partnership will continue between the department and the Department of Finance to implement the initiatives aimed at strengthening the public service.*
- Review the delivery of Sivuliqtiksat Internship Program to ensure that it is effective in meeting its objectives.  
*Status: The department engaged an external company to review the Sivuliqtiksat Internship Program this fall. Interviews and consultations have been done with past and present stakeholders of the program. A report on the findings with recommendations is currently being finalized.*
- Ensure that all departments and public agencies work actively towards enhancing Inuit employment plans.  
*Status: The GN has an Inuit Employment Steering Committee that meets regularly. Each department and agency has a senior manager representative on the committee. The Inuit Employment Steering Committee made key recommendations on which initiatives to include in the GN HR Strategy to help increase the number of beneficiary employees in their own departments/agencies.*

**Priorities (2015-16)**

- Continue implementation of the Decentralization Action Plan in collaboration with other departments in the GN.
- Deliver Sivuliqtiksat Internship Program with any necessary enhancements to ensure it is meeting its objectives.
- Ensure that all departments and public agencies work actively towards enhancing Inuit employment plans.

**Priorities (2016-17)**

- Conduct a training needs analysis to assist departments in implementing their Inuit Employment Plans.
- Evaluate and assess the Decentralization Action Plan to ensure its effectiveness.

**Priorities (2017-18)**

- In partnership with Department of Finance, evaluate the implementation of initiatives identified in the GN Human Resource Strategy and begin preparations for the next set of objectives.

## **Intergovernmental Affairs**

Intergovernmental Affairs provides leadership and coordination for the management and development of strategies, policies and initiatives relevant to international, federal, provincial and territorial government relations. It manages relationships with aboriginal, circumpolar, and international organizations. It coordinates matters related to programs and services for Seniors. It is also responsible for the establishment of and support for the new network of Government Liaison Officers in communities throughout Nunavut.

### **Objectives**

- Enhance and foster strong working relationships with other governments.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations.
- Coordinate GN participation in international relations related to international affairs and international trade policy.
- Coordinate GN internal trade policy.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated and regional Inuit organizations.
- Coordinate GN implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the GN's relationship with Aboriginal Affairs and Northern Development Canada and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions including the Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping land claims.
- Provide the public with an initial government point-of-contact in every community.
- Coordinate activities pertaining to programs and services delivered by the Government of Nunavut for Seniors.
- Coordinate positions and lead devolution negotiations for the Government of Nunavut.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Intergovernmental Relations</b>  |                       | 1,030          | <b>1,031</b>   | 1,031          | 1,031          |
| <p>Intergovernmental Relations (IGR) is responsible for liaising with other GN departments; and territorial, provincial and federal governments. It serves the GN by participating in preparations for intergovernmental activities such as the Northern Premiers' Forum, Western Premiers' Conference, Council of the Federation, and First Ministers' meetings. IGR leads Nunavut's participation in the development of international and national rules of trade. IGR is also responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government.</p>                              |                       |                |                |                |                |
| <b>Aboriginal &amp; Circumpolar Affairs</b>   |                       | 1,443          | <b>1,443</b>   | 1,443          | 1,443          |
| <p>Aboriginal &amp; Circumpolar Affairs manages and advises on government policies and positions relating to the implementation of the <i>Nunavut Land Claims Agreement</i>; relations with Nunavut Tunngavik Incorporated; the Federal, Provincial and Territorial Aboriginal Affairs Working Group; and relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with Nunavut.</p> <p>Circumpolar Affairs is responsible for the coordination of Arctic Council related work, bilateral relations with circumpolar governments, regions and organizations; and relations with circumpolar indigenous groups.</p> |                       |                |                |                |                |
| <b>Government Liaison</b>   |                       | 3,750          | <b>3,663</b>   | 3,663          | 3,663          |
| <p>At the community level, the Government Liaison Officer is the first point-of-contact with our government. These individuals ensure that government services can be more easily accessed in every community. The division will establish and maintain active two-way communications with the public and provide easier access to programs and services. The Division also has responsibility for senior citizen issues in Nunavut.</p>  |                       |                |                |                |                |
| <b>Total, Intergovernmental Affairs</b>   |                       | <b>6,223</b>   | <b>6,137</b>   | <b>6,137</b>   | <b>6,137</b>   |

### **Priorities (2014-15)**

- Work with the governments of the Northwest Territories and Yukon, Inuit Circumpolar Council, Gwich'in Council International and the Arctic Athabaskan Council to provide a northern voice to Canada's 2013-15 chairmanship of the Arctic Council.  
*Status: The Premier attended the ICC General Assembly in Inuvik in July 2014. The department continued to consult with ICC and other permanent participants with respect to issues arising at Working Group and Senior Arctic Officials meetings.*
- Assist with hosting Arctic Council Working Group meetings and Senior Arctic Officials meetings in Nunavut.  
*Status: The Government of Nunavut has assisted with hosting various Arctic Council meetings including Arctic Council Advisory Committee, Conservation of Arctic Flora and Fauna, Arctic Economic Forum and Task Force on Black Carbon and Methane. It will host a*



*“Evidence-Base for Promoting Mental Wellness and Resilience to Address Suicide in Circumpolar Communities” symposium.*

- Continued implementation of the *Eeyou Marine Region Land Claim Agreement, Nunavik Inuit Land Claim Agreement and Nunavut Land Claim Agreement.*  
*Status: The GN continues to participate in implementation meetings and nominations of boards for both claims groups.*
- Coordinate the Government of Nunavut’s participation in the Annual Meeting of Federal-Provincial-Territorial Ministers responsible for International Trade.  
*Status: GN participated in the Ministers meeting. Officials also participated in C-Trade meetings held in June 2014 and October 2014 during which international trade issues were discussed.*
- Coordinate the Government of Nunavut’s participation at the Committee on Internal Trade.  
*Status: GN Officials participated regularly as observers in Internal Trade meetings. The Premier participated as an observer in the annual meeting of the Committee on Internal Trade in November 2014.*
- Coordinate Premier’s attendance at the 2014 Council of the Federation meeting, 2014 Western Premiers meeting and 2014 Northern Premiers Forum.  
*Status: Premier Taptuna hosted the Western Premiers’ meeting in July 2014 in Iqaluit. Premier also participated in the 2014 Northern Premiers’ Forum in Yellowknife. The Northern Premiers released their renewed Northern Vision in September 2014. Premier Taptuna participated in the 2014 Council of the Federation meeting in Charlottetown in August 2014.*
- Renew the protocol with Nunavut Tunngavik Incorporated and continue to work on matters of mutual interest to Nunavummiut.  
*Status: A protocol and work plan has been drafted for review by both parties.*
- Ensure government services are available to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.  
*Status: The Government Liaison Officer program continues to provide program support to Nunavummiut as well as internal and external government organizations. As of fiscal year 2014-2015, the department has GLO personnel on site in 23 of 25 communities.*

#### **Priorities (2015-16)**

- Continued implementation of the *Eeyou Marine Region Land Claim Agreement, Nunavik Inuit Land Claim Agreement and Nunavut Land Claim Agreement.*
- Coordinate the Government of Nunavut’s participation in various meetings, such as the 2015 Arctic Council Ministerial meeting, the Annual Meeting of Federal-Provincial-Territorial Ministers responsible for Internal Trade, and the Committee on Internal Trade.

*Department of Executive and Intergovernmental Affairs*

- Coordinate Premier's attendance at the 2015 Council of the Federation meeting and 2015 Western Premiers meeting, and host the 2015 Northern Premiers Forum.
- Within the Aajiqatigiinni framework, continue to work with NTI on matters of mutual interest to Nunavummiut.
- Continue to participate in the Immigration Federal Provincial and Territorial Secretariat in order to inform Nunavut's immigration policy.
- Continue active participation in the Aboriginal Affairs Working Group including in the housing sub-group.
- Participate in the Council of Federation's Task Force on Aging.
- Coordinate and promote existing programs and services available to Seniors.

**Priorities (2016-17)**

- Continue to work with NTI on matters of mutual interests to Nunavummiut.
- Continue to work closely with NTI to ensure that government obligations under the NLCA are implemented and that Inuit concerns are reflected in government policy.
- Participate with other departments and Government of Canada in marking the opening of the Canadian High Arctic Research Station in Cambridge Bay.
- Participate in the Council of Federation's Task Force on Aging
- Coordinate and promote existing programs and services available to Seniors.

**Priorities (2017-18)**

- Participate in, and organization of, celebrations marking the 150<sup>th</sup> anniversary of Confederation.
- Continue to actively participate in intergovernmental fora at the executive level but also in the policy areas of trade, immigration, circumpolar affairs and aboriginal affairs for which the division is responsible.
- Continue to enhance and provide one stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Participate in the Council of Federation's Task Force on Aging
- Coordinate and promote existing programs and services available to Seniors.

## Devolution Secretariat

The Devolution Secretariat leads both the GN's preparation for and participation in negotiations with the Government of Canada and NTI towards the conclusion of a devolution agreement. The transfer of authority over Crown land and non-renewable resources in Nunavut is a priority of the GN and essential for the Territory's long-term political and economic development. The Secretariat will also be responsible for coordinating the implementation of a final agreement.

### Objectives

- Coordinate positions and lead devolution negotiations for the Government of Nunavut.

| Programs                             | Budget (\$000) | 2014-15      | 2015-16      | 2016-17      | 2017-18      |
|--------------------------------------|----------------|--------------|--------------|--------------|--------------|
| Devolution Secretariat               |                | 1,849        | 2,052        | 2,391        | 2,391        |
| <b>Total, Devolution Secretariat</b> |                | <b>1,849</b> | <b>2,052</b> | <b>2,391</b> | <b>2,391</b> |

The Devolution Secretariat leads the GN's preparation for and participation in negotiations with the Government of Canada and NTI towards the conclusion of a devolution agreement.

### Priorities (2014-15)

- Coordinate positions and lead devolution negotiations for the Government of Nunavut.  
*Status: Agreement-in-Principle negotiations commenced October 3, 2014.*

### Priorities (2015-16)

- Pending successful negotiations, work to finalize the devolution Agreement-in-Principle for transfer of authority over, and administration and control of Crown lands, water, and resources from Canada to GN.

### Priorities (2016-17)

- Pending successful Agreement-in-Principle negotiations, continue efforts on the Devolution Agreement negotiations with the Government of Canada and Nunavut Tunngavik Incorporated.

### Priorities (2017-18)

- Continue efforts on the devolution Agreement negotiations with the Government of Canada and Nunavut Tunngavik Incorporated.

## Inuit Employment Plan

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>99</b>            |            | <b>101</b>         |            |
| Total Filled Positions                             | 75                   | 76%        | 89                 | 88%        |
| Total Vacancies                                    | 24                   | 24%        | 12                 | 12%        |
| Total Beneficiaries                                | 53                   | 71%        | 67                 | 75%        |
| <b>Total Executive Positions</b>                   | <b>3</b>             |            | <b>3</b>           |            |
| Total Filled Executive Positions                   | 1                    | 33%        | 3                  | 100%       |
| Total Vacant Executive Positions                   | 2                    | 67%        | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 1                    | 100%       | 2                  | 67%        |
| <b>Total Senior-Management Positions</b>           | <b>11</b>            |            | <b>11</b>          |            |
| Total Filled Senior-Management Positions           | 10                   | 91%        | 11                 | 100%       |
| Total Vacant Senior-Management Positions           | 1                    | 9%         | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 4                    | 40%        | 6                  | 55%        |
| <b>Total Middle-Management Positions</b>           | <b>13</b>            |            | <b>13</b>          |            |
| Total Filled Middle-Management Positions           | 11                   | 85%        | 11                 | 85%        |
| Total Vacant Middle-Management Positions           | 2                    | 15%        | 2                  | 15%        |
| Total Beneficiaries in Middle-Management Positions | 7                    | 64%        | 8                  | 73%        |
| <b>Total Professional Positions</b>                | <b>23</b>            |            | <b>24</b>          |            |
| Total Filled Professional Positions                | 14                   | 61%        | 19                 | 79%        |
| Total Vacant Professional Positions                | 9                    | 39%        | 5                  | 21%        |
| Total Beneficiaries in Professional Positions      | 5                    | 36%        | 9                  | 47%        |
| <b>Total Paraprofessional Positions</b>            | <b>42</b>            |            | <b>43</b>          |            |
| Total Filled Paraprofessional Positions            | 35                   | 83%        | 39                 | 91%        |
| Total Vacant Paraprofessional Positions            | 7                    | 17%        | 4                  | 9%         |
| Total Beneficiaries in Paraprofessional Positions  | 32                   | 91%        | 36                 | 92%        |
| <b>Total Administrative Positions</b>              | <b>7</b>             |            | <b>7</b>           |            |
| Total Filled Administrative Positions              | 4                    | 57%        | 6                  | 86%        |
| Total Vacant Administrative Positions              | 3                    | 43%        | 1                  | 14%        |
| Total Beneficiaries in Administrative Positions    | 4                    | 100%       | 6                  | 100%       |

*Note: The department will receive funding for a total of 136 PYs in 2015-2016. Of this total, 37 PYs are excluded from the departmental IEP because they are not positions within the department: 20 Cabinet staff, 1 Commissioner of Nunavut staff, and 16 Sivuliqtiksat intern positions.*

### **Sivuliqtiksat Program**

Sivumuaqatigiit provides funding for departments to hire interns through the Sivuliqtiksat program. Sivuliqtiksat is an internship program designed to provide professional development opportunities to Inuit and assist departments in meeting their *Article 23* targets.

The main focus of the program is to develop Inuit in leadership positions within government at the director and managerial levels. To maximize departmental participation in the program, specialist positions (unique to a division/department), are also eligible for the program.

Positions for the program are identified by departments and agencies throughout Nunavut, based on their Inuit Employment Plans. Sivuliqtiksat supports a total of sixteen (16) intern positions with one Sivuliqtiksat Coordinator and a Manager. As of the 2014-2015 fiscal year, there were 10 interns in place in the following departments and agencies:

|   |         |
|---|---------|
| Economic Development and Transportation | Health  |
| Nunavut Arctic College                  | Justice |
| Community and Government Services       |         |

### **Departmental Inuit Employment Initiatives**

The department will participate directly in two government wide Inuit employment initiatives, the Labour Force Analysis and the Communications Strategy.

Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) analyzes and disseminates Statistics Canada data on Nunavut's labour force. A monthly report is produced on the latest data available from Statistics Canada's Labour Force Survey detailing employment statistics in Nunavut. The Labour Force Survey tracks employment for Inuit and Non-Inuit residents and other characteristics in the 19 largest communities.

EIA Communications is the central agency for providing communications support to the line departments and centrally coordinates all GN communication activities. The division will assist the Sivumuaqatigiit in the development of a communication strategy on the implementation of the Government of Nunavut Inuit Employment Plan. The Communications Division will also develop a GN-wide communications policy with the intent of ensuring consistent quality, messaging and response to issues.

In addition to participating in government wide initiatives, the department will continue its own efforts to increase beneficiary employment, especially for management categories.

The Inuit Language Protection Act and the Official Languages Act require significant increases in the ability of staff to use the Inuit Language in the workplace. As part of its commitment to building capacity amongst senior management, the department will make first and second language Inuit language training available to all departmental employees and to executive management from across the Government of Nunavut.

*Department of Executive and Intergovernmental Affairs*

A Government Liaison Officer is the public's central point-of-contact with government. These individuals will ensure that government services can be accessed more easily in every community.

The department, with the involvement of the entire Senior Management Committee, will closely reexamine all of its job descriptions before staffing positions. The job descriptions will be reviewed to ensure that they do not contain inflated educational or experience requirements and to ensure that services can be delivered in the appropriate languages at all levels.

## Financial Summary

| Branch                           | 2014-15        |      | 2015-16        |      | 2016-17      |      | 2017-18      |      |
|----------------------------------|----------------|------|----------------|------|--------------|------|--------------|------|
|                                  | Main Estimates |      | Main Estimates |      | Planned      |      | Planned      |      |
|                                  | \$000          | PYs  | \$000          | PYs  | \$000        | PYs  | \$000        | PYs  |
| <b>DIRECTORATE</b>               |                |      |                |      |              |      |              |      |
| Compensation & Benefits          | 2,493          | 18.0 | 2,614          | 19.0 | 2,614        | 19.0 | 2,614        | 19.0 |
| Grants & Contributions           |                |      |                |      |              |      |              |      |
| Other O&M                        | 953            |      | 917            |      | 917          |      | 917          |      |
| <b>Subtotal</b>                  | <b>3,446</b>   |      | <b>3,531</b>   |      | <b>3,531</b> |      | <b>3,531</b> |      |
| <b>STRATEGIC PLANNING</b>        |                |      |                |      |              |      |              |      |
| Compensation & Benefits          | 2,379          | 19.0 | 2,396          | 19.0 | 2,396        | 19.0 | 2,396        | 19.0 |
| Grants & Contributions           |                |      |                |      |              |      |              |      |
| Other O&M                        | 247            |      | 236            |      | 236          |      | 236          |      |
| <b>Subtotal</b>                  | <b>2,626</b>   |      | <b>2,632</b>   |      | <b>2,632</b> |      | <b>2,632</b> |      |
| <b>NUNAVUT CABINET</b>           |                |      |                |      |              |      |              |      |
| Compensation & Benefits          | 3,053          | 20.0 | 3,056          | 20.0 | 3,056        | 20.0 | 3,056        | 20.0 |
| Grants & Contributions           |                |      |                |      |              |      |              |      |
| Other O&M                        | 1,589          |      | 1,589          |      | 1,589        |      | 1,589        |      |
| <b>Subtotal</b>                  | <b>4,642</b>   |      | <b>4,645</b>   |      | <b>4,645</b> |      | <b>4,645</b> |      |
| <b>COMMISSIONER OF NUNAVUT</b>   |                |      |                |      |              |      |              |      |
| Compensation & Benefits          | 162            | 1.0  | 162            | 1.0  | 162          | 1.0  | 162          | 1.0  |
| Grants & Contributions           | 10             |      | 10             |      | 10           |      | 10           |      |
| Other O&M                        | 129            |      | 129            |      | 129          |      | 129          |      |
| <b>Subtotal</b>                  | <b>301</b>     |      | <b>301</b>     |      | <b>301</b>   |      | <b>301</b>   |      |
| <b>SIVUMUAQATIGIIT</b>           |                |      |                |      |              |      |              |      |
| Compensation & Benefits          | 4,159          | 33.0 | 4,186          | 33.0 | 4,186        | 33.0 | 4,186        | 33.0 |
| Grants & Contributions           |                |      |                |      |              |      |              |      |
| Other O&M                        | 4,063          |      | 4,063          |      | 4,063        |      | 4,063        |      |
| <b>Subtotal</b>                  | <b>8,222</b>   |      | <b>8,249</b>   |      | <b>8,249</b> |      | <b>8,249</b> |      |
| <b>INTERGOVERNMENTAL AFFAIRS</b> |                |      |                |      |              |      |              |      |
| Compensation & Benefits          | 3,785          | 36.0 | 3,841          | 36.0 | 3,841        | 36.0 | 3,841        | 36.0 |
| Grants & Contributions           | 90             |      | 90             |      | 90           |      | 90           |      |
| Other O&M                        | 2,348          |      | 2,206          |      | 2,206        |      | 2,206        |      |
| <b>Subtotal</b>                  | <b>6,223</b>   |      | <b>6,137</b>   |      | <b>6,137</b> |      | <b>6,137</b> |      |

*Department of Executive and Intergovernmental Affairs*

| <b>DEVOLUTION SECRETARIAT</b> |               |              |               |              |               |              |               |              |
|-------------------------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|
| Compensation & Benefits       | 1,307         | 9.0          | 1,337         | 10.0         | 1,337         | 10.0         | 1,337         | 10.0         |
| Grants & Contributions        | -             |              | -             |              | -             |              | -             |              |
| Other O&M                     | 542           |              | 715           |              | 1,054         |              | 1,054         |              |
| <b>Subtotal</b>               | <b>1,849</b>  |              | <b>2,052</b>  |              | <b>2,391</b>  |              | <b>2,391</b>  |              |
| <b>TOTAL</b>                  | <b>27,309</b> | <b>136.0</b> | <b>27,547</b> | <b>138.0</b> | <b>27,886</b> | <b>138.0</b> | <b>27,886</b> | <b>138.0</b> |



**Department of  
Finance**

**Business  
Plan**

**2015-2018**

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## CORE BUSINESS

The programs of the Department of Finance are defined within four lines of business:

|   | <b>Budget (\$000)</b> |                |                |                |
|---|-----------------------|----------------|----------------|----------------|
|   | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Corporate Management                      | 4,035                 | <b>4,598</b>   | 4,633          | 4,602          |
| Policy, Planning and Financial Management | 7,897                 | <b>8,294</b>   | 8,281          | 8,275          |
| Comptrollership                           | 25,692                | <b>26,303</b>  | 26,635         | 27,847         |
| Centrally Administered Funds              | 46,618                | <b>52,050</b>  | 52,755         | 52,907         |
| <b>TOTAL</b>                              | <b>84,242</b>         | <b>91,245</b>  | <b>92,304</b>  | <b>93,631</b>  |

### Corporate Management

The Corporate Management line of business includes the Directorate, Internal Audit Services, Liquor Enforcement and Inspections and the Nunavut Liquor Commission. The Directorate provides overall direction in the delivery of all Department of Finance programs and policies, as well as supports the Minister and the Public Agencies Council (PAC). Internal Audit provides the departments and agencies of the GN with independent and objective assurance and consulting activities designed to add value and improve the GN's operations.

### Objectives

- Provide the Minister of Finance and the Financial Management Board (FMB) with support and advice to maintain a sound GN fiscal position while supporting Nunavut's vision of self-reliance.
- Provide a leadership role to all deputy heads across the GN.
- Through the Public Agencies Council, continue to provide liaison, assistance and guidance to public agencies.
- Conduct various types of audit engagements in order to assist the departments and public agencies in the effective discharge of their responsibilities by providing independent and objective assurance and advisory services.
- Bring a systematic and disciplined approach to evaluating and improving the effectiveness of the GN's risk management, controls and governance processes.
- Provide leadership in the development and delivery of effective and responsive human resources programs, practices and services.
- Foster an environment of trust with respect to liquor control by cooperating with GN departments, licensees and other agencies to educate the public about responsible consumption of alcohol and provisions of the *Liquor Act* and regulations.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Directorate</b>  |                       | 1,975          | <b>2,265</b>   | 2,255          | 2,260          |
| <p>The Directorate leads the senior management team and ensures that the department fulfills its mandate. The Directorate provides direction, monitors goals and objectives and ensures that priorities and directives are followed. The Deputy Minister serves as the Secretary of FMB and the PAC.</p>  |                       |                |                |                |                |
| <b>Internal Audit Services</b>  |                       | 1,609          | <b>1,600</b>   | 1,597          | 1,608          |
| <p>Internal Audit Services (IAS) supports the departments and public agencies of the GN by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. IAS activity helps the GN accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of GN policies, practices, procedures, controls and to make recommendations for improvements.</p> |                       |                |                |                |                |
| <b>Liquor Enforcement and Inspections</b>   |                       | 451            | <b>733</b>     | 781            | 734            |
| <p>Liquor Enforcement and Inspections is responsible for the enforcement of the <i>Liquor Act</i> and its regulations through inspections of licensed liquor establishments and special occasions involving alcohol. Liquor Enforcement and Inspections is responsible for the implementation of the Nunavut Liquor Licensing Board's decisions and directives.</p>   |                       |                |                |                |                |
| <b>Nunavut Liquor Commission</b>  |                       |                |                |                |                |
| <p>The Nunavut Liquor Commission is established by the Minister responsible under Part 2, Section 56(2) of the <i>Liquor Act</i>. Acting under the direction of the Minister, the Commission is responsible for the purchasing, warehousing, sale and distribution of all alcoholic products in the Territory of Nunavut.</p>   |                       |                |                |                |                |
| <b>Total, Corporate Management</b>  |                       | <b>4,035</b>   | <b>4,598</b>   | <b>4,633</b>   | <b>4,602</b>   |

**Priorities (2014-15)**

- In partnership with EIA, coordinate an external review of government programs.  
*Status: The department, in partnership with the Department of Executive and Intergovernmental Affairs, have developed the scope of the review, and a Request for Proposals to carry out the first phase of the external review of government programs. The first phase of the external review will take place between January 2015 and October 2015.*
- Review the processes for monitoring grants and contributions and ensure that the appropriate controls are in place to assure good value for money from grant and contribution recipients.  
*Status: Financial Administration Manual Directive 801 – Grants and Contributions has been reviewed and it was determined that the existing controls in the directive are appropriate.*

- Undertake an internal review of the *Financial Administration Act* to ensure that it reflects best practices and current Nunavut realities.  
*Status: Several sections of the Act have been identified for further investigation including: indemnifications, requirements for appropriations to better match current accounting practices, and special purpose funds.*
- Undertake a human resources audit for Qulliq Energy Corporation including a review of staffing practices.  
*Status: Ongoing. The audit is scheduled for completion in the fall of 2015.*
- Undertake a human resources audit for the Department of Health including a review of staffing processes.  
*Status: Ongoing. The audit is scheduled for completion in the fall of 2015.*
- In partnership with EIA, finalize the GN Public Service Human Resources Strategy and begin implementation.  
*Status: The Human Resources Strategy was tabled during the Fall 2014 Session and is being implemented.*
- Strengthen the Nunavut Liquor Commissions' social responsibility function.  
*Status: The Commission is working with other departments and jurisdictions to develop a three-year strategic plan for social responsibility education. The "Thank you for not driving" campaign was delivered in partnership with licensees and private businesses and print education material has been developed and circulated to Alcohol Education Committees for immediate distribution.*
- Develop the necessary regulations and policies to support a beer and wine store.  
*Status: Completed. The necessary regulations are in place for a beer and wine store.*

#### **Priorities (2015-16)**

- Begin Phase II of program review.
- Develop any necessary amendments to the *Financial Administration Act* and regulations.
- Undertake an audit of departmental grants and contributions policies to determine compliance with the Financial Administration Manual.

#### **Priorities (2016-17)**

- Evaluate Internal Audit Services' effectiveness in carrying out its mission and identify opportunities to enhance its management and work processes, as well as its value to the GN.
- Evaluate the effectiveness of regulations and policies that were created to support the 2013 Liquor Act amendments.

### Priorities (2017-18)

- Implement any changes to Internal Audit Services that result from the evaluation.

### Policy, Planning and Financial Management

The Policy, Planning and Financial Management line of business includes Corporate Policy, Fiscal Policy, Expenditure Management and Corporate Services. Policy and Planning provides policy support to the Minister, the department and public agencies. It also negotiates, monitors and manages the fiscal arrangements with the federal government. Expenditure Management provides analytical support to the Financial Management Board, manages the annual budget development process and provides the treasury function. Corporate Services provides departmental financial, administrative and human resources support.

### Objectives

- Recommend improvements to legislation and policies that are relevant to the financial and human resources administration of the GN and its public agencies.
- Ensure that the Human Resources and Financial Administration Manuals are current, respond to the needs of users and provide one window for inquiries into their application and interpretation.
- Negotiate and manage the Territorial Formula Financing (TFF) agreement and other fiscal arrangements with the federal government to maximize benefits to the GN.
- Provide fiscal and economic advice and analysis of the implications of GN policies and proposed initiatives to facilitate sound decision-making.
- Through public agency operations, continue to provide liaison, assistance and guidance to public agencies.
- Ensure sound financial decision making throughout the GN through the provision of timely, accurate and meaningful financial management tools.

| Programs                | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-18 |
|-------------------------|----------------|---------|--------------|---------|---------|
| <b>Corporate Policy</b> |                | 1,804   | <b>1,948</b> | 1,940   | 1,936   |

Corporate Policy provides departmental, public agency and ministerial support through a dual role of assuming the responsibility for legislation and policy development and support to the Public Agencies Council (PAC). Corporate Policy assumes the lead role providing support and liaison with the Minister's Office and provides the communications function for the department including the departmental website. For PAC, it acts as Secretariat as well as an operational role with respect to liaising with and providing assistance to public agencies in Nunavut. Corporate Policy supports client departments through the development, maintenance and interpretation of the Financial Administration and Human Resources Manuals. In addition, Corporate Policy manages the ATIPP process for the Department of Finance, as well as leads the department's Inuit societal values initiatives.



|                      |       |              |       |       |
|----------------------|-------|--------------|-------|-------|
| <b>Fiscal Policy</b> | 1,915 | <b>2,100</b> | 2,096 | 2,101 |
|----------------------|-------|--------------|-------|-------|

Two sections make up the Fiscal Policy Division: *Fiscal and Economic Policy* and *Taxation and Insurance*. The Fiscal and Economic Policy team negotiates and manages most fiscal arrangements with the federal government, forecasts GN revenues, and monitors Nunavut's overall fiscal and economic health. The section collaborates interdepartmentally on a wide range of initiatives such as devolution, and represents the GN to other Canadian governments on a number of fiscal and economic initiatives. The Taxation and Insurance team administers the GN's tax system by enforcing tax legislation, reviewing and developing tax policy and rates, and delivering related programs. The Fiscal Policy Division is also responsible for regulating the territory's insurance industry by licensing insurance professionals and insurance companies.

|                               |       |              |       |       |
|-------------------------------|-------|--------------|-------|-------|
| <b>Expenditure Management</b> | 1,936 | <b>1,924</b> | 1,923 | 1,915 |
|-------------------------------|-------|--------------|-------|-------|

Expenditure Management coordinates, facilitates, and provides policy and financial direction to the GN's budget development processes. Financial management advice, policy and administrative support are provided to the Financial Management Board, departments and public agencies. Expenditure Management performs a compliance and enforcement role with respect to departmental budgets, organizational design and positions. The treasury function enables the GN to improve its cash management and its ability to project cash flows and generate revenue from the investment of surplus cash.

|                           |       |              |       |       |
|---------------------------|-------|--------------|-------|-------|
| <b>Corporate Services</b> | 2,242 | <b>2,322</b> | 2,322 | 2,323 |
|---------------------------|-------|--------------|-------|-------|

Corporate Services provides financial, administrative and human resource support to the Department of Finance. Corporate Services is responsible for budget development, analysis and control for the department and includes the risk management function. Corporate Services manages the Centrally Administrated Funds Branch. It also provides departmental human resource support including the coordination of the Financial Internship Program.

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|   |              |              |              |              |
|---|--------------|--------------|--------------|--------------|
| <b>Total, Policy, Planning<br/>and Financial Management</b> | <b>7,897</b> | <b>8,294</b> | <b>8,281</b> | <b>8,275</b> |
|---|--------------|--------------|--------------|--------------|

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### Priorities (2014-15)

- Enhance the budget development process for departments and public agencies in order to develop a consolidated budget as part of the fiscal planning process.  
*Status: In progress. Departments and public agencies provided information that would allow for the development of a consolidated budget. This information is being reviewed to determine if it is sufficient to allow for the future development of a consolidated budget during the fiscal planning process.*
- Implement, monitor and support the implementation of Enterprise Risk Management across the GN.  
*Status: A draft Enterprise Risk Management Policy has been developed in cooperation with all departments. The GN has adopted a Risk Management Information System. The software will be implemented in 2015-16.*

### **Priorities (2015-16)**

- Conduct a comprehensive review of Nunavut's taxation system to ensure its rates and structure are equitable, efficient and effective, particularly in the context of the recently renewed major federal transfers.
- Implement a new budgeting system for the three-year forecast and variance reporting.
- Review and improve the Financial Internship Program.

### **Priorities (2016-17)**

- Implementation of the comprehensive tax review.
- Initiate a review of the *Insurance Act* to identify opportunities to modernize the territory's regulation of the insurance industry.
- Conduct a GN-wide employee survey to provide data for the 2019-2022 Human Resources Strategy and contribute to the development of an Employee Wellness Program.

### **Priorities (2017-18)**

- In cooperation with EIA, develop the 2019-22 Human Resources Strategy.
- Draft amendments to the *Insurance Act*.

## **Comptrollership**

The Comptrollership line of business includes Employee Relations and Job Evaluation, Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, Staffing and Recruitment and Regional Operations. Comptrollership provides an accountability framework and systems that support the decentralized administration of GN mandates through the development and management of GN financial and human resource processes. These processes include: revenue and expenditure functions; managing the human resources function, including position development; recruitment and retention; payroll and benefits; employee and union relations; as well as workplace health, safety and wellness. Comptrollership also establishes and manages the form and content of the financial records and Public Accounts.

### **Objectives**

- Develop, operate, maintain and monitor the government-wide accountability framework, financial and human resource information systems and related processes, and provide accounting and financial operations support services to GN departments and public agencies.
- Produce the annual Public Accounts in compliance with statutory requirements.

- Manage an effective, fair and transparent staffing process that is compliant with the Priority Hiring Policy.
- Provide leadership and guidance reflecting Inuit societal values in the administration of Workplace Health, Safety and Wellness programming.
- Foster a Government of Nunavut workplace environment that encourages employees to access internal mechanisms to submit recommendations for workplace improvements.
- Lead the GN in collective bargaining and represent the GN during negotiations as mandated.
- Provide timely and consistent labour relations and job evaluation expertise.
- Provide professional payroll, benefits and relocation services to employees.

| <b>Programs</b>                              | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>Employee Relations and Job Evaluation</b> |                       | 3,312          | <b>3,223</b>   | 3,273          | 3,361          |

Employee Relations provides professional employee relations advice and services to departments and agencies and contributes to the GN's overall ability and capacity to attract, retain and fairly compensate employees through the collective bargaining process. Workplace Health, Safety and Wellness facilitates compliance with WSCC requirements and offers programs to support the general wellbeing of all employees. Employee Relations also acts as the liaison between the government and the Ethics Officer. Job Evaluation provides technical advice and assistance to departments and agencies on organizational design and job evaluation to promote a consistent and fair classification structure for GN positions.

|                                     |       |              |       |       |
|-------------------------------------|-------|--------------|-------|-------|
| <b>Financial Systems Management</b> | 3,145 | <b>3,059</b> | 3,059 | 3,059 |
|-------------------------------------|-------|--------------|-------|-------|

Financial Systems Management develops and maintains central accounting, financial and human resource systems. It is responsible for the development, implementation and management of the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include FreeBalance, e-Personality, Access Direct Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

|   |       |              |       |       |
|---|-------|--------------|-------|-------|
| <b>Financial Reporting and Controls</b> | 1,759 | <b>1,800</b> | 1,797 | 1,797 |
|---|-------|--------------|-------|-------|

Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual financial audit of the Public Accounts.

|                             |       |              |       |       |
|-----------------------------|-------|--------------|-------|-------|
| <b>Financial Operations</b> | 3,026 | <b>3,016</b> | 3,000 | 3,016 |
|-----------------------------|-------|--------------|-------|-------|

Financial Operations provides leadership to GN departments and public agencies for accounting support services; ensuring the accuracy, compliance and confidentiality of accounting records; and for the provision of related training and support to ensure that all public funds are being expended, collected and recorded correctly. This program manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund. Financial Operations is also responsible for central coordination of the employee relocation process

|                                  |       |              |       |       |
|----------------------------------|-------|--------------|-------|-------|
| <b>Compensation and Benefits</b> | 2,743 | <b>3,152</b> | 3,330 | 3,687 |
|----------------------------------|-------|--------------|-------|-------|

Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the government's Human Resources Information System in conjunction with Financial Systems Management.

|                                |       |              |       |       |
|--------------------------------|-------|--------------|-------|-------|
| <b>Recruiting and Staffing</b> | 2,566 | <b>2,877</b> | 2,770 | 2,765 |
|--------------------------------|-------|--------------|-------|-------|

This program works in collaboration with GN departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the GN's Inuit employment priorities. The division develops policies and procedures to support the staffing function and manages centralized staffing services for the GN, including the Summer Student Employment Equity Program.

|                            |       |              |       |        |
|----------------------------|-------|--------------|-------|--------|
| <b>Regional Operations</b> | 9,141 | <b>9,176</b> | 9,406 | 10,162 |
|----------------------------|-------|--------------|-------|--------|

Regional Operations manages staffing, relocation, accounts payable, accounts receivable, collection activities, account reconciliation and the payroll and benefit services to the GN's decentralized offices located in the three regions outside of Iqaluit. The program also performs compliance reviews, special reviews, regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

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|                               |               |               |               |               |
|-------------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Comptrollership</b> | <b>25,692</b> | <b>26,303</b> | <b>26,635</b> | <b>27,847</b> |
|-------------------------------|---------------|---------------|---------------|---------------|

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**Priorities (2014-15)**

- Prepare for the implementation of the Ethics Officer and wrongdoing provisions of the *Public Service Act*.  
*Status: The necessary materials are in place to support the Ethics Officer effective April 1, 2015.*
- Develop a renewed and comprehensive Workplace Wellness Program.  
*Status: Deferred to 2017-18 in line with the comprehensive Human Resources Strategy, which prioritizes actions to strengthen the public service.*

- Implement methodology for further improvement in reporting of taxable payments to vendors (T4A) by automating the process of capturing these payments.  
*Status: The process of providing guidelines for departments assisting in the production of accurate and timely T4A files has been streamlined and improved.*
- Pilot implementation of leave and attendance software and determine priorities for the development of additional human resources modules.  
*Status: Employees of the Department of Finance have been piloting the Attendance Control Module of ePersonality since April, 2014. Work is ongoing to allow the system to be rolled out to all departments.*
- Work with stakeholders on programs to develop Inuit youth employment opportunities and ladders within the government to promote technical skills.  
*Status: SSEEP had students working in twenty communities providing youth employment opportunities.*
- Provide effective input and support to efforts aimed at improving the understanding of the government's financial condition and performance, including improved consistency in terms of key measure and presentation between budget, fiscal update and financial statements.  
*Status: The existing financial reporting mechanisms that are currently in use across various divisions within the department have been reviewed and opportunities have been identified for improved consistency in the reporting of financial information. Reconciliations are being developed to explain differences between alternate methods of reporting.*
- Building on the 2013-14 initiative to implement broader monitoring of key compliance and control matters by Financial Controls, implement procedures to support reporting to Finance management, at the non-consolidated level initially, on key compliance and control matters.  
*Status: A request for proposals was issued, and a contract has been awarded for a review of the controls in place over the government's core financial information system and related processes..*
- Undertake a formal review of workplace health and safety including WSCC compliance.  
*Status: Deferred to 2016-17.*
- Explore opportunities for implementing a document management and tracking system.  
*Status: An internal document tracking system was developed and implemented..*
- Review and revise the existing staffing manual to support the delegation of staffing to departments and measure individual departments' capacity to take on staffing responsibilities.  
*Status: Ongoing. The Staffing Manual is being updated to reflect changes in the legislation and new directives.*

#### **Priorities (2015-16)**

- Finalize standardized job descriptions for identified groups across the GN.

- Explore further opportunities for implementation of electronic workflow and approvals for other financial processes within the GN, including the investigation of options for tracking grants and contributions reporting and payments.
- Review and improve the interview process by providing training in behavioural descriptive interviewing techniques, and exploring new candidate selection tools.
- Expand student employment opportunities for students in non-decentralized communities.
- Develop a template and assist departments in developing three-year staffing plans.
- Raise the profile of the GN as an attractive place to work, by providing material to job seekers highlighting compensation, benefits, professional development opportunities and flexible work arrangements.
- Establish a repository for job descriptions to improve consistency and enable tracking of positions and organizational structures.

**Priorities (2016-17)**

- Ensure an applicant and competition database is accessible and operational by all staffing divisions and departments with delegated staffing authority.
- Develop an online database for behavioural descriptive interview questions that will be accessible from all staffing divisions.
- Undertake a formal review of workplace health and safety including WSCC compliance.
- Complete a review of the WSCC lost time claims and identify areas for improvement in case management to focus on assisting employees in returning to the workplace.
- Negotiate Nunavut Teachers Association collective agreement.
- Develop options to expand the GN employee awards program.

**Priorities 2017-18**

- Develop an Employee Wellness Program using the results of the Employee Survey to determine appropriate mechanisms to achieve positive results.
- Pilot delegation of responsibility for staffing to select departments.
- Develop and release a “Managing in a Unionized Workplace” training program.
- Negotiate Nunavut Employees Union collective agreement.

## Centrally Administered Funds

The Centrally Administered Funds line of business includes Employee Benefits, Capital Lease, Insurance, Energy Subsidy and Nunavut Child Benefit programs. Centrally Administered Funds ensures that a number of GN activities, assets and commitments are honoured and protected. It provides benefits for GN employees as well as energy subsidies and child tax benefits to Nunavummiut.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Employee Benefits</b>  |                       | 20,174         | <b>23,752</b>  | 23,820         | 23,856         |
| Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, relocation, medical travel and other benefits for GN employees. It also provides the funding for the Summer Student Employment Equity Program.   |                       |                |                |                |                |
| <b>Capital Leases</b>   |                       | 10,326         | <b>10,301</b>  | 10,301         | 10,301         |
| Capital Leases provides the interest and amortization payments for the GN's leased office buildings that were acquired as part of the Nunavut Incremental Infrastructure program, as well as the Arviat Health Centre and the Winnipeg Boarding Home. It also pays the interest on the mortgage for the Sivummut Building in Iqaluit. |                       |                |                |                |                |
| <b>GN Insurance</b>   |                       | 5,013          | <b>5,432</b>   | 5,857          | 5,757          |
| GN Insurance, which provides liability insurance coverage for GN activities and assets, is a component of the GN's risk management function.  |                       |                |                |                |                |
| <b>Energy Subsidies</b>   |                       | 9,050          | <b>10,510</b>  | 10,722         | 10,938         |
| Energy Subsidies provide equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business.  |                       |                |                |                |                |
| <b>Nunavut Child Benefit (NUCB)</b>   |                       | 2,055          | <b>2,055</b>   | 2,055          | 2,055          |
| Nunavut Child Benefit (NUCB) is a non-taxable amount paid monthly to qualifying families with children under 18 years of age, which is funded fully by Nunavut.   |                       |                |                |                |                |
| <b>Total, Centrally Administered Funds</b>  |                       | <b>46,618</b>  | <b>52,050</b>  | <b>52,755</b>  | <b>52,907</b>  |

## Departmental Inuit Employment Plan Targets

| Departmental Inuit Employment Targets              |                         |               |                       |               |
|--|-------------------------|---------------|-----------------------|---------------|
|  | As of Sept. 30,<br>2014 |               | For March 31,<br>2016 |               |
|  |                         | Capacity<br>% |                       | Capacity<br>% |
| <b>Total Department Positions</b>                  | <b>267</b>              |               | <b>267</b>            |               |
| <b>Total Filled Positions</b>                      | 199                     | 75%           | 212                   | 79%           |
| <b>Total Vacancies</b>                             | 68                      | 25%           | 55                    | 21%           |
| <b>Total Beneficiaries</b>                         | 93                      | 47%           | 103                   | 49%           |
| <b>Total Executive Positions</b>                   | <b>4</b>                |               | <b>4</b>              |               |
| Total Filled Executive Positions                   | 4                       | 100%          | 4                     | 100%          |
| Total Vacant Executive Positions                   | 0                       | 0%            | 0                     | 0%            |
| Total Beneficiaries in Executive Positions         | 0                       | 0%            | 0                     | 0%            |
| <b>Total Senior-Management Positions</b>           | <b>15</b>               |               | <b>15</b>             |               |
| Total Filled Senior-Management Positions           | 15                      | 100%          | 15                    | 100%          |
| Total Vacant Senior-Management Positions           | 0                       | 0%            | 0                     | 0%            |
| Total Beneficiaries in Senior-Management Positions | 0                       | 0%            | 1                     | 7%            |
| <b>Total Middle-Management Positions</b>           | <b>44</b>               |               | <b>43</b>             |               |
| Total Filled Middle-Management Positions           | 29                      | 66%           | 35                    | 81%           |
| Total Vacant Middle-Management Positions           | 15                      | 34%           | 8                     | 19%           |
| Total Beneficiaries in Middle-Management Positions | 11                      | 38%           | 13                    | 37%           |
| <b>Total Professional Positions</b>                | <b>80</b>               |               | <b>79</b>             |               |
| Total Filled Professional Positions                | 53                      | 66%           | 55                    | 70%           |
| Total Vacant Professional Positions                | 27                      | 34%           | 24                    | 30%           |
| Total Beneficiaries in Professional Positions      | 12                      | 23%           | 13                    | 24%           |
| <b>Total Paraprofessional Positions</b>            | <b>90</b>               |               | <b>93</b>             |               |
| Total Filled Paraprofessional Positions            | 74                      | 82%           | 76                    | 82%           |
| Total Vacant Paraprofessional Positions            | 16                      | 18%           | 17                    | 18%           |
| Total Beneficiaries in Paraprofessional Positions  | 49                      | 66%           | 52                    | 68%           |
| <b>Total Administrative Positions</b>              | <b>34</b>               |               | <b>33</b>             |               |
| Total Filled Administrative Positions              | 24                      | 71%           | 27                    | 82%           |
| Total Vacant Administrative Positions              | 10                      | 29%           | 6                     | 18%           |
| Total Beneficiaries in Administrative Positions    | 21                      | 88%           | 24                    | 89%           |

### Capacity

As of September 30, 2014, the Department of Finance is operating at 75% capacity, with 199 employees working from 4 different communities. The department is following its vacancy management plan and is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department.



## **Inuit Employment Initiatives**

Inuit employment is highest at the Igloolik office at 89% and lowest in Iqaluit at 35%. Inuit representation is highest in administrative support positions at 88% and the department is working towards hiring more Inuit in other categories of employment within the department as described below.

In 2015-18, the Department of Finance will be implementing a number of initiatives to compliment department-specific plans to work towards achieving an average of 49% Inuit representation by 2016. Currently, the department is at 47% Inuit representation. Of 267 positions, 93 are filled by beneficiaries and 68 positions are vacant.

The Department of Finance has the following initiatives aimed at increasing Inuit employment:

- Hire beneficiaries through the Summer Student Employment Equity Program. Students can determine if a career in the public service with an emphasis on finance or human resources fits their professional ambitions.
- Hire beneficiaries as casual employees to provide them with an opportunity to experience first-hand what a career in finance and human resources is about, and if they would like to pursue a career path in this area.
- Identify qualified beneficiaries and stream them into intern positions, internally or through the Sivuliqtiksat Internship program;
- When appropriate, offer term positions to successful non-beneficiary candidates if beneficiary candidates are not successful in the recruitment process.
- Attend high school and other institutional career fairs to raise awareness and visibility of careers in government as finance and human resources management professionals.
- Monitor progress and review Inuit employment programs and initiatives on a regular basis to ensure that they are yielding the expected outcome.
- Enhance workforce monitoring and plan ahead in order to ensure that there are enough people with the necessary skills to achieve desired objectives.

## Financial Summary

| Branch   | 2014 – 2015<br>Main Estimates |              | 2015 – 2016<br>Main Estimates |              | 2016 – 2017<br>Planned |              | 2017 – 2018<br>Planned |              |
|--|-------------------------------|--------------|-------------------------------|--------------|------------------------|--------------|------------------------|--------------|
|  | \$000                         | PYs          | \$000                         | PYs          | \$000                  | PYs          | \$000                  | PYs          |
| <b>DIRECTORATE</b>                               |                               |              |                               |              |                        |              |                        |              |
| Salary   | 1,904                         | 23.0         | 2,061                         | 23.0         | 2,061                  | 23.0         | 2,061                  | 23.0         |
| Grants & Contributions                           | –                             |              | –                             |              | –                      |              | –                      |              |
| Other O&M  | 522                           |              | 937                           |              | 975                    |              | 933                    |              |
| <b>Subtotal</b>                                  | <b>2,426</b>                  |              | <b>2,998</b>                  |              | <b>3,036</b>           |              | <b>2,994</b>           |              |
| <b>POLICY, PLANNING AND FINANCIAL MANAGEMENT</b> |                               |              |                               |              |                        |              |                        |              |
| Salary   | 6,880                         | 54.0         | 7,265                         | 54.0         | 7,265                  | 54.0         | 7,265                  | 54.0         |
| Grants & Contributions                           | –                             |              | –                             |              | –                      |              | –                      |              |
| Other O&M  | 1,017                         |              | 1,029                         |              | 1,016                  |              | 1,010                  |              |
| <b>Subtotal</b>                                  | <b>7,897</b>                  |              | <b>8,294</b>                  |              | <b>8,281</b>           |              | <b>8,275</b>           |              |
| <b>INTERNAL AUDIT SERVICES</b>                   |                               |              |                               |              |                        |              |                        |              |
| Salary   | 1,477                         | 10.0         | 1,466                         | 10.0         | 1,466                  | 10.0         | 1,466                  | 10.0         |
| Grants & Contributions                           | –                             |              | –                             |              | –                      |              | –                      |              |
| Other O&M  | 132                           |              | 134                           |              | 131                    |              | 142                    |              |
| <b>Subtotal</b>                                  | <b>1,609</b>                  |              | <b>1,600</b>                  |              | <b>1,597</b>           |              | <b>1,608</b>           |              |
| <b>COMPTROLLERSHIP</b>                           |                               |              |                               |              |                        |              |                        |              |
| Salary   | 21,514                        | 177.0        | 22,329                        | 180.0        | 22,701                 | 183.0        | 23,732                 | 192.0        |
| Grants & Contributions                           | –                             |              | –                             |              | –                      |              | –                      |              |
| Other O&M  | 4,178                         |              | 3,974                         |              | 3,934                  |              | 4,115                  |              |
| <b>Subtotal</b>                                  | <b>25,692</b>                 |              | <b>26,303</b>                 |              | <b>26,635</b>          |              | <b>27,847</b>          |              |
| <b>CENTRALLY ADMINISTERED FUNDS</b>              |                               |              |                               |              |                        |              |                        |              |
| Salary   | 5,611                         | –            | 8,614                         | –            | 8,614                  | –            | 8,614                  | –            |
| Grants & Contributions                           | 11,105                        |              | 12,565                        |              | 12,777                 |              | 12,993                 |              |
| Other O&M  | 29,902                        |              | 30,871                        |              | 31,364                 |              | 31,300                 |              |
| <b>Subtotal</b>                                  | <b>46,618</b>                 |              | <b>52,050</b>                 |              | <b>52,755</b>          |              | <b>52,907</b>          |              |
| <b>TOTAL</b>                                     | <b>84,242</b>                 | <b>264.0</b> | <b>91,245</b>                 | <b>267.0</b> | <b>92,304</b>          | <b>270.0</b> | <b>93,631</b>          | <b>279.0</b> |

**Department of  
Justice**

**Business  
Plan**

**2015-2018**

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## CORE BUSINESS

The programs of the Department of Justice are described below, within the following lines of business:

|                                      | <b>Budget (\$000)</b> |                |                |                |
|--------------------------------------|-----------------------|----------------|----------------|----------------|
|                                      | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Advisory and Administrative Services | 17,094                | <b>17,272</b>  | 17,267         | 17,267         |
| Law Enforcement                      | 35,772                | <b>36,235</b>  | 36,235         | 36,235         |
| Legal Support Services               | 3,441                 | <b>3,441</b>   | 3,441          | 3,441          |
| Court Services                       | 9,785                 | <b>10,900</b>  | 10,900         | 10,900         |
| Legal Registries                     | 1,388                 | <b>1,388</b>   | 1,388          | 1,388          |
| Corrections                          | 33,797                | <b>35,449</b>  | 35,449         | 35,449         |
| Community Justice                    | 4,817                 | <b>4,757</b>   | 4,757          | 4,757          |
| <b>TOTAL</b>                         | <b>106,094</b>        | <b>109,442</b> | <b>109,437</b> | <b>109,437</b> |

### Advisory and Administrative Services

Advisory and Administrative Services includes three programs: the Offices of the Deputy Minister, the Assistant Deputy Minister, the Assistant Deputy Attorney General; Policy and Planning and Corporate Services. This line of business provides the overall leadership; policy development and planning; human resources; training administration; and financial and administrative support.

#### Objectives

- To provide leadership for the department in order to ensure that its goals, objectives and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities and governments to continuously improve the administration of justice in Nunavut.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To provide policy direction and act as liaison between the Government of Nunavut and the RCMP, and ensure that policing services in Nunavut meet the needs of Nunavummiut.
- To provide support services to the other divisions of the Department of Justice in financial administration, policy development, and human resource functions.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Deputy Minister/<br/>Assistant Deputy Minister's Office<br/>Assistant Deputy Attorney General</b>  |                       | 1,740          | <b>1,740</b>   | 1,740          | 1,740          |
| <p>The Deputy Minister (DM)/ Deputy Attorney General (DAG), the Assistant Deputy Ministers of Justice (ADM), and the Assistant Deputy Attorney General (ADAG) are responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies and budgets and ensuring that priorities and directives are followed. The Deputy Minister of Justice/Deputy Attorney General is the official legal advisor to the Executive Council and the Government of Nunavut. An ADM oversees the Community Justice Division and the RCMP policing file as well as the Office of the Public Trustee program. The Public Trustee program administers trusts on behalf of minors and administers estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Assistant Deputy Attorney General oversees legal registries, legislation and legal services provided by the Department.</p> |                       |                |                |                |                |
| <b>Corporate Services</b>   |                       | 14,569         | <b>14,634</b>  | 14,629         | 14,629         |
| <p>The Corporate Services Division provides a full range of financial, staffing/training, administrative management and support services to the Department. The Division also oversees the financial aspects of the policing agreements, and manages the human resources functions for the Department. The Division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and Community Justice Outreach Workers.</p>   |                       |                |                |                |                |
| <b>Policy and Planning</b>  |                       | 785            | <b>898</b>     | 898            | 898            |
| <p>The Policy and Planning Division is responsible for developing departmental policy and legislative proposals; analyzing proposed departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing and communicating departmental responses to justice issues.</p>  |                       |                |                |                |                |
| <b>Total Advisory and<br/>Administrative Services</b>   |                       | <b>17,094</b>  | <b>17,272</b>  | <b>17,267</b>  | <b>17,267</b>  |

**Priorities (2014-15)**

- Consult with stakeholders on the creation of civil forfeiture legislation.  
*Status: The department has developed a Consultation & Communications Plan for a Civil Forfeiture Act and is implementing phase one of a three phase plan. The department has mailed out a letter to various justice stakeholders, inviting them to provide their views in writing regarding the proposed new legislation. The next step will be to conduct community consultations.*



- Work with stakeholders, and the Federal Government, to improve victim's services.  
*Status: The department is in its fourth year of a five year agreement with the Federal Government on victim services for Nunavut. The agreement was written in two phases, with the first objective to create a victims travel fund for victims or families of victims who wish to travel to court proceedings. The second objective is to increase awareness and provide more support for victims of crime in Nunavut.*

*The department has also taken an active role in the government working group to create a child and youth protection center. The Arctic Child and Youth Foundation is currently the leader in this initiative with support and guidance from a GN working group. The child and youth protection center is at the initial stages with funding provided by the Federal Government.*

- Increase Inuit employment within the Department of Justice.  
*Status: The Department of Justice has an Inuit employment rate of 42-43%. As per the Priority Hiring Policy, beneficiaries are given priority in all job competitions for indeterminate positions. Where possible, mentors and internship opportunities are offered to those beneficiaries interested in pursuing middle or senior management positions in the department.*

*All divisions are advised to review the resumes of beneficiaries in the casual staffing binder and where necessary, go back two to three months in the binder, before filling a position.*

#### **Priorities (2015-16)**

- Work with justice partners and stakeholders to increase and improve alternatives to court and community based measures outside the court process.
- Introduce Civil Forfeiture legislation.
- Work with stakeholders, and the Federal Government, to improve victim's services.
- Increase Inuit employment within the Department of Justice.

#### **Priorities (2016-17)**

- Pass Civil Forfeiture legislation and begin implementation of the program.
- Implement new alternatives to court and community based measures outside the court process.
- Increase Inuit employment within the Department of Justice.

#### **Priorities (2017-18)**

- Increase Inuit employment within the Department of Justice.

- Continue implementation of Civil Forfeiture Legislation.

## Law Enforcement

Within the Department of Justice, senior management acts as a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP), and oversees the financial aspects of the federal/territorial policing agreement. The department contracts with Public Safety and Emergency Preparedness Canada for the provision of RCMP services under the Territorial Police Services Agreement.

### Objectives

- Ensure a high quality of policing services in Nunavut.
- Manage the resources and services provided via the Territorial Policing Services Agreement.

| Programs                      | Budget (\$000) | 2014-15       | 2015-16       | 2016-17       | 2017-18       |
|-------------------------------|----------------|---------------|---------------|---------------|---------------|
| Law Enforcement               |                | 35,772        | <b>36,235</b> | 36,235        | 36,235        |
| <b>Total, Law Enforcement</b> |                | <b>35,772</b> | <b>36,235</b> | <b>36,235</b> | <b>36,235</b> |

Policing services are provided by the RCMP under contract with the Government of Nunavut. The Nunavut Division – “V” Division – has personnel posted throughout the Territory with detachments in 25 communities. There are 142 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.

### Priorities (2014-15)

- Continue efforts to increase capacity to communicate in the Inuit language.  
*Status: The RCMP Nunavut Division recently promoted a regular member (RM) to the rank of Cpl. and transferred the officer into a Detachment Watch Commander position in the Iqaluit Detachment. This RM is a beneficiary and speaks Inuktitut.*

*“V” Division recently sent an RM, who speaks Inuktitut, on the National Crisis Negotiator Course. This RM was successful in the completion of this nationally accredited course.*

*There are currently five RMs in Iqaluit who are taking Inuktitut language training. This training is ongoing and has proven to be beneficial as it allows RMs to engage community members in Inuktitut. Secondly, it serves as a demonstration of our commitment to Nunavut and the communities we serve.*

*“V” Division was an active participant in the Inuit Learning Development Project (ILDLP) whereby one candidate performed a four month secondment with the Iqaluit Detachment. This candidate is a beneficiary who speaks Inuktitut. Senior Management of “V” Division also attended the graduation and was actively recruiting the graduates to consider a career*

*with the RCMP in all three categories of employees (RM, Civilian Member or Public Service Employee).*

*The recruitment of Nunavummiut for all categories of employees remains a top priority for the CO of “V” Division. There are currently 3 beneficiaries who are enrolled in the RCMP RM Applicant Process. Furthermore, 3 beneficiaries will be writing our RCMP Entrance Exam in the near future.*

- Support police efforts to continue suicide prevention training and education.  
**Status:** *Work continues through the Commanding Officer’s Initiative on suicide prevention in the territory. “V” Division continues to work closely with the Government of Nunavut regarding a response to suicide and suicide prevention. The RCMP is a strong supporter of the Nunavut Suicide Prevention Strategy (NSPS) and has two RMs, including a Commissioned Officer, on the Implementation Committee. A formal evaluation process is currently underway for the NSPS Action Plan. Following the evaluation results, the RCMP will fully participate in the refreshed action plan.*

*An RM, who is a beneficiary, is currently the President of the Embrace Life Council. The RCMP continues to support and participate in the Applied Suicide Intervention Skills Training (ASIST) and Mental Health First Aid Programs. This includes the provision of training to ensure RMs and community members are prepared to handle situations involving suicide in a respectful and sensitive manner.*

*The prevention of suicide is one of our strategic priorities and all RMs are engaged at the community level. Our RMs are proactively engaged in providing assistance to those identified at risk of suicide. The RCMP is working closely with our GN partners relative to the enhancement of the Information Sharing Protocol. It is anticipated that this updated version will be signed by the Ministers of Health, Justice, Family Services and Education in the near future. Once signed, the protocol will allow all partners to share relevant information to assist in addressing those at risk.*

- Crime reduction through intelligence led by policing and crime prevention strategies.  
**Status:** *The use of intelligence in focusing the efforts of law enforcement and crime reduction through crime prevention initiatives are two guiding principles of “V” Division.*

*Through the Annual Performance Plan (APP), each Detachment Commander met with their community stakeholders in April of 2014 in order to identify community priorities. The identified priorities were then used to develop specific initiatives for this year and this was done keeping in mind divisional priorities and identified trends.*

*Community policing and crime prevention initiatives are varied and include programs such as: the Aboriginal Shield Program, the Firearms Safety Campaign, the SAFE Schools Initiative and School Liaison/Youth Officer Programs, just to name a few. Partially guided by the APP, programs are tailored in order to proactively respond to both community and territorial specific needs. Understanding the need for community engagement, RMs utilize their energy and expertise in order to build capacity in the communities they police and live*

*in. Ongoing programs relative to sexual abuse and impaired driving are two areas that have been highlighted in the Divisional Annual Performance Plan.*

*“V” Division is actively working on the development and implementation of a fulsome Youth Intervention and Diversion Program (YIDP). The YIDP, specifically designed for Nunavut, will focus on screening low and no risk youth out of the criminal justice system altogether while referring moderate and high risk youth to community services. A YIDP Steering Committee has been formalized and is currently in the process of designing and implementing a YIDP Pilot Project for Iqaluit. The overall goal is to introduce a YIDP throughout all 25 communities within Nunavut.*

*“V” Division teamed up with the Department of Health in order to re-image one of the RCMP’s main drug awareness initiatives made for youth in predominantly aboriginal communities. This initiative is known as the Aboriginal Shield Program and is currently delivered to youth, through collaboration with the Department of Education, in schools throughout Nunavut. This partnership has provided an opportunity to bring a more specific Nunavut, Inuit and arctic look and feel to the educational material, thereby enhancing the impact on youth throughout Nunavut.*

*Targeted enforcement, based on intelligence gathering, continues to be effective in interdicting the flow of illegal drugs and alcohol to, and within, Nunavut. In April 2014, a drug distribution network, bringing drugs into Iqaluit, was disrupted. Other significant seizures, based on intelligence, routinely take place throughout the territory.*

**Priorities (2015-16)**

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.

**Priorities (2016-17)**

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.

**Priorities (2017-18)**

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.

- Support police efforts to implement youth based community policing initiatives.
- Support and endorse Restorative Justice initiatives throughout Nunavut.

## Legal Support Services

Legal Support Services provides legal services to all government departments in order to assist them in carrying out their mandates and protect the Government of Nunavut’s legal interests. Program responsibilities include the provision of legal advice and representation to all departments and certain public agencies as well as legislative drafting.

### Objectives

- To provide quality and timely legal advice to all government departments and certain public agencies.
- To represent the interests of the Government of Nunavut in all legal proceedings and in other negotiations.
- To provide relevant legal training to government departments as appropriate.
- To provide high quality legislative drafting and translation services to the government.
- To provide the public with access to Nunavut’s legislation.
- To maintain, revise and consolidate Nunavut’s legislation.

| <b>Programs</b>                     | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|-------------------------------------|-----------------------|----------------|----------------|----------------|----------------|
| <b>Legal and Constitutional Law</b> |                       | 2,159          | <b>2,159</b>   | 2,159          | 2,159          |

The Legal and Constitutional Law Division provides general legal services to all government departments and certain public agencies. It also represents the interests of the Government of Nunavut in all court and tribunal proceedings and in intergovernmental and other negotiations/consultations or engagement. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, Aboriginal claims, implementation of the Nunavut Land Claims Agreement, Devolution and the Charter of Rights and Freedoms), all litigation matters and legal advisory services (e.g. administrative law, environmental law, finance, lands and facilities management, public procurement, and the drafting and review of major contracts).

|                             |  |       |              |       |       |
|-----------------------------|--|-------|--------------|-------|-------|
| <b>Legislation Division</b> |  | 1,282 | <b>1,282</b> | 1,282 | 1,282 |
|-----------------------------|--|-------|--------------|-------|-------|

The Legislation Division has five main responsibilities which relate to legislative advice, translation, drafting, registration, and publication. The Division provides legislative advice; drafts bills, regulations and appointments for the government, the Assembly, and most statutory bodies. It translates all bills, and some other instruments, into Inuktitut, and translates all bills

and all regulations into French. It registers, maintains, revises and consolidates the Acts and Regulations of Nunavut. It publishes, as required by law, all bilingual and multilingual publications produced by the Division, namely: the monthly *Nunavut Gazette*, and the statutes of Nunavut. As well, the Division maintains the website which makes the statutes, regulations and other instruments available to the public and responds to inquiries from the public concerning these legislative publications.

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|                                      |              |              |              |              |
|--------------------------------------|--------------|--------------|--------------|--------------|
| <b>Total, Legal Support Services</b> | <b>3,441</b> | <b>3,441</b> | <b>3,441</b> | <b>3,441</b> |
|--------------------------------------|--------------|--------------|--------------|--------------|

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### Priorities (2014-15)

- Achieve and maintain a full staff complement, and continue the effort to provide relevant professional development opportunities.

*Status: An additional Inuktitut Legal Translator was hired along with a French Lawyer Translator. Staff participated in professional development opportunities. Staff participation in professional associations and acting assignments continued.*

*The Legal and Constitutional Law Division plans to hire 4 indeterminate Legal Counsel.*

- Continue efforts to recruit and train Nunavut Land Claims Agreement beneficiaries as legal and legislative counsel.

*Status: There have not been any beneficiary candidates who have been identified by the Legislation Division for legislative counsel.*

*The Legal and Constitutional Division has hired a beneficiary in the position of Legal Counsel, and will maintain efforts to hire more qualified beneficiaries.*

- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

*Status: The Legal and Legislation Divisions have Inuktitut speaking administrative staff who provide front-line service contact in Inuktitut. All legislative staff and legal counsel have completed at least introductory level Inuktitut training, with four of these staff completing level 2 training.*

*The Legislation Division's Inuktitut Legal Translators played a key role in a Legal Terminology Conference held in Iqaluit.*

- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.

*Status: The Legislation Division is doing most of the legislative drafting in house and is relying less on external contractors for translation services.*

*The Legal and Constitutional Law Division has developed a Deputy Minister's Directive regarding the use of outside counsel, aimed at reducing the use of outside counsel, and reducing the cost to the GN where outside counsel is retained. Increases in staff levels in the division will result in a reduction of the division's use of outside counsel, and a commensurate reduction in costs to GN departments.*

- Issue Requests for Proposals to refresh the roster of firms available to provide specialist external counsel support to the Government of Nunavut as and when needed, and to acquire software to modernize the Legal and Constitutional Law Division's practice management system.

*Status: The division has worked with the Department of Community and Government Services to develop a comprehensive request for proposals, which will be issued early in 2015. The Request for Proposals includes a system of point allocation that awards points to firms and lawyers who offer the GN alternatives to the standard billing arrangements. These alternatives, such as flat fee billing and graduated billing rates, are aimed at enhancing efficiency and maximizing value to the GN when it retains outside counsel.*

### **Priorities (2015-16)**

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities. Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
- Maintain sufficient legal publishing staff (Publication Editor/ Territorial Printer and Deputy) to pursue consolidations and revisions of Acts and Regulations so that they can be available on a timely basis.
- Continue efforts to recruit and train Nunavut Land Claims Agreement beneficiaries as legal and legislative counsel.
- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

### **Priorities (2016-17)**

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
- Continue efforts to recruit and train Nunavut Land Claims Agreement beneficiaries as legal and legislative counsel.
- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

### **Priorities (2017-18)**

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Increase staff complement to sufficient levels to take on additional work as required.

## Department of Justice

- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
- Develop capacity of counsel in specialized areas of particular interest to the GN, such as environmental assessment, procurement, and litigation.
- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

### Court Services

The Court Services Division is responsible for the provision of administrative support services for the Nunavut Court of Justice. The Division also provides assistance to the public, the judiciary, legal counsel, the RCMP and other officials.

Additional responsibilities include administration of the Sheriff's Office, the Justices of the Peace Program, Coroner's Office, Maintenance Enforcement Program, the Commissioners of Oaths, Notaries Public, Labour Standards Administration and the *Residential Tenancies Act*. The Division also supports the Labour Standards Board, the Nunavut Criminal Code Review Board, the Liquor Licensing Board and provides access to legal information through the Courthouse law library.

### Objectives

- To provide efficient and timely processes relating to family, civil and criminal Court proceedings.
- To develop cost-efficient, effective and integrated systems for records management.
- To provide a culturally appropriate and respectful workplace for staff by providing quality staff training and development opportunities as well as ensuring staff input into all Court initiatives.

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| <b>Programs</b> | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|-----------------|-----------------------|----------------|----------------|----------------|----------------|
|-----------------|-----------------------|----------------|----------------|----------------|----------------|

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|                             |  |       |              |       |       |
|-----------------------------|--|-------|--------------|-------|-------|
| <b>Court Administration</b> |  | 7,608 | <b>8,882</b> | 8,882 | 8,882 |
|-----------------------------|--|-------|--------------|-------|-------|

Court Administration is responsible for the provision of support services for the Nunavut Court of Justice throughout Nunavut. This includes providing information and assistance to the public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who are bringing matters before the Court. The Nunavut Criminal Code Review Board is composed of psychiatrists, psychologists, experienced lawyers and non-professional members. The law library at the Nunavut Court of Justice provides legal information for members of the legal profession and Nunavummiut.

|                                       |  |     |            |     |     |
|---------------------------------------|--|-----|------------|-----|-----|
| <b>Nunavut Liquor Licensing Board</b> |  | 314 | <b>140</b> | 140 | 140 |
|---------------------------------------|--|-----|------------|-----|-----|

The Nunavut Liquor Licensing Board functions independently to control the conduct of liquor license holders, the management and equipment of licensed premises, and the conditions under which liquor may be sold or consumed in licensed premises under the *Liquor Act*.



|                                   |     |            |     |     |
|-----------------------------------|-----|------------|-----|-----|
| <b>The Family Support Program</b> | 364 | <b>379</b> | 379 | 379 |
|-----------------------------------|-----|------------|-----|-----|

The Family Support Program has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred and seventy one open family support files.

|                                    |     |            |     |     |
|------------------------------------|-----|------------|-----|-----|
| <b>Justices of the Peace (JPs)</b> | 764 | <b>664</b> | 664 | 664 |
|------------------------------------|-----|------------|-----|-----|

Justices of the Peace are community based judicial officers who have jurisdiction with the Nunavut Court of Justice over summary (less serious) *Criminal Code* offences and offences under Nunavut statutes. In addition, Justices of the Peace are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. Justices of the Peace also perform a valuable service in their communities conducting marriage ceremonies, swearing-in various officials, and signing documents.

|                         |     |            |     |     |
|-------------------------|-----|------------|-----|-----|
| <b>Coroner's Office</b> | 433 | <b>533</b> | 533 | 533 |
|-------------------------|-----|------------|-----|-----|

The Coroner's Office investigates the circumstances surrounding all reportable deaths that occur in Nunavut or as a result of events that occurred in Nunavut to determine the identity of the deceased and the facts concerning when, where, how, and by what manner a deceased person came to their death. The service is supported by Coroners within the communities, the RCMP, the Fire Marshall's Office, the Workers' Safety & Compensation Commission, the Transportation Safety Board, and various other agencies that work closely with the Coroner's Office. The Nunavut Coroner's Office is also responsible for arranging with southern providers for such services as autopsies and toxicology testing.

|                      |     |            |     |     |
|----------------------|-----|------------|-----|-----|
| <b>Rental Office</b> | 119 | <b>119</b> | 119 | 119 |
|----------------------|-----|------------|-----|-----|

The Rental Officer receives, investigates, mediates and adjudicates complaints under the *Residential Tenancies Act*. A finding of non-compliance can result in a Notice or Order and can be filed in Court and enforced as an Order of the Court.

|  |     |            |     |     |
|--|-----|------------|-----|-----|
| <b>Labour Standards Board/Labour Services Administration</b> | 183 | <b>183</b> | 183 | 183 |
|--|-----|------------|-----|-----|

Labour Standards administers the *Labour Standards Act* and its regulations, the *Wage Recovery Act*, and the *Employment Agency Act*. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

|                              |              |               |               |               |
|------------------------------|--------------|---------------|---------------|---------------|
| <b>Total, Court Services</b> | <b>9,785</b> | <b>10,900</b> | <b>10,900</b> | <b>10,900</b> |
|------------------------------|--------------|---------------|---------------|---------------|

#### Priorities (2014-15)

- Expand security measures for the courts in all communities by implementing a Security Policy and enhanced screening measures for court facilities.  
*Status:* A Security Policy has been developed and is in the process of being implemented. The *Judicature Act Regulations* were amended to increase the search authority for Sheriffs, and intensive training was initiated and now forms a permanent part of the Sheriffs job requirements. Increased security measures have been implemented in many court facilities and enhancements to others are in the planning stages.

- Expand complement of community Justices of the Peace and increase training initiatives for the *Family Abuse Intervention Act* and Regular Justice of the Peace.  
*Status:* The Senior Justice of the Peace position was updated to require the candidate to be legally trained with at least 5 years of experience. The current Senior JP previously practiced as a lawyer and is currently focused on recruiting community JPs and developing training modules and initiatives.
- Continue to provide ongoing staff training and professional development opportunities.  
*Status:* Employees are currently engaged in several training initiatives, which include professionally developed online and personal training sessions from the Justice Institute of British Columbia.
- Maintain a full staff complement; continue efforts to provide relevant professional development opportunities; and expand Inuit language capacity within Court Services.  
*Status:* Court Services continues to recruit qualified candidates in permanent and casual positions, through approved screening processes, giving priority hiring opportunities and direct appointment considerations to land claims beneficiaries.
- Explore the feasibility of a paperless “Electronic Court” by assessing, upgrading or replacing current court technology.  
*Status:* Court Services is investigating human and financial resources to explore upgrading current records and information technologies to implement an integrated justice technology solution to meet the needs of both the courts and justice partners.

#### **Priorities (2015-16)**

- With future growth, the Nunavut Justice Centre will need to be renovated. An additional Courtroom, expansion of the court registry, the exhibit control room, Judges chambers, Justice of the Peace offices, and cells will be a priority.
- Explore the feasibility of leasing a transient housing unit for non-resident deputy judges and contractors such as court reporters and interpreters.
- Continue to provide ongoing staff training and professional development opportunities.
- Expand and enhance the use of technology in Courts including adding videoconferencing and audio recording capabilities to all courtrooms with access to these technologies in communities during court circuits.

#### **Priorities (2016-17)**

- With future growth, the Nunavut Justice Centre will need to expand its facilities including the addition of a courtroom and office space.
- Implement a Court Records Management system for the courts that will include a financial payment and tracking component for registry filing fees and fine payments.

- Continue to provide ongoing staff training and professional development opportunities.

### Priorities (2017-18)

- Expand the current Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace offices and facilities in each region.
- Expand Sheriff Services to include greater responsibilities in the area of prisoner escort and management for court proceedings.
- Continue to provide ongoing staff training and professional development opportunities.

## Legal Registries

Legal Registries administers corporate, commercial and land titles laws and processes a variety of legal documents submitted to register interests in land recorded on guaranteed land titles; security interests in personal property; corporations, societies, partnerships and co-operative associations; and securities such as stocks, bonds and mutual funds. It also regulates the advisors and dealers engaged in the sale of those securities in Nunavut.

### Objectives

- To promote effective legal and administrative systems to facilitate land conveyance, financing and other commercial transactions, establishing businesses and non-profit corporations, investment opportunities and economic growth.
- To maintain accurate and current information in the various public registries in accordance with legal requirements.
- To provide enhanced certainty of title to land to support real estate conveyance, lending and other commercial activities in Nunavut.
- To facilitate the registration of business and non-profit organizations.
- To ensure that advisors, dealers and companies who deal with securities offered for sale to investors are registered and to promote fair and efficient access to capital markets.
- To provide advisory and educational services to client groups to maximize the benefits from the regulatory framework administered by Legal Registries.

| Programs                  | Budget (\$000) | 2014-15 | 2015-16    | 2016-17 | 2017-18 |
|---------------------------|----------------|---------|------------|---------|---------|
| <b>Land Titles Office</b> |                | 791     | <b>791</b> | 791     | 791     |

To administer the *Land Titles Act* by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The Office also administers the *Personal Property Security Act*, which enables lenders to register their claim to personal property identified in a security agreement. This registration protects the lender's claim to the collateral and enables future purchasers or lenders to search the registry for prior registered interests.

**Corporate and Securities Registries**    597                      **597**                      597                      597

The Corporate Registry administers the *Business Corporations Act*, *Societies Act*, *Partnership Act*, and certain provisions of the *Co-operative Associations Act* and *Credit Union Act*. Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.

The Securities Registry administers the *Securities Act*, which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.

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|                                |              |              |              |              |
|--------------------------------|--------------|--------------|--------------|--------------|
| <b>Total, Legal Registries</b> | <b>1,388</b> | <b>1,388</b> | <b>1,388</b> | <b>1,388</b> |
|--------------------------------|--------------|--------------|--------------|--------------|

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**Priorities (2014-15)**

- Review Parcelized Online Land Registration (POLAR) and Business Enquiry and Registration's (BEAR) first year and continue to improve the systems, based on client feedback.  
*Status: POLAR is thriving and continues to improve based on client feedback. BEAR is still in progress.*

**Priorities (2015-16)**

- Complete Nunavut Land Claims Article Agreement Article 14 CGS surveyed lands transfer into Land Titles records.
- Review POLAR and BEAR and continue to improve the systems, based on client feedback.
- Compile and finalize the listing of un-surveyed Article 14 lands.

**Priorities (2016-17)**

- Prepare to amend the Business Corporations Act to recognize new entities.
- Harmonize POLAR and BEAR.

**Priorities (2017-18)**

- Continue to improve the integration of various electronic registries.
- 
- Increase Inuit employment in the Division and increase training and advancement opportunities for Inuit staff.

## Corrections

Corrections administers programs that include Adult and Young Offender Institutions, Outpost Camps and Alternative Homes and the Community Corrections' Program. The Division also administers the Inuit cultural skills programs that assist offenders in developing traditional skills. The Division oversees the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The Community Corrections' Program supervises offenders placed on probation or released from institutions on parole or early release.

### Objectives

- To seek the advice and assistance of communities in how best to provide correctional services.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To offer care, custody and healing to offenders in the communities and facilities.

| Programs | Budget (\$000) | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|----------|----------------|---------|---------|---------|---------|
|----------|----------------|---------|---------|---------|---------|

|                                |  |       |              |       |       |
|--------------------------------|--|-------|--------------|-------|-------|
| <b>Corrections Directorate</b> |  | 7,214 | <b>7,214</b> | 7,214 | 7,214 |
|--------------------------------|--|-------|--------------|-------|-------|

The Directorate oversees the operation of Corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate also provides liaison with other jurisdictions across Canada.

|                              |  |       |              |       |       |
|------------------------------|--|-------|--------------|-------|-------|
| <b>Community Corrections</b> |  | 3,302 | <b>3,302</b> | 3,302 | 3,302 |
|------------------------------|--|-------|--------------|-------|-------|

Community Corrections has been working at establishing a "stand alone" probation service for Nunavut. Probation services that were formerly handled by Family Services are now being conducted by Community Corrections' Officers. Community Corrections' Officers provide supervision, support and programming to adult and youth offenders serving sentences, on probation, or under conditional sentences.

|   |  |       |              |       |       |
|---|--|-------|--------------|-------|-------|
| <b>Adult Healing Facility–Kugluktuk</b> |  | 1,934 | <b>1,934</b> | 1,934 | 1,934 |
|---|--|-------|--------------|-------|-------|

Carrying out the mandate of the Court, the Healing Facility provides care, custody and control of offenders sentenced to terms of incarceration. Elders provide counseling and healing programs in the facility enabling offenders to heal in an environment that is supported by their families and home communities.

|  |  |        |               |        |        |
|--|--|--------|---------------|--------|--------|
| <b>Adult Institutions and Correctional Camps</b> |  | 10,057 | <b>10,057</b> | 10,057 | 10,057 |
|--|--|--------|---------------|--------|--------|

Carrying out the direction of the Court, the institutions and camps provide care, custody and control of offenders sentenced to terms of incarceration or awaiting trial. The adult institutions provide programs and counselling to offenders to meet the Corrections' mission statement. The Corrections' Camps provide traditional healing and Inuit living skills on the land in all seasons.

**Young Offenders Custody /**

|                        |       |              |       |       |
|------------------------|-------|--------------|-------|-------|
| <b>Open and Secure</b> | 2,449 | <b>2,449</b> | 2,449 | 2,449 |
|------------------------|-------|--------------|-------|-------|

To provide open and secure placement for youth offenders as ordered by the Court pursuant to the *Youth Criminal Justice Act*. The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to alternative homes to learn to live in a structured environment. The alternative homes also provide traditional healing and Inuit living skills on the land in all seasons.

**Women’s Correctional**

|                         |       |              |       |       |
|-------------------------|-------|--------------|-------|-------|
| <b>Healing Facility</b> | 1,051 | <b>1,051</b> | 1,051 | 1,051 |
|-------------------------|-------|--------------|-------|-------|

Carrying out the direction of the Court, the Women’s Correctional Healing Facility provides care, custody and control to low-risk female offenders sentenced to terms of incarceration. The adult institution provides programs and counseling to offenders to meet the Corrections’ mission statement.

**Rankin Inlet**

|                         |       |              |       |       |
|-------------------------|-------|--------------|-------|-------|
| <b>Healing Facility</b> | 6,138 | <b>6,138</b> | 6,138 | 6,138 |
|-------------------------|-------|--------------|-------|-------|

Carrying out the direction of the Court, this adult institution in the Kivalliq provides programs and counseling to offenders to meet the Corrections’ mission statement.

**Makigiavvik**

|  |       |              |       |       |
|--|-------|--------------|-------|-------|
|  | 1,652 | <b>3,304</b> | 3,304 | 3,304 |
|--|-------|--------------|-------|-------|

Carrying out the direction of the Court, this adult institution in Iqaluit will house low risk inmates. It will provide programs and counseling to offenders to meet the Corrections’ mission statement.

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|                           |               |               |               |               |
|---------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Corrections</b> | <b>33,797</b> | <b>35,449</b> | <b>35,449</b> | <b>35,449</b> |
|---------------------------|---------------|---------------|---------------|---------------|

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**Priorities (2014-15)**

- Continue developing a plan for a medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.

*Status: McCready Consulting Ltd. was re-commissioned in 2011 to provide a comprehensive current and future needs assessment for correctional services in Nunavut, and strategic correctional facility development. The report was completed in 2012 and will be tabled in the Legislative Assembly of Nunavut as soon as it is translated. The Corrections Division has been working with Community and Government Services (CGS) to identify the most effective means to implement this strategy. The creation of maximum security beds and addressing the needs of the Baffin Correctional Centre (BCC) were identified as a significant part of this strategy.*

*A contract was awarded in November of 2014 to an architectural firm to assist in the development of a business case and design brief to provide options to address BCC and the need for maximum security bed space. Furthermore, the department has also answered a call letter to be included in the Federal Government’s New Building Canada fund initiative,*

which, if approved, would assist in securing funding for the development of correctional capacity in Nunavut. This initiative is ongoing.

- Continue implementing a temporary solution to overcrowding at the Baffin Correctional Center.  
*Status: Makigiarvik, formerly known as the Overcrowding Relief Structure is nearly complete. The project is currently on schedule and on budget. Final completion of the facility is currently estimated to be December 2014 and if no further delays occur, Makigiarvik will begin housing people by spring 2015.*
- Hire, mentor, and train staff for the new overcrowding facility in Iqaluit and proceed with the operation of the facility.  
*Status: Nunavut Corrections has undertaken a large-scale recruitment campaign as of August 2014. Jobs associated with the Makigiarvik Facility were posted in November of 2014. Community-based recruitment initiatives also began in November 2014. Once hiring is completed, a four month intensive training exercise and orientation will take place for all new staff. Final completion of the facility is currently estimated to be December 2014 and if no further delays occur, Makigiarvik will begin housing people by spring 2015.*
- Develop staff training for all Correctional Staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.  
*Status: Three-year standing offer agreements have been signed with three service providers to deliver essential training to corrections staff in all regions.*
  - Circle North Training has extensive experience in Nunavut and the Northwest Territories, sharing their expertise with Inuit and other First Nations people's in areas of healing, restoring relationships, and taking responsible and effective control of their lives. This training incorporates Inuit traditional values throughout its delivery.
  - The Justice Institute of British Columbia is a well-regarded justice training institution. They provide Corrections managers and front line staff with security training, which prepares staff to maintain safety and security in our facilities. We have also moved in Frontline Leadership Training as a means to support promotional opportunities in order to help enhance our staff retention.
  - Underwood Systems prepares our staff with simple and effective techniques to reduce the risk of physical harm and increase the level of protection in our facilities.

Corrections continue to provide training internally to all institutional and community corrections staff. This training includes Computer-based Offender Management System (COMS) training, Mental Health First Aid for Northern People (MHFA- including suicide intervention training), First Aid/CPR and Casual/Relief orientation training.

### **Priorities (2015-16)**

- Continue developing a plan for a medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.

## *Department of Justice*

- Complete the hiring, mentoring and training of staff for Makigiarvik in Iqaluit and proceed with the operation of the facility.
- Continue development of staff training for all Correctional Staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.

### **Priorities (2016-17)**

- Continue developing a plan for a medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.
- Implement staff training for all correctional staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.

### **Priorities (2017-18)**

- Continue to improve safety and develop correctional capacity in Nunavut, establish maximum security correctional space, and plan for the repatriation of territorially sentenced incarcerated Nunavummiut housed outside of the territory.
- Evaluate and increase the Corrections Division's internal capacity where appropriate through hiring, filling current vacancies, appropriate increases in Person Years, providing on-going training, particularly with regards to beneficiary hiring and support.
- Review and further develop transitional, rehabilitative programming offered by Corrections Nunavut for community and facility based sentences.
- Continue to evaluate current practices and continue to update Corrections' policies and legislation to reflect modern best practices and Inuit Qaujimagatuqangit.
- Strengthen and support the continuum of care that must exist between the community and facilities to encourage and facilitate the rehabilitation of incarcerated and formerly incarcerated Nunavummiut and Nunavut communities.

## **Community Justice**

Community Justice utilizes Inuit societal values in providing assistance to all communities with establishing Crime Prevention initiatives, as well as offering culturally relevant alternatives to the formal judicial system for offenders, where doing so is consistent with the preservation of public safety.

Community Justice also supports the development of victims' services at a community level; and provides funding to community based justice projects that provide alternative to court solutions for crime; including land programs for teaching cultural knowledge and healing for both offenders and victims. Community Justice supports the development and implementation of



services to assist families in mediation, with an emphasis on providing families an alternative to the court process for child custody, access and child support.

### Objectives

- To provide alternatives to the Court for offenders and their victims through pre and post-charge diversions.
- To seek the advice and assistance of elders in the communities on how best to provide alternative justice using traditional law methods.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To help create a positive healthy relationship between the offender and the community.
- To support development of victims services at a community level.

| Programs                             | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-18 |
|--------------------------------------|----------------|---------|--------------|---------|---------|
| <b>Community Justice Directorate</b> |                | 1,519   | <b>1,519</b> | 1,519   | 1,519   |

The Directorate oversees the operation of Community Justice throughout Nunavut. It develops, initiates and provides direction and support to community programs. The Directorate also acts as a liaison with other jurisdictions across Canada.

|                                  |  |       |              |       |       |
|----------------------------------|--|-------|--------------|-------|-------|
| <b>Community Justice Program</b> |  | 3,298 | <b>3,238</b> | 3,238 | 3,238 |
|----------------------------------|--|-------|--------------|-------|-------|

The Community Justice Program provides alternative justice to communities and offenders; provides crime prevention initiatives to communities; works in conjunction with community groups; provides funding for crime prevention programs; and works with offenders in the areas of mediation and diversion. It is important that local responsibilities and accountability be restored. Community Justice Committees can contribute to the creation of a fair, just, and supportive community in a manner that is consistent with traditional values, and provides an alternative to prosecution in Court.

The Community Justice Division coordinates victims' services, including the development of policies and guidelines for the Victims Assistance Committee, and assists community groups in their applications for funding.

The Community Justice Division also coordinates the family mediation program, which provides families an alternative to the Court process in terms of child custody, access and child support.

|                                 |  |              |              |              |              |
|---------------------------------|--|--------------|--------------|--------------|--------------|
| <b>Total, Community Justice</b> |  | <b>4,817</b> | <b>4,757</b> | <b>4,757</b> | <b>4,757</b> |
|---------------------------------|--|--------------|--------------|--------------|--------------|

### Priorities (2014-15)

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system.

*Status: The Community Justice Division continues to support Justice Committees through training. The latest phase of training which is being planned for March 2015 will involve*

*restorative justice training for Community Justice Outreach Workers with an emphasis on family group conferencing. Outreach Workers will then team up with Justice Specialists to deliver restorative justice training to Justice Committee members in their respective communities.*

*A manual is being produced that will provide additional support for our Justice Committees when dealing with diverted clients.*

- Develop a crime prevention strategy for Nunavut and deliver crime prevention programs in all regions of Nunavut.

*Status: The Community Justice Division staff traveled to all Nunavut communities, and hosted public engagement meetings. Staff members engaged community members in dialogue about community priorities for crime prevention. A report is being drafted that will assist the Department of Justice in developing a crime prevention strategy based on the findings.*

- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.

*Status: The Community Justice Division has hired a full time Victims Services Coordinator. The Coordinator is working closely with the Victims Assistance Committee to ensure that the community based projects recommended to the Minister, provide maximal support for victims of crime.*

- Continue to explore innovative ways to support victims of crime through the Victim Travel Support Program and the development of a victim care program.

*Status: The Victims Travel Support Program (VTSP) provided more opportunities for victims of crime who are not testifying, to attend court. Several victims were supported through a particularly difficult and highly publicized case that is continuing into 2014-2015.*

*The Community Justice Division also continues to develop a consolidated victim's services program that will complement pre-existing programs for victims of crime in Nunavut. The department hopes to expand services to victims across the territory, to better meet the needs and rights of victims of crime.*

- Explore options to improve family mediation services to Nunavummiut.

*Status: Critical discussions are taking place regarding the present status and the future of the Family Mediation program. The division is exploring options to better serve Nunavummiut, which may change the way that family mediation is presently offered to Nunavummiut.*

### **Priorities (2015-16)**

- Continue to assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system, and increase their participation in community based crime prevention initiatives.

- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Continue to explore innovative ways to support victims of crime.
- Roll out a Crime Prevention Strategy for Nunavut and continue to deliver crime prevention programs in all regions of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.

**Priorities (2016-17)**

- Continue to assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system, and participation in community based crime prevention initiatives.
- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Deliver innovative support for victims of crime.
- Deliver crime prevention programs in all regions of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.

**Priorities (2017-18)**

- Continue to assist and empower Community Justice Committees to respond to crime in a more restorative way; which includes holding offenders accountable for their actions and engaging victims of crime in a meaningful way. Our partners and stakeholders will view justice committees as an effective alternative to the court.
- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Deliver innovative support for victims of crime.
- Deliver crime prevention programs in all regions of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.
- Community Justice will work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.

## Human Rights Tribunal (Contribution from Directorate Branch)

The Human Rights Tribunal’s mandate is to ensure that individuals in Nunavut have equality of opportunity in such areas as employment or hiring-related processes and plans; renting commercial or residential premises; requesting or receiving goods, services, benefits, facilities or contracts which are publicly offered; and notices, signs or other material intended for the public with respect to any of the above.

### Objective

- Provide a forum to consider alleged violations of human rights in Nunavut.

| Programs   | Budget (\$000) | 2014-15    | 2015-16    | 2016-17    | 2017-18    |
|--|----------------|------------|------------|------------|------------|
| <b>Human Rights Tribunal</b>   |                | 812        | <b>812</b> | 812        | 812        |
| The Human Rights Tribunal hears human rights notifications from residents of Nunavut referred to it by the Human Rights Tribunal office, and makes determinations on how the notifications should be resolved. |                |            |            |            |            |
| <b>Total, Human Rights Tribunal</b>  |                | <b>812</b> | <b>812</b> | <b>812</b> | <b>812</b> |

### Priorities (2014-15)

- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.  
*Status: The Tribunal has taken steps to produce public information and advertisements to increase public awareness. Newspaper ads have been published twice in the year.*
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.  
*Status: Maintaining a five full member adjudicative body remains a priority. As vacancies arise, the Tribunal continues to solicit nominations for new members through newspaper and radio advertisements.*
- Continue to decrease decision turn-around times.  
*Status: During the year, the Tribunal had two vacancies in its membership, which was hampering its effectiveness to issue decisions on a timely basis. However, the overall turn-around time has been improved. Some notifications are more complex and require more time to process. One file from 2012-13 is still active and will likely be active well passed the fiscal year. Eight files from 2012-13 have been closed.*
- Conduct settlement proceedings within 3 months of rendering a Part 4 Decision.  
*Status: A Part 4 Decision was issued in a timely manner but scheduling mediation through the different time zones can be a challenge. No settlements have been rendered within 3 months after a Part 4 decision has been issued. Some notifications are more complex requiring more time than others.*

**Priorities (2015-16)**

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Complete a semi-annual public awareness campaign.
- Continue to decrease decision turn-around times.
- Conduct settlement proceedings within 3 months of rendering a Part 4 Decision.

**Priorities (2016-17)**

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Continue to decrease decision turn-around times.
- Continue to increase public awareness and public education about the Tribunal and its role.

**Priorities (2017-18)**

- Complete one community visit per region to help those at risk in our communities.
- Schedule two face-to-face meetings among Tribunal members to clear decision backlog.
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut.

**Legal Services Board (Contribution from Directorate Branch)**

The Legal Services Board (LSB) is established under the *Legal Services Act* and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The Board is also responsible for overseeing the operation of the following regional clinics: Maliiganik Tukisiiniakvik in the Baffin Region, Kivalliq Legal Services in the Kivalliq Region and the Kitikmeot Law Centre in the Kitikmeot Region. These clinics provide legal services, court worker services, referral services and public legal education and information in their respective regions.

The Access to Justice Agreement, which governs federal and territorial funding, requires the Board to provide legal aid services, public legal education and information, and Inuit court worker programs and services.

**Objectives**

- To provide quality and timely legal services to all eligible persons.
- To develop high quality systems for the provision of legal services.

- To develop and co-ordinate territorial and local programs aimed at reducing and preventing the occurrence of legal problems and increasing knowledge of the law, legal processes and the administration of justice.

| Programs  | Budget (\$000) | 2014-15       | 2015-16       | 2016-17       | 2017-18       |
|---|----------------|---------------|---------------|---------------|---------------|
| <b>Legal Services Board</b>   |                | 11,818        | <b>11,818</b> | 11,818        | 11,818        |
| The Nunavut Legal Services Board provides criminal, family, and civil/poverty legal aid services through a blended staff and private lawyer model to the people of Nunavut. |                |               |               |               |               |
| <b>Total, Legal Support Services</b>  |                | <b>11,818</b> | <b>11,818</b> | <b>11,818</b> | <b>11,818</b> |

### Priorities (2014-15)

- Continue to work internally and with external partners on implementing the recommendations of the Structural/Organizational Review with a view to improving Legal Services Board's operational and administrative efficiencies.  
*Status: An unanticipated delay with the consultant's production of the final report, in an acceptable form, now requires the Board to review the current drafts and provide constructive feedback in order to have an acceptable final product. The revised timeline for a final report is in spring 2015. Wherever possible, the Board has begun implementing internal operational recommendations.*
- Implement a strategic planning session for the Board and where required, similar sessions with relevant key stakeholders.  
*Status: A strategic planning session was held in the fall of 2013/2014 with the Board to assist in the production of the change management plan to implement the recommendations of the Structural/Organizational Review Report. Other strategic planning sessions will be held, internally and externally with partners, once the report has been finalized.*
- Fully implement Legal Services Board database and produce all necessary and relevant statistics.  
*Status: The Law web database is fully functional at present. Core administrative users are trained and utilizing its functions for the production of statistical and practice management data. Outstanding matters include final level training for legal staff which should occur before the end of the fiscal year. Phase 4 contemplates a more detailed reporting mechanism to meet the Board's goals of efficient legal resource management.*
- Launch Legal Services Board website with all relevant information available in Nunavut's official languages.  
*Status: The Legal Services Board website has been developed and awaiting final approval before launching. The website will be live early in the New Year.*
- Continue to assess current Legal Services Board policies for needed amendments and to identify new areas for policy development.

*Status: The Board established a new Civil Coverage Policy and updated most of their policies. Three new policy initiatives were identified; committees were struck as a result, and policy development work is expected, as time permits.*

- Conduct a review of the court worker program with a view to improving and strengthening its value within justice system and at the community level.

*Status: Internal reviews are still ongoing. The court worker program has undergone significant revisions including the standardization of pay and job descriptions across the three regional legal aid clinics. Next steps will include training specific to the needs of individual community court workers, as well as developing relationships and synergies with related entities to ensure mutual access to justice goals are being met.*

#### **Priorities (2015-16)**

- Re-assess and evaluate the progress of implementing the change management plan to ensure actions undertaken or planned have achieved or will achieve improved operational efficiencies and service delivery.
- Develop a plan to implement any changes arising from the review of the Court worker Program.
- Continue to review and assess Legal Services Board policies for needed amendments or new areas requiring policy development.
- Evaluate and make any necessary improvements to database and reporting requirements.
- Continue to assess and/or implement needed changes to the Legal Services Board's Information Technology systems.

#### **Priorities (2016-17)**

- Continue to review, evaluate and make necessary adjustments to improve organizational efficiencies and program delivery.
- Develop a plan to implement any changes arising from the review of the Court Worker Program.
- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.
- Evaluate and make any necessary adjustments to Legal Services Board's Information Technology system.

#### **Priorities (2017-18)**

- Continue to review, evaluate and make necessary adjustments to improve organizational efficiencies and program delivery.

*Department of Justice*

- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.
- Develop and implement a Public Legal Education Initiative with partners to provide the public with more information about the law and their rights.
- Assess the success of implementing the change management plan and make any necessary adjustments.
- Develop a new 3 - 5 year work plan for legal aid services.
- Implement succession planning for key leadership and senior management positions.



## Inuit Employment Plan

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>369</b>           |            | <b>368</b>         |            |
| Total Filled Positions                             | 257                  | 70%        | 296                | 80%        |
| Total Vacancies                                    | 112                  | 30%        | 72                 | 20%        |
| Total Beneficiaries                                | 110                  | 43%        | 135                | 46%        |
| <b>Total Executive Positions</b>                   | <b>3</b>             |            | <b>3</b>           |            |
| Total Filled Executive Positions                   | 2                    | 67%        | 3                  | 100%       |
| Total Vacant Executive Positions                   | 1                    | 33%        | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 1                    | 50%        | 0                  | 0%         |
| <b>Total Senior-Management Positions</b>           | <b>9</b>             |            | <b>9</b>           |            |
| Total Filled Senior-Management Positions           | 8                    | 89%        | 9                  | 100%       |
| Total Vacant Senior-Management Positions           | 1                    | 11%        | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 2                    | 25%        | 2                  | 22%        |
| <b>Total Middle-Management Positions</b>           | <b>30</b>            |            | <b>30</b>          |            |
| Total Filled Middle-Management Positions           | 21                   | 70%        | 25                 | 83%        |
| Total Vacant Middle-Management Positions           | 9                    | 30%        | 5                  | 17%        |
| Total Beneficiaries in Middle-Management Positions | 3                    | 14%        | 7                  | 28%        |
| <b>Total Professional Positions</b>                | <b>36</b>            |            | <b>36</b>          |            |
| Total Filled Professional Positions                | 22                   | 61%        | 25                 | 69%        |
| Total Vacant Professional Positions                | 14                   | 39%        | 11                 | 31%        |
| Total Beneficiaries in Professional Positions      | 2                    | 9%         | 5                  | 20%        |
| <b>Total Paraprofessional Positions</b>            | <b>258</b>           |            | <b>257</b>         |            |
| Total Filled Paraprofessional Positions            | 181                  | 70%        | 207                | 81%        |
| Total Vacant Paraprofessional Positions            | 77                   | 30%        | 50                 | 19%        |
| Total Beneficiaries in Paraprofessional Positions  | 86                   | 48%        | 101                | 49%        |
| <b>Total Administrative Positions</b>              | <b>33</b>            |            | <b>33</b>          |            |
| Total Filled Administrative Positions              | 23                   | 70%        | 27                 | 82%        |
| Total Vacant Administrative Positions              | 10                   | 30%        | 6                  | 18%        |
| Total Beneficiaries in Administrative Positions    | 16                   | 70%        | 20                 | 74%        |

In the 2015-18 fiscal years, the Department of Justice will be participating in two government wide initiatives and several complementary department-specific initiatives to work towards achieving an average of 53% Inuit representation by 2018.

Working with the Department of Executive, the Department of Justice currently supports the *Sivuliqtiksatsat* Program. We had one intern into a Senior Management position successfully

graduate her internship program in June 2013. She has successfully assumed her targeted Senior Management duties and responsibilities. We currently have an intern into a Management position and upon successful completion in October 2015 will assume the role of Manager, Inuktitut Translation Services for the Legislation Division.

In the meantime, we will continue to apply for Sivuliqtiksat positions as they become available.

Another Government wide initiative the department is participating in is the Inuit Employment Plan for the Government of Nunavut. This plan will be developed collaboratively with input from all departments. The Corporate Services Division, working with each of the Senior Managers, will spearhead the role for the Department of Justice.

Each summer the department participates in the Summer Student Employment Equity Program. The department routinely hires students into positions that allow them to see the type of work our department does, and that experience helps them determine if they would like to pursue a career in a Justice-related field.

There are several specific initiatives underway in the department. They are as follows:

- **Streamlining the Priority Hiring Policy within the Department**

Throughout the Government of Nunavut, all departments have been given the responsibility to ensure the adherence to the Priority Hiring Policy. The Department of Justice will continue ensuring that artificial barriers such as overly inflated education and experience requirements are not present when sending a position to competition with the following activities.

Specific training is required to ensure that all individuals involved in staffing decisions are aware of and accurately apply the Priority Hiring Policy. It has been mandated by the department that all employees sitting on hiring panels must take the “How to be a Panel Member” training offered through the Staffing Division of the Department of Finance. This ensures that every hiring panel member is educated on their responsibility and will contribute to better Inuit Employment Plan hiring practices within the department.

- **Investing in human capital to improve effectiveness of the workforce**

The performance review process will continue this fiscal year. Once a review is completed, a training plan and a work plan may be developed for each employee. This will eliminate any lack of direction that the employee may experience and will continue to ensure that the employee has the skills required to perform the duties of their position.

The department has formed a partnership with the Canadian Executive Service Organization (CESO) to provide individual mentors to staff who are identified as having a management potential. CESO mentors are building managerial capacity in our employees by enhancing skills, competencies, and knowledge necessary for effective governance; supporting the development of policies and procedures that improve effective governance;

and helping our staff to build strategic leadership capacity that focuses on the needs of communities and community members.

- **Foster and sustain an environment attractive to Inuit**

The department realizes how important it is to foster and promote an environment that is attractive to Inuit applicants. Guided by Inuit Qaujimajatuqangit, the department will work towards providing employees with the direction and tools they need to perform the work of the organization to the very best of their ability.

Actions to support staff include:

- Foster a community spirit and a sense of belonging by offering employees the opportunity to become involved outside the workplace in a variety of recreational and volunteer activities. This is mainly done through Inuit Qaujimajatuqangit days developed and held by our Illiniit Committee. Inuit Qaujimajatuqangit days have proven to be very successful as many employees participate in these cultural events, and continuously provide positive feedback.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training offered by the Department of Finance. This promotes understanding of the Inuit culture, which facilitates the use of Inuit Qaujimajatuqangit principles in the workplace.
- Offer and encourage all supervisors and managers to take training that addresses such topics as cultural diversity, good management practices and coaching skills. Increased management understanding of the benefits and rewards of a representative workforce helps create a supportive work environment that enhances the potential of all employees.
- Emphasize existing quality of work-life initiatives as effective practices that advance the interests of our workforce. These initiatives include programs such as adjustment of shift schedules to reflect the lifestyles of employees (flextime, compressed workweeks, and so on).
- Ensure that correctional facilities offer a safe and healthy work environment. As employees spend a significant portion of their lives in the facilities' surroundings, keeping workspaces safe and healthy to convey a sense of pride and respect that helps keep employees on board.

- **Promote quality of work life as an integral part of daily operations**

The Department of Justice will be fostering initiatives that improve the quality of work life. As in other public services areas, several principal factors are driving changes in Government employee perceptions and the need to encourage quality of work initiatives and flexibilities.

Some of these are:

- The nature of work and the workplace are changing dramatically due to technology that produces vast amounts of data along with the ability to communicate more rapidly and at more levels than ever before;

- Expectations of the workforce reflect generational and cultural differences in attitudes about work and careers;
- Managers are asked to focus on the work team's ability to respond to changing circumstances and workload requirements;
- Managers are asked to view employees as human capital with a corresponding investment in employee growth and development; and,
- Leadership is taking forms other than the classic supervisory and management functions. This will include mentoring and encouraging employees to learn and develop their skills.

- **Promoting the Corrections Division as an employer to recruit Inuit staff**

The Corrections Division continues to be faced with the challenge of recruiting Inuit in the territory's highly competitive labour market. An additional challenge to the division is recruiting Inuit to relocate to the territorial capital where most of our correctional institutions are currently located. In order to overcome these challenges, the division is taking on the following initiatives:

- Various Corrections staff will visit high schools, job fairs and trade shows to educate students and the public about possible careers in Justice, and specifically the important role that our corrections staff plays in the rehabilitation of offenders. By promoting this division to youth, it will entice them to at least consider a career in corrections, and even encourage them to obtain post-secondary training in areas related to corrections. Ultimately, this will begin to build future employees for the corrections division and the Department as a whole.
- Promote active and regular recruitment of employees for positions in correctional facilities through an open ad for casual employment. Through this approach, employees can gain experience in facilities, and when a position becomes available, they will have the skills to win the competition. Also, they have a greater opportunity to see various career paths that are open to them within the Corrections Division and the department as a whole.
- Lead an ad campaign to increase awareness of positions in the Corrections Division. This includes sending job ads to the hamlets for posting and distribution, making radio announcements, and doing interviews to promote employment as a Correctional Officer or Youth Officer.
- Corrections is considering holding information sessions in communities in the South Baffin area.
- More visual advertising aimed at Inuit youth – TV, Internet, and Social Media (Facebook, Twitter, and Instagram) is being considered by the Division.
- Corrections is working on developing a quarterly Newsletter, done in all official languages, for the Division that will serve to help boost morale, communication,

camaraderie, and potentially recruitment.

- A recruitment drive in a number of communities has been held to promote Inuit hiring to staff the new Makigiavik building at Baffin Correction Centre. This consisted of several Inuit staff going to the communities to promote Corrections as a career of choice.
- Increased training opportunities to help provide a safer and better work environment for staff in all Correctional facilities.

The department will also:

- Research options to compete effectively with other employers in Nunavut for representative workers. This might include work schedules that incorporate compressed work weeks or flex hours in the workplace;
- Identify and reward those who contribute to building and maintaining a representative, high-quality workforce, ultimately resulting in better service to the public; and,
- Ensure that the use of all of Nunavut's languages is encouraged in the workplace. Traditionally, some individuals have been hesitant to speak the Inuit languages in the workplace – its use will be actively encouraged by supervisors. Allow staff to participate in language courses to improve their Inuktitut language skills.

## Financial Summary

| Branch                               | 2014-2015<br>Main Estimates |              | 2015-2016<br>Main Estimates |              | 2016-2017<br>Planned |              | 2017-2018<br>Planned |              |
|--------------------------------------|-----------------------------|--------------|-----------------------------|--------------|----------------------|--------------|----------------------|--------------|
|                                      | \$000                       | PYs          | \$000                       | PYs          | \$000                | PYs          | \$000                | PYs          |
| <b>DIRECTORATE</b>                   |                             |              |                             |              |                      |              |                      |              |
| Compensation & Benefits              | 3,964                       | 43.0         | <b>4,137</b>                | <b>44.0</b>  | 4,137                | 44.0         | 4,137                | 44.0         |
| Grants & Contributions               | 12,630                      |              | <b>12,630</b>               |              | 12,630               |              | 12,630               |              |
| Other O&M                            | 500                         |              | <b>505</b>                  |              | 500                  |              | 500                  |              |
| <b>Subtotal</b>                      | <b>17,094</b>               |              | <b>17,272</b>               |              | <b>17,267</b>        |              | <b>17,267</b>        |              |
| <b>LAW ENFORCEMENT</b>               |                             |              |                             |              |                      |              |                      |              |
| Compensation & Benefits              | -                           | -            | -                           | -            | -                    | -            | -                    | -            |
| Grants & Contributions               | -                           |              | -                           |              | -                    |              | -                    |              |
| Other O&M                            | 35,772                      |              | <b>36,235</b>               |              | 36,235               |              | 36,235               |              |
| <b>Subtotal</b>                      | <b>35,772</b>               |              | <b>36,235</b>               |              | <b>36,235</b>        |              | <b>36,235</b>        |              |
| <b>LAWYER SUPPORT SERVICES</b>       |                             |              |                             |              |                      |              |                      |              |
| Compensation & Benefits              | 3,050                       | 26.0         | <b>3,050</b>                | <b>26.0</b>  | 3,050                | 26.0         | 3,050                | 26.0         |
| Grants & Contributions               | -                           |              | -                           |              | -                    |              | -                    |              |
| Other O&M                            | 391                         |              | <b>391</b>                  |              | 391                  |              | 391                  |              |
| <b>Subtotal</b>                      | <b>3,441</b>                |              | <b>3,441</b>                |              | <b>3,441</b>         |              | <b>3,441</b>         |              |
| <b>REGISTRIES AND COURT SERVICES</b> |                             |              |                             |              |                      |              |                      |              |
| Compensation & Benefits              | 7,182                       | 67.0         | <b>7,182</b>                | <b>67.0</b>  | 7,182                | 67.0         | 7,182                | 67.0         |
| Grants & Contributions               | -                           |              | -                           |              | -                    |              | -                    |              |
| Other O&M                            | 3,991                       |              | <b>5,106</b>                |              | 5,106                |              | 5,106                |              |
| <b>Subtotal</b>                      | <b>11,173</b>               |              | <b>12,288</b>               |              | <b>12,288</b>        |              | <b>12,288</b>        |              |
| <b>CORRECTIONS</b>                   |                             |              |                             |              |                      |              |                      |              |
| Compensation & Benefits              | 23,336                      | 217          | <b>25,051</b>               | <b>216.0</b> | 25,051               | 216.0        | 25,051               | 216.0        |
| Grants & Contributions               | -                           |              | -                           |              | -                    |              | -                    |              |
| Other O&M                            | 10,461                      |              | <b>10,398</b>               |              | 10,398               |              | 10,398               |              |
| <b>Subtotal</b>                      | <b>33,797</b>               |              | <b>35,449</b>               |              | <b>35,449</b>        |              | <b>35,449</b>        |              |
| <b>COMMUNITY JUSTICE</b>             |                             |              |                             |              |                      |              |                      |              |
| Compensation & Benefits              | 1,929                       | 15.0         | <b>1,869</b>                | <b>15.0</b>  | 1,869                | 15.0         | 1,869                | 15.0         |
| Grants & Contributions               | 2,303                       |              | <b>2,303</b>                |              | 2,303                |              | 2,303                |              |
| Other O&M                            | 585                         |              | <b>585</b>                  |              | 585                  |              | 585                  |              |
| <b>Subtotal</b>                      | <b>4,817</b>                |              | <b>4,757</b>                |              | <b>4,757</b>         |              | <b>4,757</b>         |              |
| <b>Total</b>                         | <b>106,094</b>              | <b>368.0</b> | <b>109,442</b>              | <b>368.0</b> | <b>109,437</b>       | <b>368.0</b> | <b>109,437</b>       | <b>368.0</b> |

**Department of  
Culture and Heritage**

**Business  
Plan**

**2015-2018**

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### **CORE BUSINESS**

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## CORE BUSINESS

|                         | Budget (\$000) |               |               |               |
|-------------------------|----------------|---------------|---------------|---------------|
|                         | 2014-15        | 2015-16       | 2016-17       | 2017-18       |
| Directorate             | 5,234          | <b>5,275</b>  | 5,275         | 5,275         |
| Official Languages      | 10,791         | <b>10,871</b> | 10,871        | 10,871        |
| Heritage                | 5,917          | <b>6,008</b>  | 6,008         | 6,008         |
| Elders and Youth        | 2,322          | <b>2,208</b>  | 2,208         | 2,208         |
| Inuit Qaujimagatuqangit | 1,412          | <b>1,335</b>  | 1,335         | 1,335         |
| <b>TOTAL</b>            | <b>25,676</b>  | <b>25,697</b> | <b>25,697</b> | <b>25,697</b> |

### Directorate

The Directorate provides overall leadership and management support to the department under the direction of the Deputy Minister who, as the administrative head of the department, makes recommendations to the Minister about goals, objectives and standards for all programs and services. The administrative mandate includes strategic planning, resource allocation, development of legislation and policy, budget coordination, communications, capital planning, financial services, and Inuit employment and human resource planning and development.

#### Objectives

- Provide strategic direction, support, guidance and financial accountability to departmental operations in the delivery of programs and services.

| Programs   | Budget (\$000) | 2014-15 | 2015-16    | 2016-17 | 2017-18 |
|--|----------------|---------|------------|---------|---------|
| <b>Deputy Minister's Office</b>  |                | 546     | <b>632</b> | 632     | 632     |
| The Deputy Minister's office is responsible for overseeing the operations and services of Corporate Services and Policy and Planning divisions. In addition, the Deputy Minister is responsible for ensuring department-wide objectives, policies and budgets, and to monitor that priorities and objectives are achieved. The Deputy Minister is also responsible for providing support and advice to the Minister and Executive Council. |                |         |            |         |         |
| <b>Assistant Deputy Minister's Office</b>  |                | 292     | <b>322</b> | 322     | 322     |
| The Assistant Deputy Minister's office provides support to the Deputy Minister in departmental management. The Assistant Deputy Minister also provides leadership and direction for overseeing the operations and services of Official Languages, Elders and Youth, Inuit Qaujimagatuqangit, and Heritage.   |                |         |            |         |         |
| <b>Policy and Planning</b>   |                | 834     | <b>831</b> | 831     | 831     |
| Policy and Planning coordinates strategic planning and the business planning process and provides leadership in policy development and communications. Policy and Planning also leads  |                |         |            |         |         |

in the development of Ministerial briefing materials, coordinates departmental responses to ATIPP requests, assists in legislative initiatives, and oversees departmental records management.

**Corporate Services** 1,386 **1,314** 1,314 1,314

Corporate Services coordinates budget development and control, processes financial documents, administers grants and contributions, and ensures all financial regulatory acts and Generally Accepted Accounting Principles are complied with. Corporate Services also ensures the department is in compliance with annual public accounts requirements and provides administrative support services such as human resources.

**Contribution - Taiguusiliuqtiit** 2,176 **2,176** 2,176 2,176

The *Inuit Language Protection Act* establishes Inuit Uqausinginnik Taiguusiliuqtiit as a Statutory Body. The directorate provides contribution funding to cover the agency operating expenses. The Inuit Uqausinginnik Taiguusiliuqtiit expands knowledge and expertise with respect to the Inuit Language, and makes decisions about its use, development and standardization.

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**Total, Directorate** 5,234 **5,275** 5,275 5,275

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#### Priorities (2014-15)

- A thorough review and evaluation of prior year estimates and actual expenses will be conducted to improve departmental budget forecasting.  
*Status: Completed. A review of actual expenses from 2011-12 to 2013-14 was used to forecast for 2015-16 to 2017-18. The department is now using this method as an ongoing budgeting tool.*
- Conduct a review and implement changes to the Department of Culture and Heritage current Grants & Contribution Policies.  
*Status: Completed, a revised Grants and Contributions Policy has been approved.*
- Continue to enhance staff skill sets through training and development.  
*Status: Ongoing, Culture and Heritage continues to provide staff training and development opportunities to assist in their day-to-day needs as well as increasing opportunities for advancement from within.*
- Review the effectiveness of departmental Inuit employment planning and revise as necessary.  
*Status: Ongoing, Culture and Heritage has reviewed Inuit employment planning initiatives and continues to provide support for increasing Inuit employment into all positions when they become available within the department.*
- Initiate discussions with the Government of Canada on a multi-year Nunavut-specific agreement for the continued protection and promotion of French and Inuit Languages in the Territory.

*Status: A federal-territorial working group has been established and work has been initiated to review the different options for enhanced long-term support by the federal government for French and Inuit languages in Nunavut.*

### **Priorities (2015-16)**

- Develop and implement a communications plan for promoting changes to Culture and Heritage Grants & Contribution Policies, including holding regional workshops.
- Finalize negotiations with the Government of Canada on a multi-year Nunavut-specific agreement for the continued protection and promotion of French and Inuit Languages in the Territory.
- Develop an Oral History Strategy with the Elders and Youth, Official Languages, Inuit Qaujimagatuqangit and Heritage divisions.

### **Priorities (2016-17)**

- Achieve a milestone of 85% Inuit beneficiary employment as per the targets set by the *Nunavut Land Claims Agreement*.
- Increase Culture and Heritage staffing presence in the Kivalliq region.

### **Priorities (2017-18)**

- Establish Nunavut Arts Council.

## **Official Languages**

Official Languages plays a central role in promoting and coordinating the implementation, monitoring, management and evaluation of language obligations and policies government wide. The Branch oversees the administration of both territorial and federal language funds to assist departments and public agencies in delivering French and Inuit language programs and services. It also coordinates and provides translation services in Inuktitut, French and English to departments and public agencies. As a result of the new language legislation, the Branch has further enhanced responsibilities to promote the vitality of the Inuit and French language communities in Nunavut, while developing and coordinating policies and programs intended to promote the development, revitalization, and use of Inuktitut among youth, our communities and across all sectors of Nunavut society.

### **Objectives**

- Promote the equality of Nunavut's Official Languages.
- Coordinate the implementation, monitoring, management and evaluation of language obligations, policies, programs and services by departments and public agencies.

- Support the development, revitalization and use of Inuktitut among youth, communities, and across all sectors of Nunavut society.

| Programs  | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-18 |
|---|----------------|---------|--------------|---------|---------|
| <b>Official Languages Administration</b>  |                | 1,389   | <b>292</b>   | 292     | 292     |
| Official Languages Administration provides overall direction and planning for the management and delivery of the Branch's programs and services. Key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of the Uqausivut Plan, and monitoring government-wide language implementation activities and results.   |                |         |              |         |         |
| <b>Translation Bureau</b>   |                | 3,902   | <b>3,439</b> | 3,439   | 3,439   |
| Translation Bureau coordinates and provides translation, editing and interpreting services in the Official Languages to departments and public agencies, in accordance with the Translation Policy and guidelines. The Bureau maintains a multilingual translation memory system, and collaborates with other organizations on language development and standardization.  |                |         |              |         |         |
| <b>Inuktitut Affairs</b>  |                | 0       | 1,287        | 1,287   | 1,287   |
| Inuktitut Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It also coordinates policies and programs intended to promote the revitalization and vitality of Inuktitut in Nunavut, in accordance with the <i>Inuit Language Protection Act</i> and the <i>Official Languages Act</i> . It administers the Inuktitut component of the <i>Canada-Nunavut General Agreement on the Promotion of the Inuit and French Languages</i> , including funds under the Inuit Language Implementation Fund and Community Inuit Language Initiatives Programs. It creates public awareness and appreciation about the status, history and diversity of Inuktitut, including dialogue with Inuit representatives within and outside of the Territory. |                |         |              |         |         |
| <b>Language Implementation Fund</b>   |                | 5,000   | <b>5,000</b> | 5,000   | 5,000   |
| The Inuit Language Implementation Fund assists Departments and public agencies in building their capacity to deliver programs and services in Inuktitut. The funds are centrally administered by the Department of Culture and Heritage to ensure effective management and accountability.  |                |         |              |         |         |
| <b>Community Inuit Language Initiatives</b>   |                | 500     | <b>563</b>   | 563     | 563     |
| Community Inuit Language Initiatives provides grants and contributions that support community-based initiatives that support the development, preservation, use and promotion of Inuktitut.   |                |         |              |         |         |
| <b>Francophone Affairs</b>  |                | 0       | <b>290</b>   | 290     | 290     |
| Francophone Affairs supports the management, implementation and monitoring of French language obligations, programs and services by departments and public agencies. It administers the French language component of the <i>Canada-Nunavut General Agreement on the Promotion of the Inuit and French Languages</i> for that supports the delivery of government services in French and the promotion of the vitality of the French language community in Nunavut. Francophone  |                |         |              |         |         |

Affairs also promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

|                                  |               |               |               |               |
|----------------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Official Languages</b> | <b>10,791</b> | <b>10,871</b> | <b>10,871</b> | <b>10,871</b> |
|----------------------------------|---------------|---------------|---------------|---------------|

**Priorities (2014-15)**

- Review policies and programs to support initiatives aimed at revitalizing and promoting the use of Inuktitut among youth and communities.  
*Status: The Grants and Contributions Policy has been reviewed to improve support for the revitalization and promotion of Inuktitut at the community level.*
- Establish an annual song writing contest to promote new music in Inuktitut.  
*Status: Completed. The Inuktitut song writing contest has been established.*
- Evaluate options to expand, improve and increase the participation of Nunavummiut during *Uqausirmut Quviasuutiqarniq*, Nunavut’s annual celebration of Inuktitut.  
*Status: The program was reviewed with input from stakeholders. Recommendations were made to expand Uqausirmut Quviasuutiqarniq to the whole month of February starting in 2016, with enhanced funding support for community-led language promotion initiatives.*
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and other organizations to strengthen the use of the standardized Inuktitut writing system in government.  
*Status: The department collaborated with the Inuit Uqausinginnik Taiguusiliuqtiit, the Languages Commissioner, and Nunavut Tunngavik Incorporated to host a conference in February 2015, to address the need for a common standardized writing system in Nunavut.*
- Establish baseline data on the capacity of the territorial public service to communicate and provide services to the public in all the official languages.  
*Status: Baseline data has been established.*
- Develop a strategy to improve the delivery of French language programs and services to the public.  
*Status: A draft strategy with identified implementation activities has been developed by the GN interdepartmental working group on French language services.*

**Priorities (2015-16)**

- Continue to coordinate and monitor the implementation of the *2012-2016 Uqausivut Plan*, and report on results achieved by GN departments and public agencies.
- Develop and provide tools and workshops to promote community self-reliance in planning and organizing language activities that best reflect local needs and goals.
- Establish an *Uqausittinnik Saqqitiriniq* Award to recognize the work of authors and publishers on their contributions to promote literature in Inuktitut.

- In collaboration with partners, develop a strategy to promote and revitalize the enhanced use of Inuktitut, particularly in the arts, culture, and media.
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and other organizations to promote the use of standardized terminology and other standards in government communications and translations.
- Evaluate the need for French language training among territorial public servants, particularly front-line workers dealing with the public and other designated bilingual positions, and deliver a multi-level training program accordingly.

### Priorities (2016-17)

- Update and implement the next Comprehensive Language Implementation Plan.
- Continue to administer the *Uqausittinnik Saqqitiriniq* Award and the annual song writing contest to promote literature and new music in Inuktitut, and work with partners to enhance the programs.
- Continue to collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and other organizations to promote the use of standardized terminology and other standards in government communications and translations.

### Priorities (2017-18)

- Coordinate and monitor the implementation of the new Comprehensive Language Implementation Plan, including a strategy to promote and revitalize the enhanced use of Inuktitut, and report on results achieved.

## Heritage

Heritage is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut through the development and delivery of archaeology, toponymy, museums, archives policies, programs and services. Heritage also oversees library services, provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut’s artistic community.

### Objectives

- Promote community libraries as key centers of information and learning for Nunavummiut, including the Inuit language use and retention.

| Programs | Budget (\$000) | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|----------|----------------|---------|---------|---------|---------|
|----------|----------------|---------|---------|---------|---------|

|                                |  |       |              |       |       |
|--------------------------------|--|-------|--------------|-------|-------|
| <b>Heritage Administration</b> |  | 1,903 | <b>1,933</b> | 1,933 | 1,933 |
|--------------------------------|--|-------|--------------|-------|-------|

Heritage administration provides overall direction and planning for the management and delivery of culture and heritage initiatives in Nunavut. Key program responsibilities include the



development of policies and programs designed to preserve and promote Nunavut's unique cultural heritage at the local, national, and international level.

**Culture and Heritage Initiatives**                    2,208                    **2,208**                    2,208                    2,208  
Heritage provides grant and contribution funding that supports the Arts, Heritage, Community Radio Stations, Heritage Facilities, Toponymy, Community Libraries, Cultural Communications, Archaeology and Palaeontology Research Support and Heritage Centre Core Funding.

**Archaeology Program**                                    368                                    **375**                                    375                                    375  
The Archaeology Program promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archeological and palaeontological research in Nunavut, and by assisting various regulatory agencies controlling land use activities that threaten archaeological sites. Inter-institutional relationships are maintained with the archaeology and palaeontology research communities, government, commercial entities, Nunavut communities, and NLCA Designated Inuit Organizations such as the Inuit Heritage Trust.

**Archives Program**    202    **208**    208    208  
The Archives program collects and preserves Nunavut's documentary heritage. Program assets include textual records, sound and audio-visual materials, photographs, documentary art, and electronic documents. This work is done under the authority of the *Archives Act*, which mandates the acquisition of historic records from the private sector sources as well as records created by the Government of Nunavut and the previous Government of the Northwest Territories.

**Toponymy Program**    176    **151**    151    151  
The Toponymy program works with communities, heritage centres, learning institutions and individuals to formalize and to preserve information about traditional and current names for geographic features. The program conducts research on geographic names, consults with Elders and with communities on place name issues. Names are preserved through the official approval process and stored in the Nunavut Geographical Names Database and the Geographic Names Board of Canada database.

**NPLS Administration**    1,260    **1,133**    1,133    1,133  
Nunavut Public Library Services (NPLS) provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening the literacy, access to information and information technologies of Nunavummiut, and access to Inuit Language materials for information and entertainment. To fulfill this role, NPLS provides operational funding to 10 community libraries, and purchases library materials relevant to the north and Nunavut's communities. The Service makes the acquisition and distribution of Inuit language materials a priority to foster literacy in the Inuit languages. The Division also works with Government departments and community organizations to facilitate the development of resources which reflect local and territorial priorities.

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**Total, Heritage**    **5,917**    **6,008**    **6,008**    **6,008**

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### **Priorities (2014-15)**

- Complete the extension of the Shared Service Agreement with Canadian Museum of Nature for the storage of Nunavut's paleontological specimens and assets.  
*Status: Completed. The Shared Services Agreement signed to March 31, 2017.*
- Negotiate a renewal and extension of the Shared Service Agreement with Prince of Wales Northern Heritage Centre (GNWT) for the storage of Nunavut's collection of heritage assets which include Archives, Museum Objects and Inuit Art.  
*Status: Complete. The Shared Services Agreement signed to March 31, 2016.*
- Complete MOU with Avataq Cultural Institute (Nunavik, PQ) assigning Avataq Designated Repository status for Nunavut archaeological artifacts extracted from the Nunavik Marine Region and in compliance with the *Nunavik Inuit Land Claims Agreement*.  
*Status: Completed. The MOU was signed in accordance with NILCA.*
- Canvas new storage space in Iqaluit for the department's heritage materials not requiring climate control currently maintained at Prince of Wales Northern Heritage Centre (GNWT, Yellowknife).  
*Status: Ongoing. Space in Iqaluit to be identified and selected.*
- Take the necessary steps to distribute Nunavut Geographic Names Gazetteer. This project has the added value of enhancing Inuktitut language and vocabulary.  
*Status: Completed distribution to municipalities and Inuit organizations.*
- Develop and design a *Toponymy in the Classroom* project.  
*Status: This priority was not achieved. Priorities for the division have changed.*
- Conduct a review of the Nunavut Public Library Services (NLPS) operations.  
*Status: The review has been completed.*

### **Priorities (2015-16)**

- Increase contributions to community radio stations to improve local radio broadcasting in Inuktitut, and support the creation of new radio stations.
- Launch new NPLS eBook Service.
- Assume responsibility from Canada for the administration and management of Nunavut's archaeology records by completing the transfer of records from Canadian Museum of History.

### **Priorities (2016-17)**

- Complete *Nunavut Genealogy Research Guide* in concert with Elders and Youth Division and for general distribution.

- Install searchable database capacities for all archival holdings, including Government files and donated records

### Priorities (2017-18)

- Install regular program for digitizing selected archives, especially photographs, audio and moving image records; digitizing for surrogate records as original formats are maintained in the Archives Program.
- Plan traveling exhibit program involving selected Archives, Museum Objects and Inuit Art to selected locations in Nunavut.

## Elders and Youth

Elders and Youth Division is responsible for programs that support elders and youth throughout Nunavut. Program activities include the delivery of training workshops and the provision of grants and contributions that support community-based elder and youth programs and elder and youth committees. In addition, this program provides direct support for the recording of Inuit oral history.

### Objectives

- Provide non-profit, community-based organizations and individuals with assistance in program design and implementation.
- Provide Elders and youth the opportunity to contribute to cultural and language initiatives in Nunavut.
- Address the needs and concerns of Elders and youth throughout the territory through the implementation of the Strategic Action Plan for youth and the development of a Strategic Action Plan for Elders.

| Programs   | Budget (\$000) | 2014-15 | 2015-16    | 2016-17 | 2017-18 |
|--|----------------|---------|------------|---------|---------|
| <b>Elders and Youth Administration</b>   |                | 608     | <b>605</b> | 605     | 605     |
| Elders and Youth Administration provides overall direction and planning for the various Elders and youth programs and services that are delivered by the Department.                       |                |         |            |         |         |
| <b>Elders Support Program</b>  |                | 518     | <b>405</b> | 405     | 405     |
| The Elders Support Program supports community-based Elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs. |                |         |            |         |         |
| <b>Youth Support Program</b>   |                | 396     | <b>398</b> | 398     | 398     |
| The Youth Support Program supports community-based youth initiatives throughout Nunavut.   |                |         |            |         |         |

|  |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| <b>Elders and Youth Initiatives</b>  | 800          | 800          | 800          | 800          |
| The Elders and Youth Initiatives program provides funding for community-based initiatives that support elders and youth across the territory, elders and youth committees, and minor renovations to elders and youth facilities. |              |              |              |              |
| <b>Total, Elders and Youth</b>   | <b>2,322</b> | <b>2,208</b> | <b>2,208</b> | <b>2,208</b> |

### Priorities (2014-15)

- Distribute compiled information on family relations to the communities.  
*Status: Family Relations document is completed and ready for distribution to all Nunavut communities in December 2014.*
- Hold an Elder Lectures Workshop in Rankin Inlet with two elders from each Region.  
*Status: Lecture by Elder's Workshop was conducted in Rankin Inlet May 6-8, 2014 with elders from across Nunavut.*
- Continue Documentation and preservation of various clothing patterns. (either modern or traditional).  
*Status: Kivalliq Pattern Making Workshop was held in Coral Harbour on June-2014. Participants came from Arviat, Whale Cove, Bake Lake and Chesterfield Inlet.*
- Hold a regional workshop with Youth committee representatives.  
*Status: Youth Workshop was held in Iqaluit for Qikiqtaaluk Youth Committees on October 21 to 23, 2014. Youth Workshop for Kivalliq and Kitikmeot was held in Arviat from December 2 to 4, 2014.*
- Plan and develop On-Land-Programs in relation to the clothing pattern program for the Kitikmeot.  
*Status: On-Land Program was held in Kugluktuk from September 23-25, 2014. Participants came from Kugluktuk, Kugaaruk, Gjoa Haven and Taloyoak.*

### Priorities (2015-16)

- Complete the Lecture by Elders Guideline document, and distribute to Elder Committees.
- Add Elder photos with biographies to the Oral History Collection.
- Hold Inuktitut language workshops in all three Regions aimed at Nunavut youth.

### Priorities (2016-17)

- Develop and deliver hunting and traditional tool making program workshop, including fish net making, aimed at Nunavut youth.

- Implement the Lecture by Elders guideline document with training sessions provided to Elder committees.
- Collect oral traditions and definitions on hunting and hunting tools and the development of a booklet.

### Priorities (2017-18)

- Survival on-land skills workshops – traditional gender specific roles and contemporary situations.
- Seal and caribou skin preparation workshops
- Collect oral traditions and definitions on traditional clothing terms and the development of a booklet.

## Inuit Qaujimajatuqangit

The Inuit Qaujimajatuqangit Division coordinates the development of Inuit Qaujimajatuqangit and Inuit Societal Values initiatives across the government, provides administrative support to Inuit Qaujimajatuqangit Katimajiit, and chairs the interdepartmental Tuttarviit Committee. It also administers contribution agreements for community based Inuit Societal Values initiatives.

### Objectives

- Lead in coordinating Inuit Qaujimajatuqangit approaches in day-to-day operations.
- Expand knowledge and expertise with respect to Inuit traditional ways.

| Programs   | Budget (\$000) | 2014-15      | 2015-16      | 2016-17      | 2017-18      |
|--|----------------|--------------|--------------|--------------|--------------|
| <b>Inuit Qaujimajatuqangit</b>   |                | 1,012        | 935          | 935          | 935          |
| The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Value approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajiit and chairs the interdepartmental Tuttarviit committee. |                |              |              |              |              |
| <b>Inuit Societal Values Initiatives</b>   |                | 400          | 400          | 400          | 400          |
| Under the Inuit Qaujimajatuqangit Branch, the Department provides contributions that support Inuit Societal Values.  |                |              |              |              |              |
| <b>Total, Inuit Qaujimajatuqangit</b>  |                | <b>1,412</b> | <b>1,335</b> | <b>1,335</b> | <b>1,335</b> |

### Priorities (2014-15)

- Recommend and implement changes to Tuttarviit and Inuit Qaujimajatuqangit Katimajiit (IQK) Terms of Reference.

*Status: Completed. The Terms of Reference has been updated for both Tuttarviit and IQK.*

- Review and recommend changes to government process on actions suggested by Inuit Qaujimajatuqangit Katimajiit.  
*Status: Completed. Recommendations submitted to relevant departments for implementation.*
- Develop *ISV guidelines in the Workplace* and recommend changes to the Government's Human Resources Manual on Inuit Qaujimajatuqangit Directive.  
*Status: Completed, with recommendations to Finance for HRM inclusion.*
- Develop an *IQ Day Handbook* and recommend changes to the Government's Human Resources Manual on Cultural Immersion Day Directive.  
*Status: Completed and incorporated into "ISV Guidelines".*
- Develop a government wide Inuit Qaujimajatuqangit Strategy that is culturally relevant with tools for monitoring & implementing of Inuit Qaujimajatuqangit in government programs, policies and services.  
*Status: Work will be completed in 2015/16.*
- Complete an Environmental scan of Culture and Heritages Inuit Societal Values and Inuit Qaujimajatuqangit approaches and initiatives that will assist in the development of the government wide Inuit Qaujimajatuqangit Strategy.  
*Status: The "Implementation of Inuit Societal Values Report 2013" was tabled in May 2014.*

#### **Priorities (2015-16)**

- Complete the development of an Inuit Qaujimajatuqangit Strategy within departmental policies, procedures and legislation.
- Provide staff training in areas such as: how to conduct Inuit Qaujimajatuqangit research, developing tools for monitoring and measuring the implementation of IQ activities, how to follow procedures and processes on how Inuit Qaujimajatuqangit collection are done thematically, to create for more government wide support and education on Inuit Qaujimajatuqangit.
- Initiate work on translation of Culture and Heritage Inuktitut written material, related to IQ, to provide additional resources for the Government of Nunavut.

#### **Priorities (2016-17)**

- Assist departments towards their implementation objectives outlined in the Inuit Qaujimajatuqangit Strategy.
- Translate Culture and Heritage Inuktitut written material, related to Inuit Qaujimajatuqangit, to provide additional resources for the Government of Nunavut.

**Priorities (2017-18)**

- Report on actions taken by departments to implement recommendations stemming from Inuit Qaujimajatuqangit Katimajit advice given to the Government of Nunavut to-date.
- Continue to assist departments and report on implementation activities identified in the Inuit Qaujimajatuqangit Strategy.

## INUIT EMPLOYMENT

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>92</b>            |            | <b>90.8</b>        |            |
| <b>Total Filled Positions</b>                      | 68                   | 74%        | 77.8               | 86%        |
| <b>Total Vacancies</b>                             | 24                   | 26%        | 13                 | 14%        |
| <b>Total Beneficiaries</b>                         | 49                   | 72%        | 58                 | 75%        |
| <b>Total Executive Positions</b>                   | <b>3</b>             |            | <b>3</b>           |            |
| Total Filled Executive Positions                   | 3                    | 100%       | 3                  | 100%       |
| Total Vacant Executive Positions                   | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 3                    | 100%       | 3                  | 100%       |
| <b>Total Senior-Management Positions</b>           | <b>6</b>             |            | <b>6</b>           |            |
| Total Filled Senior-Management Positions           | 6                    | 100%       | 6                  | 100%       |
| Total Vacant Senior-Management Positions           | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 4                    | 67%        | 4                  | 67%        |
| <b>Total Middle-Management Positions</b>           | <b>14</b>            |            | <b>14</b>          |            |
| Total Filled Middle-Management Positions           | 11                   | 79%        | 14                 | 100%       |
| Total Vacant Middle-Management Positions           | 3                    | 21%        | 0                  | 0%         |
| Total Beneficiaries in Middle-Management Positions | 8                    | 73%        | 10                 | 71%        |
| <b>Total Professional Positions</b>                | <b>47</b>            |            | <b>47</b>          |            |
| Total Filled Professional Positions                | 32                   | 68%        | 38                 | 81%        |
| Total Vacant Professional Positions                | 15                   | 32%        | 9                  | 19%        |
| Total Beneficiaries in Professional Positions      | 21                   | 66%        | 28                 | 74%        |
| <b>Total Paraprofessional Positions</b>            | <b>17</b>            |            | <b>15.8</b>        |            |
| Total Filled Paraprofessional Positions            | 12                   | 71%        | 12.8               | 81%        |
| Total Vacant Paraprofessional Positions            | 5                    | 29%        | 3                  | 19%        |
| Total Beneficiaries in Paraprofessional Positions  | 9                    | 75%        | 9                  | 70%        |
| <b>Total Administrative Positions</b>              | <b>5</b>             |            | <b>5</b>           |            |
| Total Filled Administrative Positions              | 4                    | 80%        | 4                  | 80%        |
| Total Vacant Administrative Positions              | 1                    | 20%        | 1                  | 20%        |
| Total Beneficiaries in Administrative Positions    | 4                    | 100%       | 4                  | 100%       |

The Department of Culture and Heritage is committed to achieving a representative level of Inuit employment as identified in the Nunavut Land Claims Agreement. Due to the very nature of the department's mandate, many of the positions dictate that beneficiary employees fill the positions. This increases the probability of hiring beneficiaries. This is especially true in the Official Languages Branch, the Inuit Qaujimajatuqangit Division and the Elders and Youth Division.



In regards to the other remaining divisions within the Department, the use of Government wide programs such as Sivuliqtiksat, mentorship, and on-the-job training initiatives will be fully utilized to ensure that entry-level personnel have the opportunity to advance in the workplace.

The department is involved in various initiatives that focus on increasing Inuit employment within the department. These include:

- Hiring of beneficiaries into vacant positions;
- Reviewing all job descriptions to remove systemic barriers;
- Implementing the language of work provisions under the Inuit Language Protection Act within the department's work environment;
- Promoting of professional development, training, and mentorship.

## FINANCIAL SUMMARY

| Branch                             | 2014 – 2015<br>Main Estimates |             | 2015 – 2016<br>Main Estimates |             | 2016 – 2017<br>Planned |             | 2017 – 2018<br>Planned |             |
|------------------------------------|-------------------------------|-------------|-------------------------------|-------------|------------------------|-------------|------------------------|-------------|
|                                    | \$000                         | PYs         | \$000                         | PYs         | \$000                  | PYs         | \$000                  | PYs         |
| <b>DIRECTORATE</b>                 |                               |             |                               |             |                        |             |                        |             |
| Compensation and Benefits          | 2,513                         | 27.0        | 2,554                         | 27.0        | 2,554                  | 27.0        | 2,554                  | 27.0        |
| Grants and Contributions           | 2,176                         |             | 2,176                         |             | 2,176                  |             | 2,176                  |             |
| Other O&M                          | 545                           |             | 545                           |             | 545                    |             | 545                    |             |
| <b>Subtotal</b>                    | <b>5,234</b>                  |             | <b>5,159</b>                  |             | <b>5,159</b>           |             | <b>5,159</b>           |             |
| <b>OFFICIAL LANGUAGES</b>          |                               |             |                               |             |                        |             |                        |             |
| Compensation and Benefits          | 6,869                         | 37.0        | 5,586                         | 37.0        | 5,586                  | 37.0        | 5,581                  | 37.0        |
| Grants and Contributions           | 1,315                         |             | 1,578                         |             | 1,578                  |             | 1,578                  |             |
| Other O&M                          | 2,607                         |             | 3,707                         |             | 3,707                  |             | 3,706                  |             |
| <b>Subtotal</b>                    | <b>10,791</b>                 |             | <b>10,871</b>                 |             | <b>10,871</b>          |             | <b>10,865</b>          |             |
| <b>HERITAGE</b>                    |                               |             |                               |             |                        |             |                        |             |
| Compensation and Benefits          | 2,082                         | 14.8        | 1,952                         | 14.8        | 1,952                  | 14.8        | 2,052                  | 14.8        |
| Grants and Contributions           | 2,008                         |             | 2,208                         |             | 2,208                  |             | 2,208                  |             |
| Other O&M                          | 1,827                         |             | 1,848                         |             | 1,848                  |             | 1,848                  |             |
| <b>Subtotal</b>                    | <b>5,917</b>                  |             | <b>6,008</b>                  |             | <b>6,008</b>           |             | <b>6,108</b>           |             |
| <b>ELDERS AND YOUTH</b>            |                               |             |                               |             |                        |             |                        |             |
| Compensation and Benefits          | 1,193                         | 8.0         | 1,079                         | 8.0         | 1,079                  | 8.0         | 1,163                  | 8.0         |
| Grants and Contributions           | 800                           |             | 800                           |             | 800                    |             | 800                    |             |
| Other O&M                          | 329                           |             | 329                           |             | 329                    |             | 329                    |             |
| <b>Subtotal</b>                    | <b>2,322</b>                  |             | <b>2,208</b>                  |             | <b>2,208</b>           |             | <b>2,292</b>           |             |
| <b>INUIT<br/>QAUJIMAJATUQANGIT</b> |                               |             |                               |             |                        |             |                        |             |
| Compensation and Benefits          | 690                           | 2.0         | 613                           | 4.0         | 613                    | 4.0         | 551                    | 4.0         |
| Grants and Contributions           | 400                           |             | 400                           |             | 400                    |             | 400                    |             |
| Other O&M                          | 322                           |             | 322                           |             | 322                    |             | 322                    |             |
| <b>Subtotal</b>                    | <b>1,412</b>                  |             | <b>1,335</b>                  |             | <b>1,335</b>           |             | <b>1,273</b>           |             |
| <b>TOTAL</b>                       | <b>25,676</b>                 | <b>90.8</b> | <b>25,697</b>                 | <b>90.8</b> | <b>25,697</b>          | <b>90.8</b> | <b>25,697</b>          | <b>90.8</b> |

**Department of  
Education**

**Business  
Plan**

**2015-2018**

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### **CORE BUSINESS**

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## INTRODUCTION

The Department of Education, under the Minister of Education, is responsible for programs and services that support the following: early childhood education, the K-12 school system, adult learning and literacy.

A wide range of programs and services are provided to Nunavummiut that encourage and support self-reliance, leading individuals towards productive decisions for themselves and their communities. In order to successfully deliver these programs and meet the needs of Nunavummiut, the department has developed partnerships within Nunavut and throughout Canada. These partnerships involve Elders, schools, communities, Nunavut Arctic College, District Education Authorities (DEAs) including the Commission scolaire francophone du Nunavut (CSFN), the Coalition of Nunavut DEAs, other Government of Nunavut departments, the federal government, businesses and Inuit organizations, and public and non-profit boards and agencies.

Life-long learning is also supported and encouraged through curriculum and resource development; early childhood programming; administration and governance of adult learning; and by incorporating Inuit societal values as well as language and culture into all programs and services.

## CORE BUSINESS

The Department of Education is one of the largest departments within the Government of Nunavut. The following descriptions are overviews of departmental activity.

The Department of Education focuses on the following five lines of business:

|  | <b>Budget (\$000)</b> |                |                |                |
|--|-----------------------|----------------|----------------|----------------|
|  | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Advisory and Administrative Services     | 5,974                 | <b>6,924</b>   | 6,924          | 6,924          |
| K-12 School Operations                   | 154,135               | <b>169,532</b> | 170,367        | 170,577        |
| Curriculum and School Services           | 16,367                | <b>16,779</b>  | 16,779         | 16,726         |
| Early Childhood Education Services       | 6,484                 | <b>7,408</b>   | 7,408          | 6,575          |
| Adult Learning & Educational Initiatives | 1,270                 | <b>2,085</b>   | 2,085          | 2,085          |
| <b>TOTAL</b>                             | <b>184,230</b>        | <b>202,728</b> | <b>203,563</b> | <b>202,887</b> |

### Advisory and Administrative Services

Advisory and Administrative Services includes the Directorate, Policy and Planning and Corporate Services divisions. The Deputy Minister and Assistant Deputy Minister provide

advice to the Minister of Education and Cabinet on matters relating to the department. They also ensure implementation of ministerial direction and government policy.

### Objectives

- To provide management and support across the department.
- To provide strategic direction for the department and lead departmental planning and evaluation efforts and initiatives.
- To ensure transparency and accountability through financial and administrative management.
- To ensure ongoing implementation and integration of *Inuit Societal Values* into the operations of the department.

| Programs  | Budget (\$000) | 2014-15      | 2015-16      | 2016-17      | 2017-18      |
|---|----------------|--------------|--------------|--------------|--------------|
| <b>Directorate</b>  |                | 1,196        | <b>1,241</b> | 1,241        | 1,241        |
| The Directorate provides overall management support under the direction of the Deputy Minister, who, as head of the department, recommends goals, objectives and standards for education to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget co-ordination, capital planning, financial services, human resource development and systems support.  |                |              |              |              |              |
| <b>Policy and Planning</b>  |                | 1,458        | <b>1,669</b> | 1,669        | 1,669        |
| The Policy and Planning division has responsibility for developing departmental policy and communications. The division is responsible for integrating and coordinating policy, legislation development, departmental planning, and providing advice on policy and strategic direction to the Directorate as required. This division also coordinates departmental communications and responds to access to information and protection of privacy requests. |                |              |              |              |              |
| <b>Corporate Services</b>   |                | 3,320        | <b>4,014</b> | 4,014        | 4,014        |
| The Corporate Services division administers the following four areas: finance and administration; human resources; capital planning; and information systems integrated computer technology. This division provides direction for financial services to all sectors of the department.  |                |              |              |              |              |
| <b>Total, Advisory and Administrative Services</b>  |                | <b>5,974</b> | <b>6,924</b> | <b>6,924</b> | <b>6,924</b> |

### Priorities (2014-15)

- Consult on and work to develop new regulations for the *Education Act*. Regulations development and implementation will conclude in 2017-2018.  
*Status:* Work in this area was scaled-back in order for the department to address the findings of the Office of Auditor General's report on Safe Schools and Daycares and *Review of the Implementation of the Education Act*. Work on four outstanding



regulations is ongoing. It is anticipated that consultations on new regulations will take place in the winter of 2015.

- Review the *Education Act* to ensure it is meeting the needs of Nunavummiut.  
*Status:* The department has submitted a proposal of changes/amendments to the *Education Act Review Special Committee*. The department will continue to work with the *Special Committee* to ensure that they have the information they need to conduct its review of the Act.
- Continue with a comprehensive review of ECE and proceed through the legislative process to update the *Child Day Care Act*, ensuring that any revisions complement the *Education Act* and the *Inuit Language Protection Act*.  
*Status:* The department continues to review the *Child Day Care Act* and *Early Childhood Education (ECE)* programming. However, this work has been scaled back to address the findings of the Office of Auditor General's report on *Safe Schools and Daycares and Review of the Implementation of the Education Act*.
- Continue work on the on the parental and family engagement campaign to contribute to overall student success.  
*Status:* Development of a family engagement campaign is on-going. To date, the department has developed resource document of ideas and tools for teachers and posters that use modern visuals that reflect life in Nunavut and clearly show how good attendance gives young people great career choices. The department, in partnership with *NTI* and *ITK* will be developing a website dedicated to family engagement during the 2014-15 year.
- Further development of the departmental website.  
*Status:* In August 2014, the department launched its new website as part of the government-wide transition to a common website. The website hosts updated departmental information, has a more user friendly interface, and follows the *GN* consistent look and feel.

### **Priorities (2015-16)**

- Continue work to develop regulations for the *Education Act*.
- Continue to address the recommendations from the Office of Auditor General's report on *Safe Schools and Daycares and Review of the Implementation of the Education Act*.
- Participate in the *Education Act* review. Actively work with the *Special Committee* to ensure it has the information it needs.
- Continue to lead the department in a comprehensive review of the *Child Day Care Act*, including consultations.

## *Department of Education*

- Continue work on the family engagement campaign to contribute to overall student success.
- Work on the development of a department-wide communications strategy, including a family engagement component.
- Streamline departmental standard operating procedures and standards of service.

### **Priorities (2016-17)**

- Continue work to develop regulations for the *Education Act*.
- Continue to address the recommendations of the Office of Auditor General's report on Safe Schools and Daycares and *Review of the Implementation of the Education Act*.
- Participate in the *Education Act* review. Actively work with the Special Committee to ensure it has the information it needs.
- Continue to lead the department in a comprehensive review of the *Child Day Care Act*, identify list of recommended amendments and proceed through the legislative process.
- Continue work on the family engagement campaign to contribute to overall student success.
- Review the new departmental standard operating procedures and standards of service to ensure maximum efficiencies, and review the overall strategic direction of the department.

### **Priorities (2017-18)**

- Continue to address the recommendations of the Office of Auditor General's report on Safe Schools and Daycares and *Review of the Implementation of the Education Act*.
- Participate in the *Education Act* review. Work with Department of Justice, partners and stakeholders to consider the recommendations of the Special Committee on the Education Act review and begin legislative process.
- Continue with legislative process for *Child Day Care Act* if necessary.
- Continue work on the family engagement campaign to contribute to overall student success.

- Implement any changes necessary to new departmental standard operating procedures and standards of service to ensure maximum efficiencies, and review the overall strategic direction of the department.

## K-12 School Operations

K-12 School Operations consists of programs and services for schools across Nunavut. Reporting to an Assistant Deputy Minister, the Executive Directors of Regional School Operations supervise and administer schools in Nunavut offering kindergarten through Grade 12 programs. Regional School Operations/Commission Scolaire Francophone du Nunavut (CSFN) offices located in Kugluktuk, Baker Lake, Pond Inlet and Iqaluit are responsible for the day-to-day operation of schools, supervision of teaching staff, liaison with District Education Authorities (DEA), and overseeing the delivery of educational programs and services for K-12. The department works closely with the CSFN to administer French minority-language schooling in Nunavut.

### Objectives

- To provide quality classroom instruction to all K-12 students across Nunavut within their community.
- To support DEAs and the CSFN in a manner that fosters cooperation between schools, communities and families.
- To provide a public education system that focuses on graduating bilingual youth who are equipped with the skills and knowledge to succeed in post-secondary studies, and to be successful in the world of work.

| Programs  | Budget (\$000) | 2014-15 | 2015-16        | 2016-17 | 2017-18 |
|---|----------------|---------|----------------|---------|---------|
| <b>Kindergarten - Grade 12 Instruction</b>  |                | 121,235 | <b>134,663</b> | 135,460 | 135,661 |
| Provides support to schools across Nunavut for the delivery of the kindergarten through Grade 12 educational program. This support covers compensation and benefits and other Operations and Maintenance costs related to the delivery of the K-12 program. |                |         |                |         |         |
| <b>Support to District Education Authorities</b>  |                | 12,395  | <b>12,173</b>  | 12,173  | 12,173  |
| Provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based educational programming in schools.  |                |         |                |         |         |
| <b>Coalition of Nunavut DEAs</b>  |                | 665     | <b>665</b>     | 665     | 665     |
| Provides contribution funding to the Coalition of Nunavut DEAs to work on behalf of DEAs and to support DEAs.   |                |         |                |         |         |

**School Operations – Regional**      16,574      **18,546**      18,546      18,546

Three Regional School Operations offices provide services and support to DEAs, school staff and administrators. These services and supports include administrative programs, pedagogical support, training and supervision to 43 schools (K-12) across Nunavut.

**Commission scolaire francophone du Nunavut**      266      **278**      278      278

Provides funding for the delivery of educational programs in French to École des Trois-Soleils and the administration of minority language rights.

**Teacher Professional Development**      3,000      **3,207**      3,245      3,254

Provides contribution funding through a contractual agreement with the Nunavut Teachers' Association Joint Committee, which is comprised of the Nunavut Teachers' Association and Department of Education management staff. Teachers are able to access professional development opportunities.

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**Total, K-12 School Operations**      **154,135**      **169,532**      **170,367**      **170,577**

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**Priorities (2014-15)**

- Work closely with the District Education Authorities to involve parents more actively in encouraging school attendance and contributing to student success.  
*Status: The department worked with the Nunavut Teachers' Association and the Coalition of Nunavut District Education Authorities to develop "It Starts at Home – Family Engagement: A Resource for Nunavut Schools". This is a document that provides comprehensive information to school staff and families on ways to support family engagement and other topics such as report cards, parent-teacher meetings, homework, internet safety and cyber bullying.*
  
- Implementation of Nunavut-wide assessments to assess student literacy in language and numeracy skills.  
*Status: The department is addressing student assessment needs through a variety of approaches. Work is on-going on the following projects:*
  - the Math benchmark project is underway for elementary grades;
  - the Department is developing a multi-stage, multi-faceted literacy initiative to improve student literacy;
  - The department is developing a Nunavut-wide benchmark assessment strategy.
  
- Ensure consistency in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.  
*Status: The department has begun to shift its focus from made-in-Nunavut curriculum to adapting and adopting proven curriculum from partner jurisdictions.*

*The department has recently adapted and adopted math and science curriculum from the NWT and Alberta. This new curriculum has been introduced during the 2014-15 school year.*

- Implement the Safe Schools initiative, including standardized protocols for school safety and training for school staff to promote an inclusive environment where students can feel safe and encourage learning.

*Status: The department has developed manuals and protocols to update and standardize emergency prevention, preparedness and crisis intervention in schools and daycares. Electronic copies of these manuals were provided to the Regional School Operations Offices in the winter of 2014. A working copy of these manuals and tool kits were distributed at an in-service session to Principals at the September 2014 Principal conference in Iqaluit.*

*It is anticipated that the finalized hard-copy versions of the manuals will be ready in the winter of 2015.*

- Complete implementation of the revised Career and Program Planning program for Grades 7-12.

*Status: Career and Program Planning continues to be a work-in-progress for the department. Work will progress through 2015-16, and onward with emphasis on a comprehensive communication plan for school staff and parents prior to implementation.*

#### **Priorities (2015-16)**

- Work to develop a family engagement campaign, including a dedicated family engagement website, is on-going in 2015-16.
- Monitor progress of implementation of attendance and engagement programs, working closely with DEAs.
- Continue implementation of Nunavut-wide bench mark assessments to assess student literacy in language and numeracy skills.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.
- Review and monitor the implementation and effectiveness of the Safe Schools initiative.
- Continue work on Career and Program Planning with emphasis on a comprehensive communication plan for school staff and parents.

**Priorities (2016-17)**

- Monitor progress of attendance and engagement programs, working closely with DEAs.
- Continue implementation of Nunavut-wide bench mark assessments to assess student literacy in language and numeracy skills.
- Review data from Nunavut-wide assessments and benchmarks to inform plans for education in the territory.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.
- Monitor effectiveness of the Safe Schools initiative.
- Implement any changes necessary from the review of the Safe Schools initiative.
- Ensure consistency in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Continue work on Career and Program Planning with emphasis on a comprehensive communication plan for school staff and parents.

**Priorities (2017-18)**

- Review and monitor progress of attendance and engagement programs, working closely with DEAs.
- Continue implementation of Nunavut-wide assessments to assess student literacy in language and numeracy skills.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.

- Monitor effectiveness of the Safe Schools initiative, collect performance information and assess trends to inform process improvements.
- Continue work on Career and Program Planning with emphasis on a comprehensive communication plan for school staff and parents.

## Curriculum and School Services

Curriculum and School Services offices located in Arviat, Pond Inlet, Pangnirtung, Rankin Inlet, Kugluktuk and Iqaluit carry out research in *Inuit Qaujimagatuqangit*, and develop curriculum and related teaching resources and learning materials. The Curriculum and School Services division also assists with in-service training for school staff and DEAs, creates and implements student assessment tools, develops staff and program evaluation tools and coordinates student records, teacher certification and educator and leadership development programs.

### Objectives

- To develop curriculum, support services and learning resources that meet the linguistic and cultural needs of Nunavut students.
- To ensure all teachers meet certification standards and support the ongoing professional growth required of teachers and principals in Nunavut.
- To provide a public education system that focuses on graduating bilingual youth who are equipped with the skills and knowledge to succeed in post-secondary studies, and to be successful in the world of work.

| Programs   | Budget (\$000) | 2014-15 | 2015-16       | 2016-17 | 2017-18 |
|--|----------------|---------|---------------|---------|---------|
| <b>Inuit Educational Leadership</b>  |                | 618     | <b>139</b>    | 139     | 139     |
| Provides support for on-going training and development of Inuit educators to take on educational leadership positions within the school system. These costs assist teachers who attend the Educational Leadership program and the Masters program.   |                |         |               |         |         |
| <b>Educator Training</b>   |                | 2,762   | <b>4,273</b>  | 4,273   | 4,273   |
| Provides funding to support the development and delivery of educator training programs that are linked with the Inuit Employment Plan, Article 23 of the <i>Nunavut Land Claims Agreement</i> and Bilingual Education.   |                |         |               |         |         |
| <b>Curriculum &amp; Program Development</b>  |                | 11,411  | <b>10,551</b> | 10,551  | 10,498  |
| Provides overall direction, coordination and administration for K-12 curriculum and program development to meet the needs of a diverse student population. The Division also initiates production and implementation of teaching and learning material development including classroom and Nunavut wide assessments. The Division is also responsible for school services, |                |         |               |         |         |

including teacher certification, school improvement, DEA support, and coordination of educational leadership programs.

**Executive Director’s Office –**

|                                       |     |              |       |       |
|---------------------------------------|-----|--------------|-------|-------|
| <b>Curriculum and School Services</b> | 941 | <b>1,065</b> | 1,065 | 1,065 |
|---------------------------------------|-----|--------------|-------|-------|

Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.

|                        |     |            |     |     |
|------------------------|-----|------------|-----|-----|
| <b>French Division</b> | 635 | <b>751</b> | 751 | 751 |
|------------------------|-----|------------|-----|-----|

Provides funding for French language services for the Department of Education, including: promoting the use of French language, support for French language curriculum and support for minority language rights under the Charter of Rights and Freedoms.

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|  |               |               |               |               |
|--|---------------|---------------|---------------|---------------|
| <b>Total, Curriculum and School Services</b> | <b>16,367</b> | <b>16,779</b> | <b>16,779</b> | <b>16,726</b> |
|--|---------------|---------------|---------------|---------------|

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**Priorities (2014-15)**

- Ensure curriculum reflects our realities in the Arctic and who we are as Nunavummiut.  
*Status:* Science curriculum for grades 7-9 has been adapted to include learning outcomes specific to Nunavut context. Work on adaption of science curriculum for K-6 to begin by March 31, 2015. Development work continuing on social studies modules for high school.
- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.  
*Status:* Curriculum for K-9 English language arts and K-9 Mathematics adopted from NWT and Alberta. Text books and resources for these subject areas sent to all schools. Curriculum development for K-9 Inuktitut Language Arts ongoing and is anticipated to be completed by June 2015.
- Implement the *Inuit Language Protection Act* and the *Education Act* through development of Grade 4-6 curriculum units, and by starting work on new curriculum units for Grades 7-9, and continuing the development of *Aulajaaqtut* for Grades K-6.  
*Status:* Earth Science module for grade 7 under development and expected to be completed by June 2016. Curriculum units for Grade 4-6 and *Aulajaaqtut* on hold as department focuses on developing curriculum resources and teacher training tools for assessment and K-3 language proficiency in all official languages.
- Implement bilingual education by reviewing implementation of language of instruction models in all schools.  
*Status:* Review of current language of instruction models will begin in 2015-2016 in conjunction with Education Act review.
- Continue implementation of the Ten Year Educator Training Strategy by offering courses 6, 7, 8 of the School Community Counsellor Training program, developing the High



School Teacher Training program, and delivering the new Student Support Assistant Certificate program.

*Status:* School Community Counsellor Training program is complete. The high school teacher training program is on hold until the Middle Years Teacher Education program specialization for NTEP has been successfully offered through Arctic College. This program was not offered in the 2014-15 year due to lack of sufficient enrollment. The Student Support Assistant certificate program began in February 2015 with a cohort of students taking the first two of four required courses delivered collaboratively by the department and Nunavut Arctic College. The certificate program finishes in February 2016 with the offering of the two final courses. This program will be offered on an on-going basis.

- Begin on-going evaluation of the new Student Information System and review the need for special components that may be required.

*Status:* The Student Information System review is ongoing, with significant issues identified related to technological issues, questionable quality of data being entered into the system, and training issues. Work to identify and rectify issues will be ongoing throughout 2015-2016.

- Evaluate current programs and research and share best practices for school programs for the *Inuuqatigiitsiarniq* policy that enhance positive school environments and promote attendance, school completion and parental and youth engagement.

*Status:* Review of inclusive education programming including supports for all learners completed. Collaborative work with Department of Health to identify outcomes and resources to support healthy living is ongoing. Student survey tool to capture student feedback engagement, positive school environment and other issues related to student success being field tested in 2015 with system wide rollout expected in 2015-2016.

- Evaluate the orientation and mentoring program for new teachers implemented in the previous two years.

*Status:* Surveys and interviews with new teachers being completed to determine success of orientation strategies. This work will continue in 2015-2016.

### **Priorities (2015-16)**

- Ensure curriculum reflects our realities in the Arctic and who we are as Nunavummiut.
- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
- Implement the *Inuit Language Protection Act* and the *Education Act* by developing three more integrated (across several subjects) bilingual teaching and learning units for grades 4-6 and 7-9.
- Continue development of *Aulajaaqtut* and other health and wellness curriculum resources.

## *Department of Education*

- Continue development of Inuit language resources.
- Work with high schools on Language of Instruction implementation. Evaluate K-9 Language of Instruction implementation.
- Monitor the need for additional or on-going training for Student Support Assistants.
- Continue to monitor, evaluate and update Student Information System.
- Review evaluation results of *Inuuqatigiitsiarniq* policies and programs to determine if they are making a difference in student behavior and school environment.
- Implement changes to orientation and mentoring program based on evaluation.

### **Priorities (2016-17)**

- Ensure curriculum that reflects our realities in the Arctic and who we are as Nunavummiut.
- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
- Review success of key literacy strategies supporting bilingual education attainment in Grades K-8 through analysis of benchmark and summative data collected during 2014-2015 and 2015-2016 school years. Use this data to make changes where necessary to ensure continual system-wide improvement in bilingual proficiency rates.
- Review literacy teaching, interventions and assessment strategies to support bilingual education proficiency in Grades 9-12. Use this information to develop a common literacy framework for Grades 9-12, including a strategy for supporting continual improvement in teaching and learning capacity.
- Begin development and implementation of key numeracy teaching, intervention and assessment strategies to support high levels of student success in mathematics.
- Review Grade 7-9 Nunavut Teacher Education program implementation. Continue development of Grade 10-12 Teacher Training program.
- Monitor the need for additional or on-going training for Student Support Assistants.

### **Priorities (2017-18)**

- Ensure curriculum that reflects our realities in the Arctic and who we are as Nunavummiut.

- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
- Review success of key literacy strategies supporting bilingual education.
- Review literacy teaching, interventions and assessment strategies to support bilingual education proficiency
- Begin development and implementation of key numeracy teaching, intervention and assessment strategies to support high levels of student success in mathematics.
- Monitor the need for additional or on-going training for Student Support Assistants.

## Early Childhood Education Services

Early Childhood Education delivers early childhood programs through headquarters and three regional early childhood education offices.

The Early Childhood Education programs offer support for early childhood programs and services for children from birth to age six and for licensed out-of-school programs for children up to age 12. The Department of Education promotes quality care for children by licensing, inspecting, providing support and guidance to all early childhood programs; by providing workshops and training opportunities for parents and early childhood educators; and by providing support for special needs children.

### Objectives

- To support families as strong places for early childhood development and for the development of language, culture, values and beliefs.
- To promote awareness of early childhood issues within communities.
- To support community-based non-profit organizations to develop and provide quality and culturally appropriate early childhood education and care programs.
- To encourage young student parents to continue to work towards their high school diploma.

| Programs                           | Budget (\$000) | 2014-15 | 2015-16    | 2016-17 | 2017-18 |
|------------------------------------|----------------|---------|------------|---------|---------|
| <b>Healthy Children Initiative</b> |                | 908     | <b>908</b> | 908     | 908     |

The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs and services for prenatal children to age 6 and their families. HCI provides funding through two programs. The first program is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring

intensive support or specific assistance. An annual Nunavut-wide proposal call allows interested community groups and organizations to submit proposals to their regional HCI committee. The regional Early Childhood Officers are responsible for administering this program with help from the regional HCI committees.

**Day Care Grants and Contributions**

2,150      **2,150**      2,150      2,150

Community early childhood facilities are licensed by the Department of Education under the *Child Day Care Act*. Regional offices are responsible for issuing start-up grants, providing ongoing program contributions, inspecting facilities annually, as well as providing licensing and operating support.

**Young Parents Stay Learning**

140      **170**      170      170

As a stay-in-school initiative, the Young Parents Stay Learning program, through the Department of Education’s regional offices, provides funding to cover the parental costs of licensed child care or approved unlicensed childcare in order to encourage all young parents to complete their high school studies and young parents under the age of 18 to attend post-secondary institutions.

**Early Childhood Administration**

**– Headquarters**

1,734      **2,559**      2,559      1,726

Early Childhood administration supports early childhood program oversight and training, which is delivered through the Department of Education’s regional offices.

**DEA Early Childhood Education**

1,000      **1,000**      1,000      1,000

The department provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based early childhood educational programming at the community-level.

**Early Childhood Services – Regional**

552      **621**      621      621

The regional offices provide advice and support to Early Childhood programs, administer the Healthy Children Initiative and oversee licensing of facilities.

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**Total, Early Childhood Services      6,484      7,408      7,408      6,575**

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**Priorities (2014-15)**

- Continue public consultations to assist in the comprehensive review of early childhood programs and services.

**Status:** *Work on this priority was scaled back to address the findings of the Office of Auditor General’s report on Safe Schools and Daycares Review of the Implementation of the Education Act . The department anticipates that consultation activities will resume in the winter and spring of 2015.*

- Continue with a comprehensive review of Early Childhood Education and proceed through legislative process to update the *Child Day Care Act*, ensuring that any revisions complement the *Education Act*.  
**Status:** *Work on this review is in progress. The department continues to review the Child Day Care Act and Early Childhood Education (ECE) programming. However, this work has been scaled back to address the findings of the Office of Auditor General's report on Safe Schools and Daycares Review of the Implementation of the Education Act .*
- Implement and facilitate increased safety and security measures in childcare facilities to ensure the safety and well-being of our most vulnerable citizens.  
**Status:** *All licensed childcare facilities received carbon monoxide detectors, first aid kits, excursion first aid kits, evacuation bags and contact information cards. In addition, funding to enhance security, health and safety measures in licensed non-profit early child care facilities (daycares, preschools, family day homes and school-age programs) is available for the 2014-15, 2015-16, and 2016-17 fiscal years. Programs can receive up to \$40,000 depending on the work required and eligibility criteria.*
- Strengthen support for language skills development in ECE programs.  
**Status:** *All licensed childcare facilities are receiving cultural relevant Early Childhood Learning Resources.*

#### **Priorities (2015-16)**

- Develop an early childhood framework to guide delivery of programs and services.
- Start developing a comprehensive database for early childhood programs and services.
- Continue with a comprehensive review of the *Child Day Care Act*, including consultations.

#### **Priorities (2016-17)**

- Continue with a comprehensive review of all Early Childhood programs in the territory to determine strength, weaknesses, and training gaps.
- Continue to support the departments comprehensive review of the *Child Day Care Act*, identify list of recommended amendments and proceed through the legislative process.
- Continue to develop a comprehensive database for early childhood programs and services.

#### **Priorities (2017-18)**

- Continue with a comprehensive review of all Early Childhood programs in the territory to determine strength, weaknesses, and training gaps.
- Continue to support the department through the legislative process for *Child Day Care Act* if necessary.

## Adult Learning and Educational Initiatives

The Adult Learning and Educational Initiatives division is responsible for research, policy development and strategic planning regarding the Nunavut Adult Learning Strategy (NALS) with programs such as the Pathway to Adult Secondary School graduation (PASS) program and adult literacy, and supports the work of DEA development and implementation of the *Education Act*.

Based in Iqaluit, the Adult Learning and Educational Initiatives division provides advice and governance for adult learning in Nunavut. This division supports the successful delivery of adult programs in support of the economic growth of the territory, as well provides support to the high priority educational initiatives of the department.

### Objectives

- To implement the Nunavut Adult Learning Strategy, including the development and oversight of a coordinated mature graduation program through PASS.
- To aide in the successful implementation of the *Education Act*.
- To support District Education Authorities in carrying out their responsibilities under the *Education Act* and creating resources to this end.

| Programs   | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-18 |
|--|----------------|---------|--------------|---------|---------|
| <b>Adult Learning Office</b>   |                | 292     | <b>1,159</b> | 1,159   | 1,159   |
| The budget provides for the staffing infrastructure to oversee the Adult Learning Services division. The office provides guidance and direction for literacy, mature graduation and General Education Development programs and educational initiatives, including support to DEAs and implementation of the <i>Education Act</i> . |                |         |              |         |         |
| <b>Literacy</b>  |                | 350     | <b>360</b>   | 360     | 360     |
| Literacy funding supports community organizations to develop and deliver local projects that will help people increase their reading and writing skills and raise awareness of the importance of literacy in all official languages of Nunavut.  |                |         |              |         |         |
| <b>Nunavut Adult Learning Strategy Implementation – Pathway to Adult Secondary School (PASS)</b>   |                | 599     | <b>537</b>   | 537     | 537     |

The Nunavut Adult Learning Strategy (NALS) recommended the creation of a Nunavut Mature High School Graduation Diploma to allow those who did not complete high school to obtain their matriculation. The Pathway to Adult Secondary Schools graduation program was launched in 2013 to help adult learners attain their Nunavut Secondary School Diploma. The high school diploma is accepted across Canada, where programs such as the GED are no longer being accepted for entry into some colleges and universities.

**General Educational Development**      29                      **29**                      29                      29

Commonly known as the GED, this program provides a recognized certification to support adults to continue their education at and then beyond the high school level.

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**Total, Adult Learning and Educational Initiatives**                      **1,270**                      **2,085**                      **2,085**                      **2,085**

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**Priorities (2014-15)**

- Monitor the effectiveness of the PASS program design and delivery.  
*Status: The Pathway to Adult Secondary School (PASS) employees with the department maintain regular communications with Nunavut Arctic College Pathway to Adult Secondary School program staff who are responsible for the delivery of the Pathway to Adult Secondary School Program. The department’s Pathway to Adult Secondary School program employees have access to current student enrollment statistics and will be tracking the success rate of the students and the attrition trends.*
  
- Continue to work collaboratively with Nunavut Arctic College in the development and implementation of the PASS program.  
*Status: The department’s Pathway to Adult Secondary School program employees maintain regular communications with Nunavut Arctic College Pathway to Adult Secondary School program staff who are responsible for the delivery of the Pathway to Adult Secondary School Program. Any modifications to the delivery of the program are approved by the department prior to implementation.*
  
- In collaboration with the Department of Family Services, explore options to enable more Nunavummiut to enter into training to become trades apprentices.  
*Status: While the Apprenticeship Division has been transferred to the Department of Family Services, the department continues to offer Career and Technology Studies courses in its schools and encourages students to consider a career in trades when undergoing the Career Program Planning process.*
  
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the PASS .  
*Status: Pathway to Adult Secondary School program employees are collecting statistics surrounding enrollment and attrition rates of Inuit men in the Pathway to Adult Secondary School Program. This data will be used to determine the most appropriate engagement strategies.*
  
- Continue to develop materials to help District Education Authorities in fulfilling their roles and responsibilities in education at the community level.  
*Status: The DEA Training Manual has been completed and will be distributed to DEA’s in winter of 2015. A DEA Development Coordinator has been hired and is focusing on creating meaningful training for our DEA elected members and Office Managers. Three regional conferences will be held in March 2015 for Office Manager Training.*

**Priorities (2015-16)**

- Develop partnerships for the delivery of financial literacy among adult learners.
- Continue to develop the Pathway to Adult Secondary School program's policies and procedures.
- Continue working with stakeholders and partners in the Family Engagement Initiative.

**Priorities (2016-17)**

- Conduct a thorough program review of the Pathway to Adult Secondary School program in order to identify the areas requiring improvement and areas of success.
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the NALS.
- Continue working with stakeholders and partners in the Family Engagement Initiative
- Develop a survey of students accessing Pathway to Adult Secondary School program in order to evaluate the effectiveness of the program.

**Priorities (2017-18)**

- Conduct a thorough program review of the Pathway to Adult Secondary School program in order to identify the areas requiring improvement and areas of success.
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the NALS.
- Continue working with stakeholders and partners in the Family Engagement Initiative.



## Inuit Employment Plan

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>1258</b>          |            | <b>1266.34</b>     |            |
| Total Filled Positions                             | 1113                 | 88%        | 1101.69            | 87%        |
| Total Vacancies                                    | 145                  | 12%        | 164.65             | 13%        |
| Total Beneficiaries                                | 585                  | 53%        | 571.94             | 52%        |
| <b>Total Executive Positions</b>                   | <b>2</b>             |            | <b>2</b>           |            |
| Total Filled Executive Positions                   | 2                    | 100%       | 2                  | 100%       |
| Total Vacant Executive Positions                   | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 1                    | 50%        | 1                  | 50%        |
| <b>Total Senior-Management Positions</b>           | <b>19</b>            |            | <b>19</b>          |            |
| Total Filled Senior-Management Positions           | 17                   | 89%        | 19                 | 100%       |
| Total Vacant Senior-Management Positions           | 2                    | 11%        | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 0                    | 0%         | 2                  | 11%        |
| <b>Total Middle-Management Positions</b>           | <b>93</b>            |            | <b>93</b>          |            |
| Total Filled Middle-Management Positions           | 81                   | 87%        | 84                 | 90%        |
| Total Vacant Middle-Management Positions           | 12                   | 13%        | 9                  | 10%        |
| Total Beneficiaries in Middle-Management Positions | 17                   | 21%        | 20                 | 24%        |
| <b>Total Professional Positions</b>                | <b>654</b>           |            | <b>697.6</b>       |            |
| Total Filled Professional Positions                | 598                  | 91%        | 604                | 87%        |
| Total Vacant Professional Positions                | 56                   | 9%         | 93.6               | 13%        |
| Total Beneficiaries in Professional Positions      | 176                  | 29%        | 178.5              | 30%        |
| <b>Total Paraprofessional Positions</b>            | <b>337</b>           |            | <b>321.88</b>      |            |
| Total Filled Paraprofessional Positions            | 281                  | 83%        | 270.33             | 84%        |
| Total Vacant Paraprofessional Positions            | 56                   | 17%        | 51.55              | 16%        |
| Total Beneficiaries in Paraprofessional Positions  | 263                  | 94%        | 252.83             | 94%        |
| <b>Total Administrative Positions</b>              | <b>153</b>           |            | <b>132.86</b>      |            |
| Total Filled Administrative Positions              | 134                  | 88%        | 122.36             | 92%        |
| Total Vacant Administrative Positions              | 19                   | 12%        | 10.5               | 8%         |
| Total Beneficiaries in Administrative Positions    | 128                  | 96%        | 117.61             | 96%        |

As in years past, the Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional and administrative categories. However, before the department can increase its overall level of Inuit employment, significant progress will have to be made towards increasing the number of Inuit teachers in professional positions and middle managers.

With this in mind, the department developed the Qalattuq 10 year Teacher Education Strategy, in conjunction with Nunavut Arctic College, Nunavut Tunngavik Inc. and the Nunavut Teachers' Association. The strategy was designed to help address the shortfall in the number of teachers who can teach in Inuit languages, as well as identifying new approaches to recruit, educate, and retain more Inuit educators.

With many Inuit teachers expected to retire over the next few years, increasing the number of Inuit teachers is expected to be a significant challenge. In order to meet the requirements of the *Education Act* and the *Inuit Language Protection Act* as well as to ensure the success of bilingual education, many more Inuit teachers will be needed in the school system. The department is especially concerned with the expectation that a high number of Inuit educators will be retiring or leaving the teaching profession in the next few years. To meet the need for an increased number of Inuit teachers, the department is undertaking a number of initiatives.

The department worked with the University of Prince Edward Island (UPEI) to offer the Certificate in Educational Leadership in Nunavut (CELN) program. The two courses for principal certification are part of a series of 5 graduate level courses comprising the CELN. Beginning in the 2014-2015 school year, the remaining three courses of the CELN have been revised to form a literacy specialization focus and are open to aspiring leaders. The CELN is an important part of the 10 Year Educator Development strategy.

The department also works with UPEI to offer a Master's in Education program. This program graduated 21 Inuit participants in 2009 and 14 in 2013. Many of these graduates remain employed with the department. It is hoped that their success will encourage other Inuit to complete the program. The program focuses on developing educational leadership and that they will remain with the department and move into supervisory positions.

The Nunavut Teacher Education Program has undergone a multi-million dollar expansion in the last several years to address this need. Before 2010-11, the program was typically delivered in five communities. NTEP is currently being offered in 10 communities. Nunavut Arctic College, the Department of Education and the University of Regina have developed a collaborative proposal for the delivery of a 7-9 teacher education concentration at NAC. It is anticipated that such an expansion to the program will be beneficial in terms of increasing the number of Inuit teachers employed in our schools.

**Financial Summary**

| Branch                                | 2014 – 2015    |         | 2015 – 2016    |         | 2016 – 2017   |         | 2017 – 2018   |         |
|---------------------------------------|----------------|---------|----------------|---------|---------------|---------|---------------|---------|
|                                       | Main Estimates |         | Main Estimates |         | Planned       |         | Planned       |         |
|                                       | \$000          | PYs     | \$000          | PYs     | \$000         | PYs     | \$000         | PYs     |
| <b>DIRECTORATE</b>                    |                |         |                |         |               |         |               |         |
| Compensation and                      | 721            | 4.0     | 776            | 4.0     | 776           | 4.0     | 776           | 4.0     |
| Grants and Contributions              | –              |         | –              |         | –             |         | –             |         |
| Other O&M                             | 475            |         | 465            |         | 465           |         | 465           |         |
| <b>Subtotal</b>                       | <b>1,196</b>   |         | <b>1,241</b>   |         | <b>1,241</b>  |         | <b>1,241</b>  |         |
| <b>POLICY AND PLANNING</b>            |                |         |                |         |               |         |               |         |
| Compensation and                      | 1,081          | 11.0    | 1,192          | 11.0    | 1,192         | 11.0    | 1,192         | 11.0    |
| Grants and Contributions              | –              |         | –              |         | –             |         | –             |         |
| Other O&M                             | 377            |         | 477            |         | 477           |         | 477           |         |
| <b>Subtotal</b>                       | <b>1,458</b>   |         | <b>1,669</b>   |         | <b>1,669</b>  |         | <b>1,669</b>  |         |
| <b>CORPORATE SERVICES</b>             |                |         |                |         |               |         |               |         |
| Compensation and                      | 2,221          | 20.0    | 2,601          | 20.0    | 2,601         | 20.0    | 2,601         | 20.0    |
| Grants and Contributions              | 85             |         | 85             |         | 85            |         | 85            |         |
| Other O&M                             | 1,014          |         | 1,328          |         | 1,328         |         | 1,328         |         |
| <b>Subtotal</b>                       | <b>3,320</b>   |         | <b>4,014</b>   |         | <b>4,014</b>  |         | <b>4,014</b>  |         |
| <b>K-12 SCHOOL OPERATIONS</b>         |                |         |                |         |               |         |               |         |
| Compensation and                      | 129,70         | 1,104.3 | 144,12         | 1,157.3 | 144,92        | 1,157.3 | 145,12        | 1,157.3 |
| Grants and Contributions              | 16,476         |         | 16,749         |         | 16,787        |         | 16,796        |         |
| Other O&M                             | 7,951          |         | 8,658          |         | 8,658         |         | 8,658         |         |
| <b>Subtotal</b>                       | <b>154,13</b>  |         | <b>169,53</b>  |         | <b>170,36</b> |         | <b>170,57</b> |         |
| <b>CURRICULUM AND SCHOOL SERVICES</b> |                |         |                |         |               |         |               |         |
| Compensation and                      | 6,579          | 55.0    | 7,235          | 55.0    | 7,235         | 55.0    | 7,235         | 55.0    |
| Grants and Contributions              | 2,987          |         | 2,884          |         | 2,884         |         | 2,884         |         |
| Other O&M                             | 6,801          |         | 6,660          |         | 6,660         |         | 6,607         |         |
| <b>Subtotal</b>                       | <b>16,367</b>  |         | <b>16,779</b>  |         | <b>16,779</b> |         | <b>16,726</b> |         |
| <b>EARLY CHILDHOOD EDUCATION</b>      |                |         |                |         |               |         |               |         |
| Compensation and                      | 825            | 7.0     | 1,177          | 9.0     | 1,177         | 9.0     | 1,177         | 9.0     |
| Grants and Contributions              | 5,032          |         | 5,061          |         | 5,061         |         | 4,228         |         |
| Other O&M                             | 627            |         | 1,170          |         | 1,170         |         | 1,170         |         |
| <b>Subtotal</b>                       | <b>6,484</b>   |         | <b>7,408</b>   |         | <b>7,408</b>  |         | <b>6,575</b>  |         |

| Branch  | 2014 – 2015    |                | 2015 – 2016    |                | 2016 – 2017    |                | 2017 – 2018    |                |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|   | Main Estimates |                | Main Estimates |                | Planned        |                | Planned        |                |
|   | \$000          | PYs            | \$000          | PYs            | \$000          | PYs            | \$000          | PYs            |
| <b>ADULT LEARNING AND EDUCATIONAL INITIATIVES</b> |                |                |                |                |                |                |                |                |
| Compensation and                                  | 636            | 6.0            | 1,330          | 10.0           | 1,330          | 10.0           | 1,330          | 10.0           |
| Grants and Contributions                          | 175            |                | 175            |                | 175            |                | 175            |                |
| Other O&M   | 459            |                | 580            |                | 580            |                | 580            |                |
| <b>Subtotal</b>                                   | <b>1,270</b>   |                | <b>2,085</b>   |                | <b>2,085</b>   |                | <b>2,085</b>   |                |
| <b>TOTAL</b>                                      | <b>184,230</b> | <b>1,207.3</b> | <b>202,728</b> | <b>1,266.3</b> | <b>203,563</b> | <b>1,266.3</b> | <b>202,887</b> | <b>1,266.3</b> |

**Department of  
Health**

**Business  
Plan**

**2015-2018**

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## CORE BUSINESS

The programs of the Department of Health are defined within three lines of business:

|                              | Budget (\$000) |                |                |                |
|------------------------------|----------------|----------------|----------------|----------------|
|                              | 2014-15        | 2015-16        | 2016-17        | 2017-18        |
| Directorate                  | 23,486         | <b>27,280</b>  | 27,285         | <b>27,290</b>  |
| Public Health                | 17,857         | <b>18,575</b>  | 18,559         | 18,574         |
| Health Care Service Delivery | 257,604        | <b>271,584</b> | 269,867        | 270,116        |
| <b>TOTAL</b>                 | <b>298,947</b> | <b>317,439</b> | <b>315,711</b> | <b>315,980</b> |

### Directorate

The Directorate Branch provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Branch is also responsible for strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, capital planning, financial services, human resource development, and systems support. Leadership and coordination in the areas of professional practice standards, regional service delivery, and overall departmental quality assurance are also key functions of this Branch.

### Objectives

- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To ensure ongoing implementation and integration of governmental priorities (*Sivumut Abluqta: Stepping Forward Together*) into departmental operations.

| Programs | Budget (\$000) | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|----------|----------------|---------|---------|---------|---------|
|----------|----------------|---------|---------|---------|---------|

|                        |  |       |              |       |       |
|------------------------|--|-------|--------------|-------|-------|
| <b>Deputy Minister</b> |  | 1,345 | <b>1,335</b> | 1,335 | 1,335 |
|------------------------|--|-------|--------------|-------|-------|

The office of the Deputy Minister provides support and advice to the Minister and the Government of Nunavut and ensures consistent implementation of ministerial direction and government policy. The Deputy Minister provides overall direction and leadership to the department.

|                                   |  |     |            |     |     |
|-----------------------------------|--|-----|------------|-----|-----|
| <b>ADM Programs and Standards</b> |  | 676 | <b>676</b> | 676 | 676 |
|-----------------------------------|--|-----|------------|-----|-----|

The Programs and Standards line of business provides overall management and leadership in developing territorial programs, policies, standards and guidelines, ensuring quality assurance, local community capacity building, and is responsible for promoting and maintaining information on the health of Nunavummiut.

**ADM Operations** 3,524 **3,769** 3,774 3,779

The Operations line of business provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, services, and support for local community capacity building.

**Corporate Services** 11,334 **12,070** 12,070 12,070

Corporate Services is a multi-disciplinary division providing advice to the department in the areas of finance, administration, capital planning, and health information technology. This division provides health insurance services to the public and takes a leadership role in maintaining vital statistics and medical travel.

**Human Resources** 5,544 **8,357** 8,357 8,357

Human Resources provides leadership and consultation support related to employment best practices: strategic organizational development, recruitment and retention, Inuit employment planning, training and development, health and safety, and general human resource administration.

**Policy and Planning** 1,063 **1,073** 1,073 1,073

Policy and Planning provides leadership and advisory services in the review, development, and implementation of departmental policies and legislation; leads strategic planning and business planning processes for the department; provides policy and strategic advice and support to the Deputy Minister and Minister's office; and coordinates the department's relationships with federal, provincial, and territorial (FPT) counterparts.

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**Total, Directorate** 23,486 **27,280** 27,285 27,290

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**Priorities (2014-15)**

- Continue to implement the Nunavut interoperable Electronic Health Records (iEHR) Program.  
*Status: Planning and assessment of the health clinic iEHR component and associated training was completed in Pangnirtung. Deployment to the same community as a pilot is anticipated to be completed early in 2015-16.*
- Review and revise the Extended Health Benefits Policy.  
*Status: It is anticipated that a revised Policy will be completed before March 31, 2015.*
- Amend the *Vital Statistics Act*.  
*Status: Amendments were introduced during the Fall 2014 session of the Legislative Assembly.*
- Explore and develop a framework for enhancing performance management and accountability.  
*Status: Performance Management resource material has been created to support managers and employees. Several job descriptions have been converted to a generic format to ensure*

*uniform role expectation across similar positions and simplification when creating performance objectives, using a balanced scorecard.*

- Review the department's human resources plan.  
*Status: The human resources plan was reviewed and amended, creating additional support strategies that align with the GN Human Resource Strategy 2014-2018. The updated plan addresses gaps identified through employee and third party feedback.*

#### **Priorities (2015-16)**

- Begin legislative process to introduce health specific privacy legislation.
- Establish an occupational health and safety program specific to health.
- Review and improve the Nunavut health system model.
- Implement the departmental human resources plan.
- Begin phase one of the orientation program for all Department of Health employees including the development of a clinical orientation program for frontline health care providers and their supervisors.
- Continue to implement the Nunavut interoperable Electronic Health Records (iEHR) Program in a phased approach
- Install digital diagnostics software and hardware in the community health centres.
- Create a health care professionals recruitment and retention strategy that builds upon lessons learned from the Nunavut Nursing Recruitment and Retention Strategy.
- Develop a comprehensive territory-wide health emergency management program.

#### **Priorities (2016-17)**

- Develop health professions umbrella legislation to allow the regulation of multiple health professions currently not regulated in Nunavut.
- Continue to implement the departmental human resources plan.
- Continue to develop health specific privacy legislation.
- Implement the health care professional's recruitment and retention strategy.
- Implement the clinical orientation requirements for frontline health care services providers and their supervisors.

- Continue to implement the Nunavut interoperable Electronic Health Records (iEHR) Program in the remaining communities.

### Priorities (2017-18)

- Evaluate the departmental human resources plan.
- Introduce health specific privacy legislation.

## Public Health

The Public Health Branch provides direction and leadership throughout Nunavut regarding the core functions of public health, which include population health assessment, health surveillance, health promotion, disease and injury prevention, health protection and management of public health emergencies. Public Health uses strategies and approaches that combine education and skill building, social policy, intersectoral partnership and collaboration, regulation, and community development.

### Objectives

- To develop and implement a broad range of evidence informed public health programs to improve the health status of Nunavummiut.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.
- To work in partnership with communities so they can take an active role on issues that affects their health and wellbeing.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.

| Programs | Budget (\$000) | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|----------|----------------|---------|---------|---------|---------|
|----------|----------------|---------|---------|---------|---------|

|  |  |       |              |       |       |
|--|--|-------|--------------|-------|-------|
| <b>Chief Medical Officer of Health</b> |  | 1,471 | <b>2,017</b> | 1,996 | 2,006 |
|--|--|-------|--------------|-------|-------|

The Chief Medical Officer of Health (CMOH) provides leadership and expertise to population health and health protection programs. The CMOH also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.

|                          |  |       |              |       |       |
|--------------------------|--|-------|--------------|-------|-------|
| <b>Health Protection</b> |  | 1,379 | <b>1,379</b> | 1,379 | 1,379 |
|--------------------------|--|-------|--------------|-------|-------|

The Health Protection unit works to protect public health and safety. The unit works to prevent and control the spread of communicable diseases by providing immunizations, health education and counseling, investigating outbreaks, and follow-up on reportable diseases. Environmental Health Officers inspect and monitor activities and premises that may affect the public's health. They advise, inspect and educate operators of public places like restaurants, daycares, swimming pools, rental properties, and personal service establishments about safe practices that protect the public. Further, they make Nunavummiut aware of health risks linked to unsafe drinking water,

unsafe housing and other unsafe conditions in the environment and make sure Nunavut's *Public Health Act* is being followed.

|                          |        |               |        |        |
|--------------------------|--------|---------------|--------|--------|
| <b>Population Health</b> | 14,355 | <b>14,527</b> | 14,532 | 14,537 |
|--------------------------|--------|---------------|--------|--------|

Population Health designs and implements programs to address collective health and well-being; to enhance individual, group, and community knowledge, skills and control over decision-making; and to mobilize community resources for wellness. The program provides for direct involvement and partnerships of individuals, group and communities in matters pertaining to the delivery of public health programs including: tobacco reduction, food security, school health, maternal and child health, chronic disease and injury prevention, mental wellness and active living. This program also administers a variety of federally funded health enhancement programs and initiatives.

|                                      |     |            |     |     |
|--------------------------------------|-----|------------|-----|-----|
| <b>Population Health Information</b> | 652 | <b>652</b> | 652 | 652 |
|--------------------------------------|-----|------------|-----|-----|

Population Health Information is responsible for maintaining, producing and disseminating health information to the Territory. This information includes: Community Health Centre accessions, physician accessions (in and out of territory), hospitalizations (in and out of territory), chronic disease statistics, Homecare utilization, Cancer Registry, and mental health surveillance.

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|                             |               |               |               |               |
|-----------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Public Health</b> | <b>17,857</b> | <b>18,575</b> | <b>18,559</b> | <b>18,574</b> |
|-----------------------------|---------------|---------------|---------------|---------------|

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**Priorities (2014-15)**

- Introduce a new *Public Health Act*.  
*Status: It is anticipated that a new Public Health Act, which is a very complex piece of legislation, will be introduced in 2015.*
- Support activities outlined in the *Nunavut Food Security Strategy and Action Plan*.  
*Status: The Nunavut Food Security Coalition website was launched. Development of the country food procurement and service guidelines is underway and the core recipe project has been expanded.*
- Integrate, consolidate and improve public health programs.  
*Status: An environmental scan of public health programs in other provinces and territories has been completed. A comparison showed that the Nunavut public health program is comprehensive. Work is ongoing within each component, (e.g. maternal child health), to ensure that guidelines and resources are up to date.*
- Continue implementation of the Tobacco Reduction Framework for Action.  
*Status: Particular focus has been placed on cessation activities outlined in the Framework, including an emphasis on the negative health effects of smoking. Enforcement activities such as the development of education and informational resources occurred. An evaluation of the Framework is underway and will be completed in 2015-16.*

## *Department of Health*

- Monitor the implementation of the Sexual Health Framework for Action.  
*Status: A graphic novel educational tool entitled “Choices” was launched. Resource material for sexual health curriculum has been developed in partnership with the Department of Education.*

### **Priorities (2015-16)**

- Introduce a new *Public Health Act*
- Support activities outlined in the Nunavut Food Security Strategy and Action Plan.
- Implement the next phase of the Tobacco Reduction Framework for Action.
- Monitor the implementation of the Sexual Health Framework for Action.
- Work to improve the overall health of the next generation of Nunavummiut by continuing to focus on maternal child health and chronic disease prevention.

### **Priorities (2016-17)**

- Evaluate the multi-year Health Portfolio Contribution Agreement with Health Canada in preparation for negotiating a new agreement.
- Monitor the implementation of the Sexual Health Framework for Action.
- Commence to update existing Public Health Act Regulations and identify new regulations as required.

### **Priorities (2017-18)**

- Renew the cycle of evaluating and revising public health programs with a focus on the needs of disadvantaged subpopulations in Nunavut.
- Complete the development of regulations for the Public Health Act.

## **Health Care Service Delivery**

The Health Care Service Delivery Branch includes clinical services provided at community and regional health centres, and the Qikiqtani General Hospital. The Branch also provides mental health, long-term care and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-centred approach. It also includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions, as well as supplementary health benefits and vital statistics. The Branch coordinates referrals to access health care services within Nunavut and other jurisdictions. This Branch also funds physician and specialist services, including rehabilitation services that are accessed both in and out of territory as required. The Non-Insured Health Benefits (NIHB)

program, administered on behalf of the Government of Canada (Vote 4 funding), is run from this Branch.

### Objectives

- To build health care service capacity in Nunavut and ensure access to high quality clinical services to all Nunavummiut.
- To collaborate with other departments to optimize resources in a holistic approach to wellness and wellbeing.
- Working locally to enhance community-based solutions that help families and individuals find the care and supports they need for health and wellness.
- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut, and to administer the NIHB program on behalf of the Government of Canada.
- To administer vital statistics.

| Programs  | Budget (\$000) | 2014-15 | 2015-16       | 2016-17 | 2017-18 |
|---|----------------|---------|---------------|---------|---------|
| <b>Professional Practice</b>  |                | 1,114   | <b>1,114</b>  | 1,114   | 1,114   |
| Professional Practice promotes, establishes and maintains professional standards, best practices, and clinical procedures. It also manages the credentialing, registration and licensing of health care providers.  |                |         |               |         |         |
| <b>Mental Health and Addictions</b>   |                | 14,858  | <b>20,122</b> | 17,798  | 17,904  |
| Mental Health and Addictions has a mandate to provide a client-centred, comprehensive continuum of care which include assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal effectively with primary, acute, and/or emergency mental health issues, suicide ideations and attempts, self-harming behaviours, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being. |                |         |               |         |         |
| <b>Home Care and Community Care</b>   |                | 2,630   | <b>2,630</b>  | 2,630   | 2,630   |
| Home Care and Community Care offers health related services to Nunavummiut needing health care services due to illness, poor health or disability. The objective is to preserve and maximize an individual's ability to remain independent in the community through case management, nursing, and personal care. This area supports and strengthens family and community involvement in the delivery of care.   |                |         |               |         |         |
| <b>Residential Long-term Care</b>   |                | 5,286   | <b>7,290</b>  | 7,343   | 7,400   |
| Residential Long-term Care services provide 24-hour, 7-day nursing and personal care to elders and other adults in Nunavut continuing care centres.   |                |         |               |         |         |

**Medical Transportation**                      59,806                      **58,915**                      58,915                      58,915  
 Medical Transportation provides transportation services for eligible patients who require medical services not available within their home community or in Nunavut.

**Hospital and Physician Services**    71,714                      **75,507**                      76,039                      76,102  
 Hospital and Physician Services provides inpatient and outpatient services, which includes specialist services, in Nunavut and out of territory. This program also provides rehabilitation services such as physiotherapy, occupational therapy, speech therapy and audiology services, and specialist visits to Nunavut. It also provides access to physician services, which are provided either in a hospital or through visits on a rotational basis to community health centres.

**Community Health Centres**            35,936                      **39,846**                      39,868                      39,891  
 Community Health Centres provide access to a range of health care and public health care services. Programs cover a range of services including health promotion, illness prevention, primary care and emergency treatment services for the population.

**Health Insurance**

**Programs/Vital Statistics**                      2,702                      **2,702**                      2,702                      2,702  
 This program records and issues certificates for births, marriages, and deaths that occur in Nunavut. It registers change of name orders, adoptions, additions of fathers' details to birth records, and additions or changes of given names. The unit is also responsible for the management and administration of the Nunavut Health Care Plan and Extended Health Benefits. The program administers Non-Insured Health Benefits on behalf of Health Canada, including vision, oral health and boarding homes.

**Out-of-Territory Hospitals**            53,800                      **53,700**                      53,700                      53,700  
 This program is responsible for the payment of out-of-territory hospital services. When patients with a Nunavut Health Care Card are seen in other provinces, the province reciprocally bills the Department of Health for these services.

**Reciprocal Physician Billings**            7,074                      **7,074**                      7,074                      7,074  
 This program manages payments for insured health services provided by another jurisdiction to residents of Nunavut and also for private fee-for-service physicians within Nunavut.

**Oral Health**                                      2,684                      **2,684**                      2,684                      2,684  
 Oral Health provides oral health promotion and dental therapy for children in clinics and schools.

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**Total, Health Care Service Delivery**                      **257,604**                      **271,584**                      **269,867**                      **270,116**

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**Priorities (2014-15)**

- Pursue growth in service capacity, guided by the Nunavut Mental Health and Addictions Framework for Action and, working with our partners, renew and strengthen our efforts towards suicide prevention.  
*Status: Mental Health and Addictions services have been increased through additional staffing and training, Kamatsiaqtut Help Line service hours are anticipated to be expanded and anticipated expansion of child and youth telepsychiatry. Planning for further expansion*



has occurred. It is anticipated that the *Mental Health and Addictions Framework for Action* will be tabled by spring 2015.

- Improve the strategic management of federal program dollars administered by the department.  
*Status: Proposals were successfully submitted to access the Territorial Health Investment Fund and work has begun in the areas of chronic disease, oral health and mental health.*
- Enhance long-term care services.  
*Status: A central intake and waiting list management process for residential long-term care beds is anticipated to be developed and implemented. A special project to assess needs for long-term care, including consultations with Elders and various communities, is anticipated to be complete.*
- Continue to work collaboratively with Health Canada to improve the overall health of Nunavummiut.  
*Status: Work with Health Canada on program planning identified strategic investment opportunities to support the sustainability of Nunavut's health care system, such as the Children's Oral Health Project.*
- Enhance clinical service delivery through a Clinical Quality Assurance Program.  
*Status: Clinical quality assurance has expanded through the implementation of a Territorial Quality Assurance Investigation Committee to review critical incidents and other identified issues in the delivery of health care services across the territory.*
- Work toward the implementation of an Infection Prevention and Control Program in order to protect patients and staff from infectious diseases in Nunavut Health Care Facilities.  
*Status: An Infection Prevention and Control Manual, which focuses on clean hands, clean equipment and client education, as well as healthy worker and care providers, and a Housekeeping Procedures Manual with pictorial step-by-step instructions was developed and distributed to all health care facilities.*

### **Priorities (2015-16)**

- Continue to increase service capacity, guided by phase one of the *Mental Health and Addictions Framework for Action*, recognizing a role for traditional and clinical approaches to helping people to regain their health and wellbeing.
- Begin a multi-phased process for enhancing the continuum of long-term care.
- Propose updates to the *Mental Health Act* to ensure compliance with other legislation, improve clarity within its provisions, and strengthen standards.
- Work with our partners to develop initiatives aimed at reducing suicide in Nunavut.
- Proceed with the legislative process to propose amendments to the *Medical Profession Act*.

*Department of Health*

- Review and expand the Clinical Quality Assurance Program.
- Develop and pilot a primary care model at Qikiqtani General Hospital.

**Priorities (2016-17)**

- Continue to expand the mental health and addictions system of care across the service continuum, building upon successful community-led initiatives.
- Implement the next phase of long-term care enhancement.
- Work with our partners to continue the implementation of actions aimed at reducing suicide in Nunavut.
- Review and revise the primary care model for the regional health centres.

**Priorities (2017-18)**

- Finalize implementation of the Mental Health and Addictions Framework for Action.
- Continue to expand capacity in the long-term care sector in Nunavut.
- Pursue continued enhancement of community-based mental health and addictions programming and service capacity.

## Inuit Employment Plan

| <b>Departmental Inuit Employment Targets</b>       |                             |                   |                           |                   |
|--|-----------------------------|-------------------|---------------------------|-------------------|
|  | <b>As of Sept. 30, 2014</b> |                   | <b>For March 31, 2016</b> |                   |
|  |                             | <b>Capacity %</b> |                           | <b>Capacity %</b> |
| <b>Total Department Positions</b>                  | <b>998.8</b>                |                   | <b>1088.8</b>             |                   |
| <b>Total Filled Positions</b>                      | 640                         | 64%               | 940                       | 86%               |
| <b>Total Vacancies</b>                             | 358.8                       | 36%               | 148                       | 14%               |
| <b>Total Beneficiaries</b>                         | 341                         | 53%               | 466                       | 50%               |
| <b>Total Executive Positions</b>                   | <b>3</b>                    |                   | <b>3</b>                  |                   |
| Total Filled Executive Positions                   | 2                           | 67%               | 3                         | 100%              |
| Total Vacant Executive Positions                   | 1                           | 33%               | 0                         | 0%                |
| Total Beneficiaries in Executive Positions         | 1                           | 50%               | 1                         | 33%               |
| <b>Total Senior-Management Positions</b>           | <b>30</b>                   |                   | <b>31</b>                 |                   |
| Total Filled Senior-Management Positions           | 17                          | 57%               | 25                        | 81%               |
| Total Vacant Senior-Management Positions           | 13                          | 43%               | 6                         | 19%               |
| Total Beneficiaries in Senior-Management Positions | 2                           | 12%               | 6                         | 24%               |
| <b>Total Middle-Management Positions</b>           | <b>105</b>                  |                   | <b>105</b>                |                   |
| Total Filled Middle-Management Positions           | 71                          | 68%               | 90                        | 86%               |
| Total Vacant Middle-Management Positions           | 34                          | 32%               | 15                        | 14%               |
| Total Beneficiaries in Middle-Management Positions | 31                          | 44%               | 40                        | 44%               |
| <b>Total Professional Positions</b>                | <b>342</b>                  |                   | <b>363</b>                |                   |
| Total Filled Professional Positions                | 203                         | 59%               | 313                       | 86%               |
| Total Vacant Professional Positions                | 139                         | 41%               | 50                        | 14%               |
| Total Beneficiaries in Professional Positions      | 15                          | 7%                | 25                        | 8%                |
| <b>Total Paraprofessional Positions</b>            | <b>339.8</b>                |                   | <b>387.8</b>              |                   |
| Total Filled Paraprofessional Positions            | 229                         | 67%               | 339                       | 87%               |
| Total Vacant Paraprofessional Positions            | 110.8                       | 33%               | 48.8                      | 13%               |
| Total Beneficiaries in Paraprofessional Positions  | 193                         | 84%               | 244                       | 72%               |
| <b>Total Administrative Positions</b>              | <b>179</b>                  |                   | <b>199</b>                |                   |
| Total Filled Administrative Positions              | 118                         | 66%               | 170                       | 85%               |
| Total Vacant Administrative Positions              | 61                          | 34%               | 29                        | 15%               |
| Total Beneficiaries in Administrative Positions    | 99                          | 84%               | 150                       | 88%               |

The department is committed to providing Inuit with training and education opportunities in health careers. In support of that commitment, the department continues to work with Nunavut Arctic College by supporting and funding certificate, diploma, and degree programs that lead to rewarding career opportunities in the health care sector.

A “training ladders” initiative was implemented in collaboration with Nunavut Arctic College. This initiative enables Inuit to achieve higher education levels at the diploma and degree level. Common course modules, course transferability and “step-in / step-out” options are elements incorporated into program delivery models.

Programs with continued plans for delivery in 2015-2016 include:

- Nunavut Nursing Baccalaureate program (Iqaluit);
- Maternal Care Worker / Midwifery program (Cambridge Bay) – currently under review;
- Community Health Representative Certificate program (Iqaluit);
- A certificate program in Health Services Leadership and Management will be delivered on-line by Red River College - currently under review;
- Medical Clerk Interpreter course through Nunavut Arctic College; and
- One Beneficiary enrolled in medical school at McGill University in a seat provided by the Department of Health.

There is one Sivuliqtiksat intern working for the Department of Health with plans for additional interns in 2015/16 as part of departmental succession plans.

Under the Summer Student Employment Equity program, Health hired 18 summer students in 2014, 15 of whom were beneficiaries.

Other proactive departmental efforts related to Inuit employment include:

- Providing employment for graduates of Nunavut Arctic College health related training programs such as nurses, midwives and home and community care workers;
- Providing scholarships and bursaries for nursing and midwifery students;
- Exam preparation/study skills workshops for Nunavut nursing students writing the Canadian Registered Nurse Examination;
- Providing mentors for nurses graduating from the Nunavut Nursing Program;
- Revamping a service delivery format for Community Health Representatives who are working and living in communities across Nunavut, to make it more flexible;
- Attending community career fairs to promote health and social services job opportunities; and
- Reviewing all old and new job descriptions to remove systemic barriers.

Health continues to support training programs that build community capacity. Nurses, Midwives, Maternal Care Workers, Community Health Representatives, Mental Health Workers, Home Care Workers, Laboratory and X-ray Technicians and Community Oral Health Coordinators are health-specific careers that Nunavummiut are encouraged to pursue.

## Financial Summary

| Branch                              | 2014-2015<br>Main Estimates |              | 2015-2016<br>Main Estimates |               | 2016-2017<br>Planned |               | 2017-2018<br>Planned |               |
|-------------------------------------|-----------------------------|--------------|-----------------------------|---------------|----------------------|---------------|----------------------|---------------|
|                                     | \$000                       | PYs          | \$000                       | PYs           | \$000                | PYs           | \$000                | PYs           |
| <b>DIRECTORATE</b>                  |                             |              |                             |               |                      |               |                      |               |
| Salary                              | 17,329                      | 126.0        | <b>19,786</b>               | <b>127.0</b>  | 19,791               | 127.0         | 19,796               | 127.0         |
| Grants & Contributions              | 286                         |              | <b>286</b>                  |               | 286                  |               | 286                  |               |
| Other O&M                           | 5,871                       |              | <b>7,208</b>                |               | 7,208                |               | 7,208                |               |
| <b>Subtotal</b>                     | <b>23,486</b>               |              | <b>27,280</b>               |               | <b>27,285</b>        |               | <b>27,290</b>        |               |
| <b>PUBLIC HEALTH</b>                |                             |              |                             |               |                      |               |                      |               |
| Salary                              | 12,425                      | 136.0        | <b>13,008</b>               | <b>140.0</b>  | 13,022               | 140.0         | 13,037               | 140.0         |
| Grants & Contributions              | 498                         |              | <b>498</b>                  |               | 498                  |               | 498                  |               |
| Other O&M                           | 4,934                       |              | <b>5,069</b>                |               | 5,039                |               | 5,039                |               |
| <b>Subtotal</b>                     | <b>17,857</b>               |              | <b>18,575</b>               |               | <b>18,559</b>        |               | <b>18,574</b>        |               |
| <b>HEALTH CARE SERVICE DELIVERY</b> |                             |              |                             |               |                      |               |                      |               |
| Salary                              | 79,995                      | 726.8        | <b>93,004</b>               | <b>821.8</b>  | 92,843               | 820.8         | 93,092               | 820.8         |
| Grants & Contributions              | 2,253                       |              | <b>1,967</b>                |               | 1,967                |               | 1,967                |               |
| Other O&M                           | 175,642                     |              | <b>176,613</b>              |               | 175,057              |               | 175,057              |               |
| <b>Subtotal</b>                     | <b>257,604</b>              |              | <b>271,584</b>              |               | <b>269,867</b>       |               | <b>270,116</b>       |               |
| <b>TOTAL</b>                        | <b>298,947</b>              | <b>988.8</b> | <b>317,439</b>              | <b>1088.8</b> | <b>315,711</b>       | <b>1087.8</b> | <b>315,980</b>       | <b>1087.8</b> |

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# **Department of Family Services**

# **Business Plan**

**2015-2018**

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## CORE BUSINESS

The Department of Family Services consists of four lines of core business:

|                              | <b>Budget (\$000)</b> |                |                |                |
|------------------------------|-----------------------|----------------|----------------|----------------|
|                              | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Corporate Management         | 7,078                 | <b>6,918</b>   | 6,918          | 6,918          |
| Children and Family Services | 53,785                | <b>53,658</b>  | 53,668         | 53,668         |
| Income Assistance            | 46,398                | <b>46,424</b>  | 46,424         | 46,424         |
| Career Development           | 15,576                | <b>20,359</b>  | 20,359         | 20,359         |
| <b>TOTAL</b>                 | <b>122,837</b>        | <b>127,359</b> | <b>127,369</b> | <b>127,369</b> |

### Corporate Management

Corporate Management provides overall management support to the department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division. Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support. Corporate Management also leads in the implementation of program performance measurement and evaluation and Inuit Employment Planning.

### Objectives

- To use Inuit Societal Values as guiding principles for operating the department.
- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To support each division in the department in achieving its objectives and strategic priorities.
- To collaborate with other government departments and agencies on initiatives aimed at achieving the Government's priorities, particularly those related to the promotion of self-reliance and strengthening of Nunavut families.
- To improve the coordination of new and existing resources to reduce homelessness in Nunavut.
- To work in collaboration with other partners to coordinate and advance initiatives aimed at reducing poverty.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Directorate</b>  |                       | 1,594          | <b>1,167</b>   | 1,167          | 1,167          |
| The Directorate includes the Deputy Minister, the Assistant Deputy Minister and their support staff. The Directorate is responsible for overall management of the department and for achieving the departmental objectives set out by the Government. The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values.                           |                       |                |                |                |                |
| <b>Corporate Services</b>   |                       | 2,338          | <b>2,506</b>   | 2,506          | 2,506          |
| The Corporate Services Division is accountable for providing financial and human resource services to the department. The division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.   |                       |                |                |                |                |
| <b>Policy and Planning</b>  |                       | 967            | <b>1,060</b>   | 1,060          | 1,060          |
| The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, leads the department's program evaluation initiatives, manages the department's response to Access to Information requests and manages departmental records. |                       |                |                |                |                |
| <b>Poverty Reduction</b>  |                       | 2,179          | <b>2,185</b>   | 2,185          | 2,185          |
| The Poverty Reduction division has two principal roles. The division provides administrative support to meet the requirements of the Collaboration for Poverty Reduction Act. This support includes serving on the secretariat to the Nunavut Roundtable for Poverty Reduction and assisting with the implementation of the Five Year Poverty Reduction Action Plan.              |                       |                |                |                |                |
| The division also is responsible for homelessness initiatives programs. These programs provide support to non-profit organizations operating emergency homeless shelters, and small financial contributions to community organizations undertaking initiatives to address homelessness.   |                       |                |                |                |                |
| <b>Total, Corporate Management</b>  |                       | <b>7,078</b>   | <b>6,918</b>   | <b>6,918</b>   | <b>6,918</b>   |

### **Priorities (2014-15)**

- Work closely with the Minister to finalize and effectively communicate the vision of the new department to key stakeholders.  
*Status: Senior Management engaged and obtained staff input, and is now in the process of engaging with the public and partners. A draft vision has been developed for consideration as part of the departmental strategic planning process. A final vision should be developed by the end of 2014-15 fiscal year and communicated to key stakeholders.*
- With the senior management team, prioritize the department's inventory of legislative work and develop a plan to advance the work based on the prioritization schedule.  
*Status: An inventory of legislative work has been developed. Senior management is developing a criteria list that will guide the prioritization schedule. A legislative work plan will be developed immediately after developing a priority list. This work is anticipated to be completed by the end of the 2014-15 fiscal year.*

- Identify the resources required to strengthen the department's operations and continue to work collaboratively with other government departments to secure the resources needed to advance the department's mission.  
*Status: Working in collaboration with the Department of Finance and other Departments, senior management has identified resources required to strengthen the department's operations. Such collaboration is continuing and is anticipated to be a multiyear process.*
- Contribute to the development and implementation of the Government of Nunavut's Human Resource Strategy.  
*Status: The department worked with the Department of Executive and Intergovernmental Affairs in contributing to the Human Resource Strategy.*
- Continue to work closely with Nunavut Arctic College to develop career path training for various professions within the Department of Family Services that align with departmental position qualifications and lead to successful employment.  
*Status: The Department is working with the Nunavut Arctic College through working groups such as the social services diploma and degree granting program.*
- Initiate the process to develop a departmental information technology plan. The plan will be built on a thorough assessment of departmental data needs.  
*Status: The department works closely with the Informatics and Planning Division in the Department of Community and Government Services (CGS) as they conduct their review of informatics programs across the government. CGS is expected to complete their review prior to the end of the fiscal year.*
- Complete the Makimaniq Five Year Poverty Reduction Action Plan, 2014-2019 and establish processes to meet the requirements of the *Collaboration for Poverty Reduction Act*.  
*Status: The department is working with Nunavut Tunngavik Inc. (NTI) and other stakeholders in finalizing the action plan and processes to meet the requirements of the Collaboration for Poverty Reduction Act. This work is anticipated to be completed by end of the 2014-15 fiscal year.*
- Prepare the Homelessness Action Plan, 2015-2016.  
*Status: The action plan has been initiated and will be completed for the end of this fiscal year. The department conducted a homelessness study including a follow up validation exercise in Nunavut communities in fall 2014.*

#### **Priorities (2015-16)**

- Progressively advance departmental legislative work based on the legislative prioritization schedule.
- Develop and implement departmental strategic plan.
- Develop and implement departmental program evaluation strategy.
- Undertake an assessment of organizational capacity to identify resources required to increase the department's organizational capacity.

## *Department of Family Services*

- Complete the development of a departmental information technology plan.
- Implement the Homelessness Action Plan, 2015-2016.

### **Priorities (2016-17)**

- Continue to advance departmental legislative work based on the legislative prioritization schedule.
- Evaluate the Homelessness Action Plan, 2015-2016 and initiate preparation of a Nunavut Strategy to House the Homeless, 2017-2020.
- Undertake mid-term evaluation of the Makimaniq Five Year Poverty Reduction Action Plan, 2014-2019.

### **Priorities (2017-18)**

- Progressively advance departmental legislative work based on the legislative prioritization schedule.
- Conduct strategic plan evaluation to measure progress and relevance.
- Complete and initiate implementation of the Nunavut Strategy to House the Homeless, 2017-2020.
- In collaboration with the Nunavut Roundtable for Poverty Reduction as required under the *Collaboration for Poverty Reduction Act*, implement, changes recommended in the three year evaluation of the Makimaniq Five Year Poverty Reduction Action Plan, 2014-2019.

## **Children and Family Services**

The Children and Family Services Division provides a range of support services for children and vulnerable adults who may require protection or other specialized support. The division assists individuals, families, groups and communities to develop skills and make use of both personal and community resources to enhance their well-being. The division also plays an important role in the development of programs and standards for program delivery.

### **Objectives**

- To provide overall leadership and program support across the territory.
- To fulfill the legislative responsibilities inherent in the following statutes: *Child and Family Services Act*, *Adoption Act*, *Aboriginal Custom Adoption Recognition Act* and the *Guardianship and Trusteeship Act*.
- To provide emergency intervention to address domestic and family violence.
- To protect the rights of children, youth, families, and vulnerable individuals.
- To advocate for the interests of vulnerable members across Nunavut society.

| Programs   | Budget (\$000) | 2014-15       | 2015-16       | 2016-17       | 2017-18       |
|--|----------------|---------------|---------------|---------------|---------------|
| <b>Divisional Headquarters</b>   |                | 1,332         | <b>1,426</b>  | 1,436         | 1,436         |
| Children and Family Services Headquarters is responsible for interpreting legislation and policy, identifying program gaps, recommending and drafting policy and legislative changes through consultation with other Government of Nunavut departments. It also ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public.                                    |                |               |               |               |               |
| <b>Child Protection Services</b>   |                | 12,868        | <b>14,733</b> | 14,733        | 14,733        |
| Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This includes foster care and investigations and interventions that are provided by child protection workers under the <i>Child and Family Services Act</i> .  |                |               |               |               |               |
| <b>Adoption Services</b>   |                | 466           | <b>466</b>    | 466           | 466           |
| Under the <i>Adoptions Act</i> Children and Family Services is responsible for departmental, private, and international adoptions in the territory. The department provides support to Custom Adoption Commissioners under the <i>Aboriginal Custom Adoption Recognition Act</i> .   |                |               |               |               |               |
| <b>Guardianship Services</b>   |                | 1,456         | <b>1,456</b>  | 1,456         | 1,456         |
| Under the <i>Guardianship and Trusteeship Act</i> , individuals appointed to the position of Public Guardian review all guardianship applications prepared for the Nunavut Court of Justice. Guardianship provides legal care and safety for persons who are determined to not be mentally competent. The Public Guardian can also be appointed by the Nunavut Court of Justice to represent a person who has no family members or friends who are willing, suitable, or able to act as guardians. |                |               |               |               |               |
| <b>Adult Support Services</b>  |                | 3,143         | <b>3,143</b>  | 3,143         | 3,143         |
| Adult Support Services provides a range of counseling and support services to eligible adults with disabilities.   |                |               |               |               |               |
| <b>Family Violence Services</b>  |                | 2,474         | <b>2,708</b>  | 2,708         | 2,708         |
| Community Social Services Workers (CSSWs) provide family violence intervention services. This may include individual and group counseling and referral to other services and transportation to a safe location.  |                |               |               |               |               |
| <b>Residential Care (Facility Based)</b>   |                | 31,626        | <b>29,306</b> | 29,306        | 29,306        |
| Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.   |                |               |               |               |               |
| <b>Social Advocacy</b>   |                | <b>420</b>    | <b>420</b>    | 420           | 420           |
| This program provides Grants and Contributions that support initiatives for persons with disabilities and women.   |                |               |               |               |               |
| <b>Total, Child and Family Services</b>  |                | <b>53,785</b> | <b>53,658</b> | <b>53,668</b> | <b>53,668</b> |

**Priorities (2014-15)**

- Plan to initiate a review of the Ilagiitsiarniq Family Violence Prevention Strategy.

***Status:** The department has initiated the review of the Ilagiitsiarniq Family Violence Prevention Strategy. The department hired a Family Violence Specialist who has drawn up a three year work plan that involves the review of the Ilagiitsiarniq Family Violence Prevention Strategy.*

- Continue to implement and seek out resources to support the residential care work plan to improve residential services case management, and contract management, including family based care development in Nunavut.
- ***Status:** The department is continuing to seek out resources to support the residential care work plan. The department developed several programs such as residential care tracking tool and monitoring and evaluation. Two new Person Years (PYs) are committed to assisting in implementing the residential care work plan.*
- Develop and begin to implement an action plan to respond to recommendations from the 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut. ***Status:** The department developed an action plan in response to the recommendations from the Auditor General's report. The action plan was sent to the Office of the Auditor General (OAG) for feedback, which has been received and incorporated into the action plan. The department is now implementing the revised action plan.*
- Implement a work plan to expand and consolidate Iqaluit Area Office management and operations. ***Status:** The department put together a business case, which was not successful.*
- Plan to initiate a review of the *Aboriginal Custom Adoption Recognition Act*. ***Status:** The department is in the process of engaging partners, including NTI to develop terms of reference, which should be agreed to by January 2015. The review will start thereafter.*

#### **Priorities (2015-16)**

- Work with key partners to review the Ilagiitsiarniq Family Violence Prevention Strategy.
- Explore the possibility of the Department of Family Services operating residential care facilities in Nunavut.
- Implement the action plan from 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
- Work with key partners to review the *Aboriginal Custom Adoption Recognition Act*.
- Review progress and make any necessary adjustments to residential care work plan.

#### **Priorities (2016-17)**

- Support the implementation of the Ilagiitsiarniq Family Violence Prevention Strategy.
- Support changes to the *Aboriginal Custom Adoption* program.
- Complete the implementation of recommendations from the 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.



- Evaluate the residential care work plan and implement necessary changes.

### Priorities (2017-18)

- Implement changes to residential care work plan and resource development in Nunavut.
- Prepare for follow up review to be conducted by Auditor General.
- Review parental and community engagement services to expand prevention/early intervention services.
- Implement client information system.
- Review human resource development and training systems.

### Income Assistance

The objective of the Income Assistance Division is to assist residents in achieving their goals for independence and self-reliance. Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 or over and their dependents. The division provides overall policy direction, program development, and advice to various levels of staff who deliver Income Assistance programs across Nunavut.

### Objectives

- To identify, review and evaluate policy and procedural matters surrounding the delivery and administration of income assistance programs in Nunavut.
- To ensure that income assistance programs are delivered in a manner consistent with the *Social Assistance Act*, the *Financial Administration Act*, the *Access to Information and Protection of Privacy Act* and other statutes and policies relating to the delivery of the programs in Nunavut.
- To provide financial and other support to satisfy basic needs for shelter, food and clothing and to assist in the transition towards employment.
- To identify the need for referral and to facilitate the referral process for persons requiring information and/or access to other government and/or agency programs.

| Programs   | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-17 |
|--|----------------|---------|--------------|---------|---------|
| <b>Income Assistance<br/>Headquarters Office</b> |                | 1,045   | <b>1,016</b> | 1,016   | 1,016   |

The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps and developing and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut. The division is also responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.

The division also develops materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Social Assistance Appeal Committee and Board.

The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level.

**Community Delivery** 117 **117** 117 117

Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to some communities to deliver the social assistance program on behalf of the Government of Nunavut. Hamlet staff hired to deliver the program must adhere to the *Social Assistance Act* and Regulations, as well as policies and procedures established by the department.

**Administration – Regional** 5,164 **5,162** 5,162 5,162

Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

**Senior Citizen Supplementary Benefit** 1,392 **1,392** 1,392 1,392

Governed by the *Senior Citizens Benefit Act*, low-income seniors in Nunavut who qualify for the federal Guaranteed Income Supplement will receive the Nunavut Senior Citizens Supplementary Benefit. This is a co-managed payment program with the federal government and is included on the monthly Old Age Security cheque.

**Income Support Delivery System** 307 **307** 307 307

This system administers, monitors and manages all of the income assistance programs and their delivery in every community in Nunavut. This item provides for the ongoing development, testing, implementation and maintenance of such systems.

**Program Compliance** 240 **240** 240 240

This program is responsible for assisting and completing program audits to ensure that the *Social Assistance Act*, regulations, policies and procedures, and other related statutes are adhered to in the delivery of Income Assistance programs. Activities include, monitoring of electronic assessments, as well as, the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency, as well as, enhance program effectiveness and accountability. The Senior Program Specialist works closely with the three regional Income Assistance offices and Corporate Services.

**Social Assistance** 37,153 **37,210** 37,210 37,210

Income Assistance Workers guided by the *Social Assistance Act* and regulations deliver social assistance in all Nunavut communities. This program is means tested and provides various levels of financial support to people age 18 or over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

|                         |     |            |     |     |
|-------------------------|-----|------------|-----|-----|
| <b>Day Care Subsidy</b> | 502 | <b>502</b> | 502 | 502 |
|-------------------------|-----|------------|-----|-----|

This program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means-tested.

|                             |     |            |     |     |
|-----------------------------|-----|------------|-----|-----|
| <b>Seniors Fuel Subsidy</b> | 478 | <b>478</b> | 478 | 478 |
|-----------------------------|-----|------------|-----|-----|

This program provides a subsidy for the high cost of home heating fuel to home owners aged 60 and over. The program is income tested.

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|                                 |               |               |               |               |
|---------------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Income Assistance</b> | <b>46,398</b> | <b>46,424</b> | <b>46,424</b> | <b>46,424</b> |
|---------------------------------|---------------|---------------|---------------|---------------|

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**Priorities (2014-15)**

- The Income Support Delivery System (ISDS) deployment is a key priority for the division. The Income Assistance team will continue to deploy to communities based on capacity to deliver training and to ensure the necessary infrastructure is in place to support the system.  
*Status: The ISDS system has been successfully deployed in Rankin Inlet, Arviat, Cambridge Bay, Baker Lake, and Igloolik scheduled for deployment by the end of fiscal year 2014-15.*
- Complete the legislative review of the *Social Assistance Act* and regulations to eliminate gaps and inconsistencies in the current legislation, regulations, policies and procedures.  
*Status: The Legislative Review is progressing with changes to the Social Assistance program appeal process completed. The Legislative Review will continue to modernize the Social Assistance Act and Regulations.*
- Initiate a review of the Income Assistance programs, which includes the Social Assistance program, as well as, a host of other programs such as Day Care Subsidy, Senior Fuel Subsidy, and the Senior Citizens Supplementary Benefit.  
*Status: The department is in the process of drafting recommendations on the scope and size of the review. The recommendations will be presented to Cabinet for consideration and approval.*
- Development of training and capacity building opportunities for Regional Managers and Income Assistance Workers.  
*Status: The department hired a training manager who has developed training materials for Income Assistance staff and the Social Assistance Appeal Committee and Board. A regional training conference was held in Iqaluit in December/2014 for Regional Managers and Directors across Nunavut. To build capacity and training on current Income Assistance practices.*

**Priorities (2015-16)**

- Explore options to reform the Income Assistance program, which includes the Social Assistance program, as well as, a host of other programs such as Day Care Subsidy, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, The Income Support Delivery System (ISDS) will be deployed to additional Nunavut communities based on resource capacity to support system requirements.

- Development of training and capacity building opportunities that focuses on increasing the capacity of Income Assistance Workers and Regional Managers to deliver the program effectively in their community.
- Improve the public's awareness and understanding of the Income Assistance Program through the development of resource materials and service provider engagement with the public.

### **Priorities (2016-17)**

- Implement feasible reform options resulting from a review of Income Assistance programs.
- Development of training and capacity building opportunities that focuses on statutory appointment training for income assistance workers. Ongoing evaluation of training materials and the development of new materials as required.
- Ensure the public is aware of any changes to the Income Assistance program that may result from the comprehensive review.

### **Priorities (2017-18)**

- Evaluate the implementation of the Income Assistance reforms and their impact on client service and promotion of self-reliance.
- Develop resources and materials that focus on remote access training and auditing of income assistance client files on the ISDS system.
- Build stronger relationships with stakeholders in identifying opportunities for Income Assistance clients to seek wage employment, job skills upgrading, and education.

## **Career Development**

Career Development researches, develops and implements a coordinated plan for career and labour market training programs as well as delivery of Nunavut's post-secondary Financial Assistance for Nunavut Students program. Emphasis is placed on working with partner organizations ranging from the federal government, Inuit organizations, the private sector and non-profits in order to develop more accurate labour market information and to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.

The office is also responsible for developing a coordinated client sponsorship approach for adult training which involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

### **Objectives**

- To increase the number of Nunavummiut who gain employment in their chosen field through the provision of effective career services.
- To increase the number of Nunavummiut accessing employment based training opportunities, including trades programs.

- To provide financial and other supports (such as career counseling) to those who are not participating in the labour market and support their transition to training and ultimately employment and self-reliance.
- To identify employment barriers and facilitate the referral of individuals to programs that act to remove those barriers.
- To ensure that financial need is not a barrier to post-secondary education by providing financial supports to students enrolled in post-secondary education programs.
- To collect and provide labour market information to ensure that education and training in the territory aligns with the labour market.
- To provide policy direction for program development and related certification of trades apprenticeship in Nunavut.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Career Development HQ</b>  |                       | 1,561          | <b>2,176</b>   | 2,176          | 2,176          |
| Career Development researches, develops and implements a coordinated approach to delivery of labour market training programs, including apprenticeship. Programs are designed to meet the needs of Nunavut's labour force and link Nunavummiut to sustainable jobs. Career Development works with partner organizations, such as the Government of Canada, Inuit organizations, industry, private sector, and not-for-profit organizations who assist in the delivery of programs. Accurate labour market information is required to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force. |                       |                |                |                |                |
| <b>Career Services – Regional Offices</b>   |                       | 3,000          | <b>2,908</b>   | 2,908          | 2,908          |
| The three regional offices are accountable for the administration and delivery of a range of labour market related programs and services such as: Employment Assistance Services, Group Employment Services, Training on the Job, Adult Learning and Training Supports and targeted training interventions. These programs are delivered using labour market data provided by Statistics Canada, the Nunavut Bureau of Statistics and through a network of partnerships and feedback from clients, other organizations, and the private sector.   |                       |                |                |                |                |
| <b>Financial Assistance for Nunavut Students (FANS)</b>   |                       | 6,872          | <b>10,032</b>  | 10,032         | 10,032         |
| This program provides direct support for post-secondary students through the offering of grants, loans and bursaries for Nunavut students attending educational institutions. FANS support helps students pay for tuition, books, travel and accommodation. The budget also provides the resources required for staff and operating costs to support the delivery of the FANS program. FANS also offers a grant for students who are disabled.  |                       |                |                |                |                |
| <b>Special Professions Program Fund</b>   |                       | 50             | <b>50</b>      | 50             | 50             |
| This fund provides funding for the purpose of entering into agreements with southern Canadian post-secondary institutions for specialized programs for which there are limited seats. In these  |                       |                |                |                |                |

instances, spaces may be guaranteed if a Nunavut resident is given acceptance in principle, and the Department purchases space(s) in the program.

|   |       |              |       |       |
|---|-------|--------------|-------|-------|
| <b>Adult Learning &amp; Training Supports</b> | 4,093 | <b>4,093</b> | 4,093 | 4,093 |
|---|-------|--------------|-------|-------|

The Adult Learning & Training Supports **Fund** provides financial supports through individual client sponsorship for non-post-secondary education and training. The fund is used in various ways to increase labour market attachment.

In addition, Career Development delivers a **program** called Adult Learning & Training Supports (ALTS). Through this program, clients who are not post-secondary students may receive funding support for employment related training programs. These programs are intended to help individuals undertake education and training that will lead directly to employment or to better employment.

|  |   |              |       |       |
|--|---|--------------|-------|-------|
| <b>Labour Market Agreement For Persons w/ Disabilities</b> | - | <b>1,100</b> | 1,100 | 1,100 |
|--|---|--------------|-------|-------|

This program contributes towards the funding of programs and services to enhance support for people living with disabilities to enter the labour market. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of disabled Nunavummiut through training and employment. The funds may also be used to gather labour market data of individuals living with disabilities.

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|                                  |               |               |               |               |
|----------------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Career Development</b> | <b>15,576</b> | <b>20,359</b> | <b>20,359</b> | <b>20,359</b> |
|----------------------------------|---------------|---------------|---------------|---------------|

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### Priorities (2014-15)

- Begin the implementation of the FANS database/delivery system.  
*Status: The department is implementing the integrated FANS database/delivery system, the ISEC. Testing for the functionality of the system is underway and it is expected to be functional by the end of March 2015.*
- Develop the statistical parameters for forecasting FANS demand using data from the K-12 Student Information System and by working with Nunavut Arctic College and Nunavut Bureau of Statistics to develop completion and graduation data for academic programs.  
*Status: The department is in the process of developing parameters for forecasting FANS demand through the development of labour market information, specifically labour market supply modeling. This work is now a joint project between Family Services and Nunavut Bureau of Statistics.*
- Prepare to study the effectiveness of the current operational structure for Career Development Officers and examine alternatives that may be more response to client needs.  
*Status: The department is in the process of examining the operational structure by exploring the specialization option for the Career Development Officers. Consultations with the Career Development Officers, clients and Nunavut Arctic College (provider of the Career Development Practitioner Certificate) are underway and are anticipated to be completed by end of the 2014-15 fiscal year.*

- Seek out and establish relationships with third party partners who may be able to assist in the delivery of labour market programs and services.

*Status: The department continues to develop and enhance third party relationship with sectoral groups and not for profits in order to promote and deliver labour Family Services programs. This effort will continue with the introduction of Canada-Nunavut Job Fund and Labour Market Agreement for Persons with Disabilities funding, engagement and accountabilities.*

- Begin the process of integrating the apprenticeship program into the Career Development division of the Department of Family Services.

*Status: The apprenticeship program and the accompanying positions have been successfully integrated into the department. A new Board has been appointed for a 3 years term beginning August 2014.*

### **Priorities (2015-16)**

- Intensify community outreach to high school students as well as students studying at Nunavut Arctic College.
- Monitor the FANS database/delivery system and adjust according to staff feedback and potential policy updates.
- Develop the capacity to collect, collate and re-interpret labour market information so that students, parents and the public can be better informed about career choices, employment opportunities and educational requirements.
- Prioritize labour market funding in accordance with developed labour market information.
- Restructure Career Development field operations based on the prior year examination.
- Establish annual training regime for Career Development staff that includes familiarity with program policies and client service delivery standards.
- Study the capacity to move all program applications to a web-based format and link this directly to the Integrated System for Adult Career Services (case management system).

### **Priorities (2016-17)**

- Begin using gathered labour market information and forecasting data about occupational supply and demand to inform program delivery and determine if new programs are required to better serve clients.
- Review labour market program models for youth and study the value of implementing a specialized program targeted directly at Nunavut youth.
- Review the operational structure to measure the impact on service delivery standards, program caseloads and post-intervention employment results.
- Continue the development of the Integrated System for Adult Career Services including the FANS module to enable greater reporting capacity and transparency around program results.

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- Move all program applications to the department website and enable these applications to interface with the Integrated System for Adult Career Services.

**Priorities (2017-18)**

- Research, develop, and implement a labour market intervention program specifically targeting Nunavut youth and even more specifically, Nunavut youth who have dropped out of the education system.
- Review the delivery of the apprenticeship program to determine best practices around jurisdictional harmonization and streamlining.



## Inuit Employment Plan Targets

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>203</b>           |            | <b>205.1</b>       |            |
| <b>Total Filled Positions</b>                      | 134                  | 66%        | 174.1              | 85%        |
| <b>Total Vacancies</b>                             | 69                   | 34%        | 31                 | 15%        |
| <b>Total Beneficiaries</b>                         | 77                   | 57%        | 112                | 64%        |
| <b>Total Executive Positions</b>                   | <b>2</b>             |            | <b>2</b>           |            |
| Total Filled Executive Positions                   | 2                    | 100%       | 2                  | 100%       |
| Total Vacant Executive Positions                   | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 1                    | 50%        | 2                  | 100%       |
| <b>Total Senior-Management Positions</b>           | <b>10</b>            |            | <b>10</b>          |            |
| Total Filled Senior-Management Positions           | 9                    | 90%        | 10                 | 100%       |
| Total Vacant Senior-Management Positions           | 1                    | 10%        | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 1                    | 11%        | 4                  | 40%        |
| <b>Total Middle-Management Positions</b>           | <b>29</b>            |            | <b>30</b>          |            |
| Total Filled Middle-Management Positions           | 20                   | 69%        | 25                 | 83%        |
| Total Vacant Middle-Management Positions           | 9                    | 31%        | 5                  | 17%        |
| Total Beneficiaries in Middle-Management Positions | 8                    | 40%        | 9                  | 36%        |
| <b>Total Professional Positions</b>                | <b>82</b>            |            | <b>87</b>          |            |
| Total Filled Professional Positions                | 52                   | 63%        | 66                 | 76%        |
| Total Vacant Professional Positions                | 30                   | 37%        | 21                 | 24%        |
| Total Beneficiaries in Professional Positions      | 18                   | 35%        | 28                 | 42%        |
| <b>Total Paraprofessional Positions</b>            | <b>50</b>            |            | <b>45.1</b>        |            |
| Total Filled Paraprofessional Positions            | 36                   | 72%        | 43.1               | 96%        |
| Total Vacant Paraprofessional Positions            | 14                   | 28%        | 2                  | 4%         |
| Total Beneficiaries in Paraprofessional Positions  | 34                   | 94%        | 41                 | 95%        |
| <b>Total Administrative Positions</b>              | <b>30</b>            |            | <b>31</b>          |            |
| Total Filled Administrative Positions              | 15                   | 50%        | 28                 | 90%        |
| Total Vacant Administrative Positions              | 15                   | 50%        | 3                  | 10%        |
| Total Beneficiaries in Administrative Positions    | 15                   | 100%       | 28                 | 100%       |

The Department of Family Services (DFS) continues to focus on initiatives to provide a representative level of Inuit employment within all employment categories across the department. DFS is making steady progress in raising Inuit employment through education and training to support employee skill development and certification of skills. DFS is achieving this progress by undertaking the following initiatives:

- The department is actively participating on the Government of Nunavut's Inuit Employment Steering Committee (IESC). The purpose of IESC is to develop comprehensive employment initiatives that shape the Inuit Employment Strategy in line with Article 23 obligations of the Nunavut Land Claims Agreement.
- The department continues to regularly review job descriptions to ensure the removal of systemic barriers. The department is currently running some competitions on two or three year terms if no beneficiaries are hired.
- The department is working closely with the Department of Executive and Intergovernmental Affairs (EIA) on the Individualized Training Pilot (ITP) program. The department has identified potential candidates and is working with EIA's Sivuliqtiksatsat Division to enroll the identified beneficiaries into the program.

The objective of the program is to support Government of Nunavut (GN) departments in implementing their Inuit Employment Plans by providing funding for training to beneficiaries within the departments. The identified beneficiaries should be in the following categories:

- Interns/trainees funded entirely by their host department (not a Sivuliqtiksatsat internship)
- A beneficiary employee on a developmental transfer assignment with a learning plan
- Long term casuals within the GN who have over one year continuous service.
- This fiscal year, the Income Assistance Division supported an Inuit Learning and Development Pilot Project (ILDPP) student placement. This student was placed with the Division as a policy analyst and gained experience and skills to be better prepared for a position with the GN.
- All of the Income Assistance staff and managers in the three regional offices are beneficiaries. The department believes that this is necessary to ensure services are accessible to community members seeking assistance in their language of choice, and in compliance with Nunavut's Official Languages Act.
- Fourteen out of fifteen of the department's Career Development Officers in the three regional offices are beneficiaries.
- The department has three internal transfer assignments (ITAs) that it hopes to fill through the regular competition process at the completion of the ITAs. Two of the ITAs are in management positions: Manager, Income Assistance and Manager, Career Development. The ITA experience will enable the beneficiaries to compete for these positions.
- The department provides summer working opportunities for Inuit students to explore different types of work to gain practical and meaningful experience. During 2014-15, the Department hired three Inuit summer students in various positions to allow them to gain work experience and explore career options within the Department of Family Services.
- The department self-funded one internship position whose incumbent has successfully completed the training and is now functioning as a Human Resource Officer.

- The department is currently in the process of starting an internship for the Regional Manager, Children and Family Services position in Pangnirtung. The internship is expected to begin in January 2015 and end in January 2018. The person will be assessed with a view of placing them in the position on an indeterminate basis. If further supports are required they will be provided through a reviewed learning and development plan, and continued mentorship and coaching.
- The department is currently supporting one Inuit employee who is on education leave and is set to complete her studies in May 2015. The department believes that educational leave offers important opportunity for employees to improve skills and support career progression.
- In the fiscal year 2015-16, the department expects to begin a mentorship for a supervisory position in one of the communities where a supervisor was identified as a mentor. The department will explore the possibility of beginning a Supervisory Internship in Social Services in June 2015.
- The department ensures that at least one Inuit social worker is available to provide mentorship and support to new beneficiary staff. The department has been successful in doing this in communities such as Pond Inlet, Pangnirtung and Igloolik. The department anticipates doing the same in Cape Dorset where two vacancies exist.
- The Career Development Division currently has nine Inuit employees enrolled in the Nunavut Arctic College Career Development Practitioners Certificate program. The nine candidates are at various stages of the program. To date, the department has had two Career Development Practitioners successfully obtain their certification. The department will continue to support more staff obtain certification in this program.
- The department continues to collaborate with Nunavut Arctic College and the Departments of Justice and Health to review and modernize the Social Services Worker program to ensure compatibility with GN positions. The program has produced 15 graduates since 2011.
- The Department continues to work with Nunavut Arctic College to ensure that career path training for various professions within the Department of Family Services aligns with departmental position qualifications and leads to an increase in the number of qualified Inuit occupying positions within the Department of Family Services.

### Financial Summary

| Branch                              | 2014 – 2015    |              | 2015 – 2016    |              | 2016 – 2017    |              | 2017 – 2018    |              |
|-------------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                                     | Main Estimates |              | Main Estimates |              | Planned        |              | Planned        |              |
|                                     | \$000          | PYs          | \$000          | PYs          | \$000          | PYs          | \$000          | PYs          |
| <b>CORPORATE MANAGEMENT</b>         |                |              |                |              |                |              |                |              |
| Salary                              | 4,943          | 33.0         | <b>4,820</b>   | 35.0         | 4,820          | 35.0         | 4,820          | 35           |
| Grants & Contributions              | 837            |              | <b>837</b>     |              | 837            |              | 837            |              |
| Other O&M                           | 1,298          |              | <b>1,261</b>   |              | 1,261          |              | 1,261          |              |
| <b>Subtotal</b>                     | <b>7,078</b>   |              | <b>6,918</b>   |              | <b>6,918</b>   |              | <b>6,918</b>   |              |
| <b>CHILDREN AND FAMILY SERVICES</b> |                |              |                |              |                |              |                |              |
| Salary                              | 9,324          | 73.0         | <b>9,867</b>   | 77.0         | 9,867          | 77.0         | 9,867          | 77.0         |
| Grants & Contributions              | 4,176          |              | <b>4,390</b>   |              | 4,390          |              | 4,390          |              |
| Other O&M                           | 40,285         |              | <b>39,401</b>  |              | 39,411         |              | 39,411         |              |
| <b>Subtotal</b>                     | <b>53,785</b>  |              | <b>53,658</b>  |              | <b>53,668</b>  |              | <b>53,668</b>  |              |
| <b>INCOME ASSISTANCE</b>            |                |              |                |              |                |              |                |              |
| Salary                              | 5,537          | 46.1         | <b>5,506</b>   | 46.1         | 5,506          | 46.1         | 5,506          | 46.1         |
| Grants & Contributions              | 39,943         |              | <b>40,000</b>  |              | 40,000         |              | 40,000         |              |
| Other O&M                           | 918            |              | <b>918</b>     |              | 918            |              | 918            |              |
| <b>Subtotal</b>                     | <b>46,398</b>  |              | <b>46,424</b>  |              | <b>46,424</b>  |              | <b>46,424</b>  |              |
| <b>CAREER DEVELOPMENT</b>           |                |              |                |              |                |              |                |              |
| Salary                              | 5,199          | 44.0         | <b>5,415</b>   | 47.0         | 5,415          | 47.0         | 5,415          | 47.0         |
| Grants & Contributions              | 5,287          |              | <b>9,579</b>   |              | 9,579          |              | 9,579          |              |
| Other O & M                         | 5,090          |              | <b>5,365</b>   |              | 5,365          |              | 5,365          |              |
| <b>Subtotal</b>                     | <b>15,576</b>  |              | <b>20,359</b>  |              | <b>20,359</b>  |              | <b>20,359</b>  |              |
| <b>TOTAL</b>                        | <b>122,837</b> | <b>196.1</b> | <b>127,359</b> | <b>205.1</b> | <b>127,369</b> | <b>205.1</b> | <b>127,369</b> | <b>205.1</b> |

**Department of  
Environment**

**Business  
Plan**

**2015-2018**

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## CORE BUSINESS

The Department of Environment (DOE) has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife, fisheries and parks. The department delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the Nunavut Land Claims Agreement (NLCA).

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, fisheries and sealing, environmental protection, parks and special places. Careful management of our resources that depends on good quality land, water, and air will ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

|                          | <b>Budget (\$000)</b> |                |                |                |
|--------------------------|-----------------------|----------------|----------------|----------------|
|                          | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Corporate Management     | 4,408                 | <b>4,408</b>   | 4,408          | 4,408          |
| Wildlife Management      | 11,801                | <b>12,151</b>  | 12,151         | 12,151         |
| Environmental Protection | 2,649                 | <b>3,799</b>   | 4,299          | 4,299          |
| Fisheries and Sealing    | 3,475                 | <b>3,735</b>   | 3,735          | 3,735          |
| Parks and Special Places | 1,661                 | <b>1,661</b>   | 1,661          | 1,661          |
| <b>TOTAL</b>             | <b>23,994</b>         | <b>25,754</b>  | <b>26,254</b>  | <b>26,254</b>  |

All divisions are responsible for sector-specific program development and delivery as well as providing support for corporate management of the department.

### Corporate Management

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division and the Corporate Services division.

The Directorate is responsible for overall management and direction of the Department of Environment and includes the offices of the Deputy Minister and Assistant Deputy Minister. The Directorate provides leadership to the department and ensures programs and services delivered by the department reflect the priorities of the government. The Directorate is also responsible for leading the incorporation of Inuit Societal Values into all department activities.

The Policy, Planning and Legislation division is responsible for integrating and coordinating policy, legislation development, and planning functions of the department, and providing advice on policy and strategic direction to the Directorate, as required. The division works to ensure

effective communications within the department, the GN and with Nunavummiut, as well as with national and international audiences.

Corporate Services division provides overall support to the department and ensures that all programs and services are effectively managed. It ensures that the financial and human resources operations of the Department of Environment are carried out in accordance with the policies and procedures of the department and the GN.

### Objectives

- Provide strategic direction, support, guidance and financial accountability to departmental operations in the delivery of our programs and services.
- Co-ordinate the departmental support of GN-wide priorities.

| Programs   | Budget (\$000) | 2014-15      | 2015-16      | 2016-17      | 2017-18      |
|--|----------------|--------------|--------------|--------------|--------------|
| <b>Directorate</b>   |                | 773          | <b>773</b>   | 773          | 773          |
| The Directorate is responsible for overall management and direction of the Department of Environment.  |                |              |              |              |              |
| <b>Policy, Planning and Legislation</b>  |                | 1,169        | <b>1,169</b> | 1,169        | 1,169        |
| Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.  |                |              |              |              |              |
| <b>Corporate Services</b>  |                | 2,466        | <b>2,466</b> | 2,466        | 2,466        |
| Corporate Services provides a full range of support services to the department in the areas of financial services and management, business planning, human resource services, staff development, retention and training. |                |              |              |              |              |
| <b>Total, Corporate Management</b>   |                | <b>4,408</b> | <b>4,408</b> | <b>4,408</b> | <b>4,408</b> |

### Priorities (2014-15)

- Undertake a review of the department's suite of harvester support programs, to assess effectiveness, program scope and funding levels, ensuring that program is appropriately targeted to active harvesters and includes service standards for program delivery.  
*Status: The Department is currently reviewing our harvester support programs to assess program effectiveness and delivery. The review will be completed in early 2015.*
- Conduct a strategic review of the department's organizational structure in consideration of the changing pace of development and GN priorities.  
*Status: Strategic review was completed in 2014. Options are being considered to better align the department's organizational structure with changing needs of the territory and new government priorities.*

- Provide field staff with training in the delivery of education and outreach programming.  
*Status: Modules are being developed and training will be delivered to field staff during their annual training conference, to be held in February of 2015.*
- Evaluate the effectiveness of DOE staff orientation and training in the context of enhanced Inuit employment.  
*Status: The process of developing a more formal orientation plan for new staff is underway with anticipated completion in March of 2015.*

### **Priorities (2015-16)**

- Develop and implement a media campaign for national and international audiences aimed at counterattacking misinformation relating to the status of polar bears as endangered and noting that polar bear conservation is in fact a success story.
- Provide financial and human resource training workshops for staff in decentralized offices of Igloolik, Pond Inlet, Kugluktuk and Arviat to improve financial management and human resource capacity.
- Strengthen financial management by providing training and guidance to all managers in the areas of budget and expenditure management.
- Review Inuit Employment Planning effectiveness and revise measures to achieve success.
- Develop educational resources for distribution nationally and internationally with emphasis on research and species management. The initial educational kits will include caribou, polar bear and ringed seal.
- Begin development of a Hunter Education Program and educational materials to teach harvesting skills and firearm safety.
- Implement revised/renewed programs and supports for harvesters.
- Review options for enhancing enforcement ability and expertise in field staff.

### **Priorities (2016-17)**

- Implement revised Inuit Employment Plan for the department.
- Continue to develop environmental educational resources, expanding educational kits to include a module that explains the sustainable co-management system developed under the Nunavut Land Claims Agreement.
- Publish series of pamphlets/books outlining harvesting skills and techniques specific to individual Nunavut species.
- Investigate options for incorporating Inuit Qaujimagatunangit into environmental decision-making in a more standardized manner.

- Explore options for an enhanced media presence for the department.
- Encourage and support improved interjurisdictional relationships with neighbouring provinces and territories relating to shared environmental issues and wildlife populations.

### Priorities (2017-18)

- Review departmental commitments for providing funding to third party agencies through grants and contributions in the context of ensuring on-going strategic use of our limited resources.
- Consider options for renewing/updating *Territorial Parks Act*.
- Review and revise all websites associated with the department in order to simplify and streamline access to departmental information as much as possible.
- Undertake a review of departmental performance management and implement any needed changes.

## Wildlife Management

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Management is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions. This includes on-going responsibility for the co-management of wildlife as obligated under the NLCA.

### Objectives

- Provide up-to-date information from various sources, including in-house scientific research and Inuit Qaujimajangit, to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

| Programs                   | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-18 |
|----------------------------|----------------|---------|--------------|---------|---------|
| <b>Wildlife Operations</b> |                | 6,401   | <b>6,401</b> | 6,401   | 6,401   |

Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation

officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.

**Wildlife Research** 4,384 **4,734** 4,734 4,734

Wildlife Research includes scientific research, wildlife monitoring and the collection, and analysis of Inuit knowledge and Inuit societal values research. Development of management plans, regulations and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations. Wildlife Research works with HTOs, Regional Wildlife Organizations, the NWMB, parks co-management committees as well as national and international management bodies. This section also reviews land use applications, monitors land use impacts and develops recommendations with respect to wildlife and wildlife habitat.

**Community Harvesters Assistance Program (CHAP)** 251 **251** 251 251

CHAP provides assistance to harvesters and recognized organizations which direct their efforts to enhancing the wise use of the harvestable resources of Nunavut. It supports the principles of renewable resource development.

**Hunters and Trappers Organizations** 317 **317** 317 317

This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

**Regional Wildlife Organizations** 223 **223** 223 223

This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations.

**Wildlife Community Support And Contributions** 225 **225** 225 225

Wildlife Community Support and Contributions support individuals and organizations involved in the harvesting and management of wildlife in Nunavut. This program covers various contributions to individuals and organizations, including Beverly Qamanirjuaq Caribou Management Board, Canadian Cooperative Wildlife Health Centre, community hunts, and disaster compensation, wildlife damage prevention, and wildlife damage compensation.

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**Total, Wildlife Management** **11,801** **12,151** **12,151** **12,151**

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### Priorities (2014-15)

- Consistent with the Caribou Management Strategy, continue developing and implementing management planning initiatives for all caribou populations, with a focus in 2014-2015 on completing a management plan for Baffin Island Caribou.  
*Status: On January 1, 2015, an interim order placed a moratorium on harvesting Baffin Island caribou until effective conservation measures are implemented through the co-management system. A major piece of this will be the Baffin Island Caribou Management Plan, which is under development following a Baffin Island Caribou Workshop with all*

affected HTOs and co-management partners (November 3-4, 2014). Management actions raised during the Workshop by HTO delegates and Elders Advisory Committee are being considered in the management plan development. Further consultations are planned with HTOs and communities (Spring 2015). A final draft is anticipated later in 2015.

- Finalize and begin implementation a polar bear management plan for Nunavut.  
*Status:* Semi-final review of draft Nunavut Polar Bear Management Plan is underway with several rounds of input to date from co-management partners and steering committee that includes NTI and all Regional Wildlife Organizations. Broad Nunavut-wide consultations on this initiative were completed in spring 2014 with two meetings per community (HTO and public meetings in all communities). The plan is currently on target for submission to NWMB in March 2015.
- Continue development of a grizzly bear management plan for Nunavut.  
*Status:* Initial round of community consultations on a proposed grizzly bear management planning process involving a voluntary compliance management regime have been completed in the Kivalliq and Kitikmeot regions with positive reception. While Nunavut does not currently have the legislative ability under the Nunavut Act to regulate management of grizzly bears, a draft management plan is in development that will be based on voluntary compliance. Anticipated completion date late 2015.
- Begin surveys of the M'Clintock Channel and Gulf of Boothia polar bear subpopulations to estimate distribution and abundance.  
*Status:* The first year of a three-year quantitative assessment of M'Clintock Channel polar bear subpopulation by genetic dart-biopsy mark-recapture methodology was successfully completed in June 2014. Preparations are underway for year two, along with the first year of a similar study in the Gulf of Boothia subpopulation. Distribution, abundance and further confirmation of population delineation between these two areas are being investigated, according to plan. An IQ study is currently being planned to complement the scientific research.
- Undertake measures to improve and strengthen administration and enforcement in the operations section.  
*Status:* Options for restructuring are being explored as part of the department organizational review that is underway. An electronic licencing system, similar to that used in the GNWT, is being developed. Once in place this will significantly improve the administration process related to issuing of licenses and bring it in line with other jurisdictions.

#### **Priorities (2015-16)**

- Begin implementation of Nunavut Polar Bear Management Plan.
- Continue with surveys of the M'Clintock Channel and Gulf of Boothia polar bear populations to estimate distribution and abundance.

- Based on final results from three-year research project, work with Greenland and Nunavut co-management partners to design and implement management actions for the Baffin Bay polar bear subpopulation as required.
- Provide new population estimate of the Qamanirjuaq caribou herd to the NWMB.
- Finalize the Baffin Island Caribou Management Plan and implement caribou management actions to address the decline of caribou on Baffin Island, in close working relationship and consultation with co-management partners.
- Explore options for increasing Inuit employment in field officer positions.
- Continue development of a grizzly bear management plan for Nunavut.
- Finalize management plan for the Peary Caribou.

#### **Priorities (2016-17)**

- Initiate survey of the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Develop "Best Practices" document for industry to minimize impacts on wildlife from mineral, oil, gas exploration and development.
- Support and enhance role of HTOs by enhancing relationships with co-management partners.

#### **Priorities (2017-18)**

- Continue with survey of the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Initiate survey of the Davis Strait polar bear subpopulation to estimate distribution and abundance.
- Develop and finalize management plan for Dolphin and Union caribou subpopulation.

### **Environmental Protection**

The Environmental Protection Division (EPD) is responsible for enforcing Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act* (EPA), but also the *Spill Contingency Planning and Reporting Regulations*; the *Pesticides Act* and Regulations; and the *Environmental Rights Act*. We are also responsible for carrying out all territorial government responsibilities in relation to the Nunavut Planning Commission under Article 11.3 of the *Nunavut Land Claims Agreement* and for coordinating the Department's obligations pursuant to Article 12 of the *Nunavut Land Claims Agreement*. EPD also encourages

implementation of over twenty environmental guidelines, which are intended to assist government, industry and the public to come into and/or remain in compliance with the EPA.

Some of the key functions of the Environmental Protection Division include the following:

- Ensures the protection of the environment through compliance with the *Environmental Protection Act*, its regulations and guidelines.
- Monitors and investigates spills incidences involving hazardous materials (~150 incidents per year).
- Delivers environmental protection programs to the public, government and industry in a clear, consistent, efficient and professional manner.
- Undertakes preventative programs directed toward protecting the environment and mitigating any negative impacts resulting from human activity (industrial or domestic).
- Works with industry, government and the public to make certain that development projects will be undertaken in a manner that will minimize negative impacts on the environment.
- Works with other GN departments and agencies to coordinate GN participation with institutions of public government such as the Nunavut Impact Review Board and the Nunavut Planning Commission.
- Provides expert advice and assistance to the development of legislative initiatives in order to promote environmental protection.
- Provide spill response training both in-house and to industry.
- Develop programs and initiatives related to climate change impacts to Nunavut.

| <b>Programs</b>                 | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---------------------------------|-----------------------|----------------|----------------|----------------|----------------|
| <b>Environmental Operations</b> |                       | 1,535          | <b>1,535</b>   | 1,535          | 1,535          |

The Environmental Protection Division is sub-divided into four sections: Enforcement, Compliance and Pollution Prevention; Environmental Assessment and Land Use Planning; Climate Change; and Contaminated Sites.

Environmental Operations is responsible for providing overall guidance and direction to the Division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department's environmental protection programs.

**Enforcement, Compliance and  
Pollution Prevention**

|     |            |     |     |
|-----|------------|-----|-----|
| 627 | <b>777</b> | 777 | 777 |
|-----|------------|-----|-----|

The primary function of this section is enforcement of the *Environmental Protection Act*, the *Pesticides Act* and the attendant regulations. This entails environmental and air quality monitoring, inspections, investigations, spill response and enforcement action. Pollution Control is also responsible for developing and promoting pollution prevention activities, including environmental guideline development as well as providing direction to government, industry and the public on hazardous materials management, spills/emergency response and legislative compliance



|   |     |            |     |     |
|---|-----|------------|-----|-----|
| <b>Environmental Assessment and Land Use Planning</b> | 326 | <b>326</b> | 326 | 326 |
|---|-----|------------|-----|-----|

This section is responsible for supporting DOE and the GN in the delivery of obligations under the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut’s land and resource management boards to access the GN’s expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section works with ED&T to coordinate the GN’s participation in the screening, environmental impact assessment and on-going monitoring of resource development projects in Nunavut. It coordinates GN responses to the Nunavut Planning Commission (NPC) in the development, review and approval of land use plans and planning policies that guide resource development in the territory; and supports the fulfillment of NLCA Article 12.7.6 obligations for general monitoring. In the delivery of these functions, the section works closely with the interdepartmental Environmental Assessment Review Team and Sustainable Development Advisory Group.

|                       |     |            |     |     |
|-----------------------|-----|------------|-----|-----|
| <b>Climate Change</b> | 161 | <b>161</b> | 161 | 161 |
|-----------------------|-----|------------|-----|-----|

The Climate Change section has been engaged in community-based adaptation initiatives that focus on how climate change will affect communities (i.e. infrastructure, traditional activities and human health). This entails extensive public engagement and working closely with the Inuit Organizations, Federal Government, NGOs, research organizations and other GN departments and agencies. This section also participates in scientific research and coordinates government responses to climate change issues.

|                           |   |              |       |       |
|---------------------------|---|--------------|-------|-------|
| <b>Contaminated Sites</b> | - | <b>1,000</b> | 1,500 | 1,500 |
|---------------------------|---|--------------|-------|-------|

This section undertakes work relating to contaminated sites, including identification and assessment of environmental liabilities associated with the Government of Nunavut.

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|  |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| <b>Total, Environmental Protection</b> | <b>2,649</b> | <b>3,799</b> | <b>4,299</b> | <b>4,299</b> |
|--|--------------|--------------|--------------|--------------|

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### Priorities (2014-2015)

- Expand air quality monitoring to include Kivalliq and Kitikmeot communities.  
*Status: The department added a headquarters-based air quality monitoring position in November 2014, which will allow for more focus on this important file. Discussions are underway to obtain equipment to set up simple air monitoring stations in Kivalliq and Kitikmeot regional centres with federal funding support.*
- Develop land use guidelines to assist industry in mitigating disturbance impacts to wildlife.  
*Status: Underway. Environmental Protection and Wildlife Management Division staff are working together to determine priority areas for guidelines and best management practices development.*

- Continue the program development of the Spill Level II (Enforcement and Investigations) Course.  
*Status: The department has taken a broader approach to spill response and is focusing on Enforcement Officer Training for all enforcement officers in Nunavut including Conservation Officers, Environmental Protection Officers and Parks Officers. The department held its first successful enforcement course in February 2014, which was a broadly based enforcement course, intended to introduce officers to law enforcement in general. Subsequent courses will entail enforcement specializing in spill response. This is also reflected in the department/division's new operations manual, the first draft of which is currently being reviewed.*
- Develop a research partnership between the GN and ArcticNet for improved terrain monitoring and hazard mapping in Nunavut.  
*Status: The Climate Change Section partnered with ArcticNet researchers in the summer of 2014 to build on our current hazard mapping program. ArcticNet researchers provided additional analysis in the community of Arviat which added more information to the maps for increased accuracy. ArcticNet provided additional funding to the project as well as three research staff over a 16 week period and consultation visits from several lead ArcticNet researchers.*
- Finalize and begin implementation of the Nunavut Climate Change Adaptation Action Plan.  
*Status: A draft Plan has been completed using a cross-departmental approach and is under review. The department anticipates that a final plan will be completed prior to yearend.*

### **Priorities (2015-2016)**

- Expand air quality monitoring to include Kivalliq and Kitikmeot communities.
- In partnership with EDT, review current legislation to explore options towards addressing gaps in resource development management.
- Draft improved regulations and/or guidelines that will improve the GN's role in the regulatory system.
- Compile a new Nunavut State of Knowledge on the Environment Report to support land use planning and impact assessment.
- Continue to work with other divisions within the department to develop environmental protection training for enforcement officers.
- Continue with the development and distribution of additional environmental guidelines.
- Continue to support the development of the new Nunavut Land Use Plan.
- Coordinate knowledge-sharing between the Nunavut Research Institute and the department to ensure climate change research data is transferred to the Nunavut Climate Change Centre (NC<sup>3</sup>) to improve community access.

### **Priorities (2016-2017)**

- In partnership with EDT, enhance the GN's role in monitoring exploration and development projects.
- Review and assess the effectiveness of the Environment Assessment Review Team structure for providing departmental input into the Nunavut Impact Review Board project review process.
- Develop in house capacity to provide more detailed input into the Nunavut Water Board review process.
- Review capacity needs for dealing with Nunavut Planning Commission conformity reviews and plan amendments
- Review implementation of commitments made by all partners within the Nunavut Climate Change Adaptation Action Plan.
- Continue to support the development and implementation of new programs that will educate industry and the public in prevention measures in order to reduce and manage spills of hazardous waste.

### **Priorities (2017-2018)**

- Complete any outstanding work required to assign an accurate dollar figure to GN environmental liabilities, and explore options for moving forward.
- Develop a practical guide for managing large volumes of petroleum-hydrocarbon-contaminated materials at remote sites and communities.
- Reassess priorities and continue with the ongoing development of environmental assessment and land use planning related guidelines for industry.
- Develop a Climate Change Adaptation Training Course for decision-makers that can be delivered across the GN.

## **Fisheries and Sealing**

The Fisheries and Sealing division focuses on developing viable and sustainable fisheries, sealing and fur industries that maximize the revenues and opportunities derived from the sustainable harvest of Nunavut's renewable resources for the benefit Nunavummiut. The implementation of the Nunavut Fisheries Strategy is a priority.

The division works towards maximizing economic opportunities for Nunavummiut while upholding the principles of conservation and sustainability. It works in close collaboration with industry, co-management partners and other stakeholders to lobby for greater federal support,

improved quota access and infrastructure development in support of Nunavut's emerging fishing industry. A key activity is building and developing partnerships with other organizations and other levels of government to support fisheries development in Nunavut.

### Objectives

- Encourage and support viable, sustainable fishery, sealing and fur sectors in cooperation with stakeholders.
- Promote a clear understanding of the development potential of all three sectors through education and awareness.
- Represent Nunavut's sealing and fishery interests at international, federal, provincial and territorial levels.

| <b>Programs</b> | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|-----------------|-----------------------|----------------|----------------|----------------|----------------|
|-----------------|-----------------------|----------------|----------------|----------------|----------------|

|                            |  |       |              |       |       |
|----------------------------|--|-------|--------------|-------|-------|
| <b>Division Operations</b> |  | 1,953 | <b>2,053</b> | 2,053 | 2,053 |
|----------------------------|--|-------|--------------|-------|-------|

The Fisheries and Sealing division operates a number of programs. It acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities; supports human resource development for the fishing, sealing and fur harvesting sectors; and crews and operates Nunavut's research vessel, the RV Nuliajuk. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development in fisheries and sealing. Also included is support for the division's science and research activities, through partnerships with federal agencies and academic institutions to plan, carry out and report on activities onboard the research vessel.

### Commercial Fisheries Freight

|                |  |     |            |     |     |
|----------------|--|-----|------------|-----|-----|
| <b>Subsidy</b> |  | 190 | <b>190</b> | 190 | 190 |
|----------------|--|-----|------------|-----|-----|

This program subsidizes the freight costs for the product of commercial fishers and harvesters to allow them to be competitive with producers from outside Nunavut.

|  |  |     |            |     |     |
|--|--|-----|------------|-----|-----|
| <b>Fisheries Diversification Program</b> |  | 525 | <b>525</b> | 525 | 525 |
|--|--|-----|------------|-----|-----|

The Fisheries Diversification program provides financial assistance to Nunavut's fishing and sealing industries and assists with the growth of emerging fisheries and sealing opportunities. The program supports research and development initiatives that are of long-term, industry-wide benefit, and contributes to businesses, organizations and individuals with viable fisheries development and diversification initiatives.

|                            |  |     |            |     |     |
|----------------------------|--|-----|------------|-----|-----|
| <b>Fur Pricing Program</b> |  | 645 | <b>805</b> | 805 | 805 |
|----------------------------|--|-----|------------|-----|-----|

The Fur Pricing program ensures harvesters are provided with fair and timely compensation by providing a set minimum price for seals, advance payments for long fur species and additional payments to reflect the final price at market, when market prices allow. The program encourages the full use of skins from the traditional harvest that are surplus to household use.

**Nunavut Fisheries Training**

|                           |     |            |     |     |
|---------------------------|-----|------------|-----|-----|
| <b>Consortium Program</b> | 150 | <b>150</b> | 150 | 150 |
|---------------------------|-----|------------|-----|-----|

The Nunavut Fisheries Training Consortium is a major long-term training initiative that assists Nunavummiut in obtaining maximum employment and economic benefits from the development of a Nunavut based fishing industry.

|                      |    |           |    |    |
|----------------------|----|-----------|----|----|
| <b>Fur Institute</b> | 12 | <b>12</b> | 12 | 12 |
|----------------------|----|-----------|----|----|

This program is a contribution made to the Fur Institute of Canada to support fur industry advocacy and implementation of the International Agreement on Humane Trapping Standards.

---

|                                     |              |              |              |              |
|-------------------------------------|--------------|--------------|--------------|--------------|
| <b>Total, Fisheries and Sealing</b> | <b>3,475</b> | <b>3,735</b> | <b>3,735</b> | <b>3,735</b> |
|-------------------------------------|--------------|--------------|--------------|--------------|

---

**Priorities (2014-15)**

- Complete the renewal of the Nunavut Fisheries Strategy.  
*Status: Territory wide consultation process is in its final stages. The strategy is identifying current fishery needs; lessons learned future opportunities and priorities; and setting goals and developing action items necessary for achieving those goals. Three companion documents are in the final stages of development: Situational Analysis of 2005-2014 gaps and accomplishments, a What We Heard document that summarizes consultations to date, and a Survey Results document compiling responses to the online survey about the strategy. The draft strategy will be ready for stakeholder review early in 2015. The department anticipates that the final strategy will be complete later in 2015.*
- Use the opportunities and priorities identified in the Nunavut Fisheries Strategy to draft a Nunavut Fisheries Science and Research Agenda for 2015-2019.  
*Status: Informal consultation regarding the science and research agenda took place during the consultations for the renewal of the Nunavut Fisheries Strategy and other scientific meetings and conferences attended by fisheries and sealing staff in 2014. The division will be holding their annual science planning meetings in February 2015, which will contribute to the first draft of this document.*
- Draft new fish processing and handling regulations for Nunavut, in collaboration with stakeholders and co-management partners.  
*Status: A review of regulations in other jurisdictions has been completed but further work on this file has been postponed until completion of the Nunavut Fisheries Strategy renewal, and the development of Nunavut Fisheries Regulations being led by the federal Department of Fisheries and Oceans and NTI, both of which will play a role in determining whether additional fish processing and handling regulations are required. Upon completion of these related initiatives, a needs assessment will be conducted.*

- Undertake a review of the Fur Pricing Program and its various program components: Sealskin Purchase Program, Dressed Sealskins for Nunavummiut Program, Fall Incentive Program.  
*Status: The Fur Program is being reviewed as part of the Department's review of our suite of Harvester Support Programs. The Department anticipates that the review will be completed in early 2015.*
- Continue to support the development of new inshore fisheries in all regions, in a manner consistent with the priorities identified under the 2014 Nunavut Fisheries Strategy.  
*Status: Through the Fisheries Development and Diversification Fund as well as other divisional programs, Fisheries and Sealing have supported commercial inshore fishery development projects in all regions of Nunavut.*

### **Priorities (2015-16)**

- Finalize the updated Nunavut Fisheries Strategy.
- Support fisheries development through implementation of the renewed Nunavut Fisheries Strategy and the 2015-19 Nunavut Fisheries Science and Research Agenda.
- Complete a needs assessment on potential Nunavut Fish Handling and Processing Regulations.
- Enhance capacity to provide advice and support to Nunavut's offshore industry.
- Implement recommendations from the review of the Fur Pricing Program.
- Review the Commercial Fish Freight Subsidy Program, to assess effectiveness, program scope and funding levels.
- Deliver the Nunavut Community Aquatic Monitoring Program in Pond Inlet and at least one other community to build community capacity for fisheries monitoring and data collection in support of fisheries development.
- Complete two Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimagatuqangit* data for all Nunavut communities in support of fisheries development.

### **Priorities (2016-17)**

- Support fisheries development through implementation of the renewed Nunavut Fisheries Strategy and the 2015-19 Nunavut Fisheries Science and Research Agenda.
- Implement the recommendations from the review of the Commercial Fish Freight Subsidy Program.

- Undertake a review of the Fisheries Development and Diversification Program, to assess effectiveness, program scope and funding levels.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Complete three Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimajatuqangit* data for all Nunavut communities in support of fisheries development.

### **Priorities (2017-18)**

- Support fisheries development through implementation of the renewed Nunavut Fisheries Strategy and the 2015-19 Nunavut Fisheries Science and Research Agenda.
- Undertake a midterm review of the Nunavut Fisheries Strategy to assess the progress being made on the specific action items and priority areas identified in the Strategy.
- Evaluate implementation of Fur Pricing Program changes made based on the 2014-15 program review.
- Implement recommendations from the review of the Fisheries Development and Diversification Program.
- Continue to deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Complete final three Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimajatuqangit* data for all Nunavut communities in support of fisheries development.

### **Parks and Special Places**

The Parks and Special Places division is responsible for planning, establishment, management, operation and promotion of *Mirnguiqsirviit* – Nunavut’s territorial parks and special places.

Nunavut’s parks and special places are important destinations and attractions for Nunavummiut and our visitors. They showcase our rich natural and cultural heritage locally, regionally, nationally and internationally; strengthen and support local Inuit cultures and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities through Inuit societal values.

Parks and Special Places, through the Umbrella Inuit Impact and Benefits Agreement (IIBA) for Territorial Parks and the NLCA, are planned and managed jointly and are founded on sound and comprehensive resource information, *Inuit societal values*, local and scientific knowledge, and current technological and geospatial information.

## Objectives

- Protect and conserve the integrity of Nunavut's natural and cultural heritage, its biodiversity and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut's Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory's diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut's Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of the natural and cultural values; and are important destinations and attractions for Nunavummiut and visitors and provide direct and indirect economic benefit to communities.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Program Development</b>  |                       | 351            | <b>351</b>     | 351            | 351            |
| Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the 'Katjaqnaaq' brand; advising on park feasibility, planning and management; and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs. |                       |                |                |                |                |
| <b>Operations and Planning</b>  |                       | 1,165          | <b>1,165</b>   | 1,165          | 1,165          |
| Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.  |                       |                |                |                |                |
| <b>Geospatial Information and Land Tenure</b>   |                       | 145            | <b>145</b>     | 145            | 145            |
| Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division's Geographic Information System (GIS); maintaining accurate land tenure and descriptions for parks and special places; management and maintenance of the department's geospatial database; and provision of geographic information system products and services to the division, the department, other GN departments, and to external clients.                   |                       |                |                |                |                |
| <b>Total, Parks and Special Places</b>  |                       | <b>1,661</b>   | <b>1,661</b>   | <b>1,661</b>   | <b>1,661</b>   |

## Priorities (2014-15)

- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.



*Status: Underway. Remaining work will be completed once park co-management committee is established. This project will be carried over to 2015-16.*

- Based on previously completed background studies develop options for the possible protection of Napartulik on Axel Heiberg Island.  
*Status: Options document completed. Consideration is being given to next steps.*
- Complete Land Transfer for Sylvia Grinnell Park expansion and work towards finalizing land tenure on Inuit Owned Lands in Katannilik Park.  
*Status: Land transfer documentation for both Katannilik and Sylvia Grinnell Parks have all been completed and submitted to QIA and to Canada (AANDC). The department anticipates a decision by March 31, 2015.*
- Complete Orientation and Training of Clyde River Park Co-Management Committee in keeping with Umbrella Territorial Parks IIBA.  
*Status: Completed.*
- Complete Cultural Landscape Resource Inventory for Katannilik Park.  
*Status: Remaining work will be completed once park co-management committee is established. This project will be carried over to 2015-16.*

#### **Priorities (2015-16)**

- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
- Complete Cultural Landscape Resource Inventory for Katannilik Park.
- Complete Cultural Landscape Resource Inventory Study for Napartulik (Axel Heiberg Geodetic Hills) proposed park.
- Complete a Management Plan for Utkuhsalik (Back) River and submit to the Canadian Heritage Rivers Board, if IIBA is completed and communities are in support.
- Complete Legal Description for Sanikiluaq and Clyde River Parks.

#### **Priorities (2016-17)**

- Complete mineral assessments/inventories for proposed Clyde River Park.
- Develop facility designs and specifications for proposed Napartulik and Clyde River Parks.

#### **Priorities (2017-18)**

- Complete Master Plan and Mineral Assessment for proposed Arviat Park.
- Complete Master Plan and Mineral Assessment for proposed Sanikiluaq Park.

- Complete Master Plan and Mineral Assessment for proposed Kugaaruk Park.

## **Glossary of Acronyms Used**

|             |   |
|-------------|---|
| <b>CHAP</b> | Community Harvesters Assistance Program |
| <b>DOE</b>  | Department of Environment               |
| <b>GN</b>   | Government of Nunavut                   |
| <b>HTO</b>  | Hunters and Trappers Organization       |
| <b>IEP</b>  | Inuit Employment Plan                   |
| <b>IIBA</b> | Inuit Impact and Benefit Agreement      |
| <b>INAC</b> | Indian and Northern Affairs Canada      |
| <b>NIRB</b> | Nunavut Impact Review Board             |
| <b>NLCA</b> | Nunavut Land Claims Agreement           |
| <b>NPC</b>  | Nunavut Planning Commission             |
| <b>NTI</b>  | Nunavut Tunngavik Inc.                  |
| <b>NWMB</b> | Nunavut Wildlife Management Board       |
| <b>RIA</b>  | Regional Inuit Organizations            |

## Inuit Employment Plan

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>129</b>           |            | <b>131.5</b>       |            |
| Total Filled Positions                             | 98                   | 76%        | 114                | 87%        |
| Total Vacancies                                    | 31                   | 24%        | 17.5               | 13%        |
| Total Beneficiaries                                | 35                   | 36%        | 46                 | 40%        |
| <b>Total Executive Positions</b>                   | <b>2</b>             |            | <b>2</b>           |            |
| Total Filled Executive Positions                   | 2                    | 100%       | 2                  | 100%       |
| Total Vacant Executive Positions                   | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 1                    | 50%        | 1                  | 50%        |
| <b>Total Senior-Management Positions</b>           | <b>7</b>             |            | <b>6</b>           |            |
| Total Filled Senior-Management Positions           | 6                    | 86%        | 6                  | 100%       |
| Total Vacant Senior-Management Positions           | 1                    | 14%        | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 0                    | 0%         | 0                  | 0%         |
| <b>Total Middle-Management Positions</b>           | <b>30</b>            |            | <b>30</b>          |            |
| Total Filled Middle-Management Positions           | 23                   | 77%        | 25                 | 83%        |
| Total Vacant Middle-Management Positions           | 7                    | 23%        | 5                  | 17%        |
| Total Beneficiaries in Middle-Management Positions | 7                    | 30%        | 8                  | 32%        |
| <b>Total Professional Positions</b>                | <b>19</b>            |            | <b>21</b>          |            |
| Total Filled Professional Positions                | 13                   | 68%        | 18                 | 86%        |
| Total Vacant Professional Positions                | 6                    | 32%        | 3                  | 14%        |
| Total Beneficiaries in Professional Positions      | 2                    | 15%        | 4                  | 22%        |
| <b>Total Paraprofessional Positions</b>            | <b>63</b>            |            | <b>64.5</b>        |            |
| Total Filled Paraprofessional Positions            | 47                   | 75%        | 55                 | 85%        |
| Total Vacant Paraprofessional Positions            | 16                   | 25%        | 9.5                | 15%        |
| Total Beneficiaries in Paraprofessional Positions  | 21                   | 45%        | 28                 | 51%        |
| <b>Total Administrative Positions</b>              | <b>8</b>             |            | <b>8</b>           |            |
| Total Filled Administrative Positions              | 7                    | 88%        | 8                  | 100%       |
| Total Vacant Administrative Positions              | 1                    | 13%        | 0                  | 0%         |
| Total Beneficiaries in Administrative Positions    | 4                    | 57%        | 5                  | 63%        |

### Capacity

As of September 30, 2014, the Department of Environment is operating at 76% capacity, with 98 employees working from four Regional offices and 30.5 positions vacant. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department.

## **Inuit Employment Initiatives**

Currently, the Department has 36% Inuit representation in our workforce; of 98 filled positions, 35 are filled by beneficiaries. Inuit employment is highest in the Kivalliq Region (50%) and lowest in Igloolik where the decentralized Wildlife Research section is headquartered (8%). Inuit representation is highest in administrative support positions (57%).

The Department of Environment continues to work with and support Nunavut Arctic College in the delivery of their Environmental Technology Program. Many graduates of the program have gone on to work for the Government of Nunavut in various capacities.

We have a strong summer student/seasonal program, particularly in the Parks and Special Places Division where over 90% of summer positions (approximately 15 positions) are filled by beneficiaries. We also continue to hire beneficiary casuals and summer students from communities to assist Conservation Officers and our research staff on field projects, and we continue to offer opportunities for Inuit trainee deckhands onboard the Nuliajuk research vessel (2-4 per year), in cooperation with the Nunavut Fisheries and Marine Training Consortium. It is our hope that these temporary positions will stimulate an interest in working in the environmental field and encourage students to pursue further education in order to qualify for permanent work in the future.

As a result of the Territorial Parks Umbrella Inuit Impact Benefit Agreement (IIBA), the Parks and Special Places Division has a number of obligations relating to developing hiring criteria that gives special considerations to hiring Inuit for Parks-related positions and to providing training. These benefits are over and above other benefits already provided by the GN. All Parks job descriptions have been rewritten, reevaluated and include new language in keeping with the IIBA. Hiring for all Parks positions also includes representation from the Regional Inuit Associations and/or NTI on selection panels.

In 2015-18, the Department of Environment will be implementing a number of initiatives to work towards increasing our Inuit representation to at least 40% by 2016. We are currently undergoing an organizational review aimed at analyzing our current organizational structure and operating framework, and potentially creating a revised organizational structure that will better support efficient and effective operations, as well as potentially identifying opportunities for increased beneficiary participation.

We are also working with a number of long-term casual employees to determine what is needed in order to help them successfully fill available permanent positions within the department, either through direct appointment or through competing successfully on the positions. To that end, we are working with volunteer mentors from the Canadian Executive Service Organization (CESO) to provide support to several of our beneficiary long term casuals/trainees.

The department also intends to work with the GN's Sivuliqtiksat Program to hire a beneficiary to assume one of its park management positions.

## Financial Summary

| Branch                      | 2014 – 2015    |              | 2015 – 2016    |              | 2016 – 2017   |              | 2017 – 2018   |              |
|-----------------------------|----------------|--------------|----------------|--------------|---------------|--------------|---------------|--------------|
|                             | Main Estimates |              | Main Estimates |              | Planned       |              | Planned       |              |
|                             | \$000          | PYs          | \$000          | PYs          | \$000         | PYs          | \$000         | PYs          |
| <b>CORPORATE MANAGEMENT</b> |                |              |                |              |               |              |               |              |
| Compensation and Benefits   | 3,336          | 25.0         | <b>3,336</b>   | <b>25.0</b>  | 3,336         | 25.0         | 3,336         | 25.0         |
| Grants and Contributions    | 25             |              | <b>25</b>      |              | 25            |              | 25            |              |
| Other O&M                   | 1,047          |              | <b>1,047</b>   |              | 1,047         |              | 1,047         |              |
| <b>Subtotal</b>             | <b>4,408</b>   |              | <b>4,408</b>   |              | <b>4,408</b>  |              | <b>4,408</b>  |              |
| <b>PROGRAM MANAGEMENT</b>   |                |              |                |              |               |              |               |              |
| Compensation and Benefits   | 11,901         | 103.5        | <b>12,295</b>  | <b>106.5</b> | 12,295        | 106.5        | 12,295        | 106.5        |
| Grants and Contributions    | 1,963          |              | <b>1,963</b>   |              | 1,963         |              | 1,963         |              |
| Other O&M                   | 5,722          |              | <b>7,088</b>   |              | 7,588         |              | 7,588         |              |
| <b>Subtotal</b>             | <b>19,586</b>  |              | <b>21,346</b>  |              | <b>21,846</b> |              | <b>21,846</b> |              |
| <b>TOTAL</b>                | <b>23,994</b>  | <b>128.5</b> | <b>25,754</b>  | <b>131.5</b> | <b>26,254</b> | <b>131.5</b> | <b>26,254</b> | <b>131.5</b> |

**Department of  
Community  
and Government  
Services**

**Business  
Plan**

**2015-2018**

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## CORE BUSINESS

The Department of Community and Government Services focuses on the following five core lines of business:

|                                      | <b>Budget (\$000)</b> |                |                |                |
|--------------------------------------|-----------------------|----------------|----------------|----------------|
|                                      | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Advisory and Administrative Services | 11,504                | <b>11,986</b>  | 11,986         | 11,986         |
| Community Services                   | 20,817                | <b>22,202</b>  | 21,207         | 21,277         |
| Municipal Transfer Payments          | 58,753                | <b>59,743</b>  | 59,908         | 60,082         |
| Informatics Planning Services        | 31,262                | <b>31,100</b>  | 31,100         | 31,100         |
| Infrastructure                       | 98,401                | <b>105,938</b> | 106,896        | 107,413        |
| Petroleum Products *                 | -                     | -              | -              | -              |
| <b>TOTAL</b>                         | <b>220,737</b>        | <b>230,969</b> | <b>231,097</b> | <b>231,858</b> |

### Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office as well as policy and communications support to senior staff. The branch also provides government-wide procurement services and logistics support, human resources management and finance and administration services for headquarters and regional operations.

Consumer Affairs advises citizens and businesses of their rights and obligations and is responsible for related legislation and policies. Consumer Protection seeks to create a positive atmosphere that fosters economic growth while protecting the public interest.

| <b>Programs</b>  | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>Directorate</b>   |                       | 751            | <b>751</b>     | 751            | 751            |
| Consists of the Deputy Minister's Office and special advisors. Provides senior support to the Minister's office. |                       |                |                |                |                |
| <b>Policy and Procedures</b>   |                       | 737            | <b>859</b>     | 859            | 859            |
| Provides policy and legislative support for the senior managers and Minister.                                    |                       |                |                |                |                |
| <b>Consumer Affairs</b>  |                       | 307            | <b>507</b>     | 507            | 507            |
| Provides consumer protection services, lottery and business licensing.   |                       |                |                |                |                |
| <b>Corporate Services</b>  |                       | 4,263          | <b>4,263</b>   | 4,263          | 4,263          |
| Provides financial management, accounting and administrative services for the department.                        |                       |                |                |                |                |

|   |               |               |               |               |
|---|---------------|---------------|---------------|---------------|
| <b>Support Services</b>   | 816           | <b>816</b>    | 816           | 816           |
| Provides Human Resources services as well as providing internal procedural administrative services for the department.  |               |               |               |               |
| <b>Procurement, Contract Support, and Logistics Services</b>  | 4,630         | <b>4,790</b>  | 4,790         | 4,790         |
| Provides centralized purchasing services for all government departments' goods, services and logistical requirements. Manages the procurement of a wide range of goods and provides expertise in contracting and financial procedures of this operation. Provides expertise in the preparation of tenders and contracts for a variety of activities including construction, freight and consulting services for all government departments. |               |               |               |               |
| <b>Total, Advisory and Administrative Services</b>  | <b>11,504</b> | <b>11,986</b> | <b>11,986</b> | <b>11,986</b> |

**Priorities (2014-15)**

- Bring forward amendments to the Consumer Protection Act as recommended by prior review.  
*Status: A draft legislative proposal has been developed based on the findings of the review.*
- Conduct an organizational review focused on increased efficiency in program delivery.  
*Status: Organizational review has been completed and approved. Implementation of the new structure is currently underway.*

**Priorities (2015-16)**

- Review and consider amendments to existing scholarships and award programs in order to maximize efficiencies.
- Based on the findings of the organizational review report, consider enhancements to improve program delivery.

**Priorities (2016-17)**

- Develop and implement a consumer affairs public education campaign.

**Priorities (2017-18)**

- Continue roll out of consumer affairs public education materials.

## Community Services

The Divisions of Community Development and Community Support are responsible for developing community capacity through partnerships and training programs for elected officials and municipal staff. The divisions assist communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Community Planning and Lands is responsible for administering Commissioner's Land in accordance with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut. Community Planning and Lands also supports communities in developing community sustainability plans.

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for Nunavummiut through its head office in Baker Lake and additional staff that are located in Kugluktuk and Iqaluit. Sport and Recreation's clients include territorial sport and recreation organizations, sport clubs, volunteer organizations and municipal corporations. The division also coordinates Nunavut's participation in multi-sport games such as the Arctic Winter Games, Canada Winter and Summer Games, Western Canada Summer Games and the North American Indigenous Games.

The Nunavut Emergency Management division is responsible for the provision of search and rescue operations and emergency preparedness.

Community Infrastructure supports community governments with capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee identify community capital infrastructure plans and priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans. The division is directly responsible for the implementation, management and reporting required under the Gas Tax Fund, the New Building Canada Fund and other Federal Infrastructure Programs.

| <b>Programs</b>  | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>ADM Community Services</b>  |                       | 422            | <b>422</b>     | 422            | 422            |
| The ADM, Community Services provides strategic direction over community and municipal support services, community infrastructure planning, sports and recreation and emergency services. |                       |                |                |                |                |
| <b>Community Development</b>   |                       | 4,123          | <b>4,121</b>   | 4,121          | 4,121          |
| Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.                                    |                       |                |                |                |                |
| <b>Community Support</b>   |                       | 462            | <b>831</b>     | 831            | 831            |
| The division is responsible for establishing and maintaining cooperative and collaborative partnerships with communities and internal and external stakeholders.                         |                       |                |                |                |                |

|   |        |               |        |        |
|---|--------|---------------|--------|--------|
| <b>Municipal Training Grant</b>   | 170    | <b>170</b>    | 170    | 170    |
| Facilitates the development and delivery of municipal training initiatives in Nunavut.  |        |               |        |        |
| <b>Community Development Fund</b>   | 1,100  | <b>1,100</b>  | 1,100  | 1,100  |
| Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.   |        |               |        |        |
| <b>Community Planning and Lands</b>   | 3,815  | <b>3,815</b>  | 3,815  | 3,815  |
| Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.   |        |               |        |        |
| <b>Technical Professional Studies</b>   |        |               |        |        |
| <b>Program</b>  | 80     | <b>80</b>     | 80     | 80     |
| Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs in Fire Fighting, Training and Prevention and Land Administration.                |        |               |        |        |
| <b>Senior Citizen and Disabled Persons</b>  |        |               |        |        |
| <b>Tax Relief</b>   | 75     | <b>193</b>    | 248    | 318    |
| Provides tax relief in Iqaluit for senior citizens and disabled persons residing within the municipal tax authority.  |        |               |        |        |
| <b>Nunavut Association of Municipalities</b>  | 190    | <b>190</b>    | 190    | 190    |
| Financially assists the association representing Nunavut municipalities.  |        |               |        |        |
| <b>Nunavut Leader's Forum Funding</b>   | 100    | <b>100</b>    | 100    | 100    |
| Facilitates community leadership meetings in Nunavut.   |        |               |        |        |
| <b>Community Asset Protection</b>   |        |               |        |        |
| <b>Program</b>  | 850    | <b>850</b>    | 850    | 850    |
| Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention. |        |               |        |        |
| <b>Municipal Funding Policy</b>   | 45,100 | <b>45,601</b> | 45,601 | 45,601 |
| Allocates core funding that assists community governments to deliver municipal programs and services.   |        |               |        |        |
| <b>Water and Sewage Funding Program</b>   | 7,256  | <b>7,393</b>  | 7,393  | 7,393  |
| Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.                   |        |               |        |        |
| <b>Grant in Lieu of Taxes</b>   | 2,949  | <b>3,301</b>  | 3,466  | 3,640  |
| Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.   |        |               |        |        |

**Community Transfer Initiative** 935 **935** 935 935  
 Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.

**Mobile Equipment Block Funding** 2,513 **2,513** 2,513 2,513  
 Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.

**Sport and Recreation**

**Administration** 2,293 **3,193** 2,143 2,143  
 Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and develop opportunities in Sport, Recreation and Physical Activity for Nunavummiut at the community, regional, territorial, national and international level.

**Sport and Recreation**

**Grants & Contributions** 3,934 **3,934** 3,934 3,934  
 The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as technical development, sport development, sport events games funding, on-going community-based physical activity initiatives and sport and recreational activities and programs.

**Nunavut Emergency Management** 1,009 **1,009** 1,009 1,009  
 Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.

**Search and Rescue** 800 **800** 800 800  
 Serves to enhance community-based search and rescue (SAR) capability and preparedness across Nunavut. The program provides SAR Training to Search and Rescue Organizations (SARO) and assists with certain SARO Equipment and communication systems.

**Community Infrastructure** 1,394 **1,394** 1,394 1,394  
 Develops the departmental Five Year Capital Plan and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee.

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**Total, Community Services** **79,570** **81,945** **81,115** **81,359**

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**Priorities (2014-15)**

- Finalize the development of a strategic plan for addressing maintenance of community and government assets.  
*Status: An RFP has been issued to hire a consultant to carry out the review of maintenance of community and government assets.*

- Develop an environmental work plan for the Municipal Wastewater Effluent Strategy, as per agreement by the Canadian Council Ministers of the Environment.  
*Status: Effluent quality standards for Nunavut and other northern jurisdictions will be developed by the end of fiscal year 2015/16.*
- Work with communities to address issues on land development and accessibility of land for residential and commercial buildings.  
*Status: Planning and Lands Section have continued to ensure that the municipal plans and Zoning By-laws are current and can accommodate future growth.*
- Prepare and develop a work plan for a Land Referendum which has been set to occur in 2015.  
*Status: Preliminary work has been completed to determine process, clarify responsibilities and obligations of the various bodies that will be involved throughout the process. The plebiscites are set to occur in 2016.*
- Implement the updated sustainable granular management program.  
*Status: The granular management program has been implemented in 3 communities (Kugluktuk, Arviat and Sanikiluaq).*
- Prepare Team Nunavut for participation in the 2014 North American Indigenous Games in Regina, Saskatchewan.  
*Status: Team Nunavut was represented by 54 participants competing in three sports, winning 3 medals.*
- Prepare Team Nunavut for participation in the 2015 Canada Winter Games in Prince George, British Columbia.  
*Status: The department projects that the program will proceed according to project plan.*
- Consider revisions to the Sport and Recreation Grant and Contribution Policy to enhance program delivery.  
*Status: Literature review is complete. It is anticipated that revisions will be completed in the 2015-16 fiscal year.*
- Deliver technical training to communities on water monitoring methods.  
*Status: Informal training has been provided to municipalities through the CGS Municipal Engineer. More formal training was also completed through the Municipal Training Organization (MTO).*
- Work with Aboriginal Affairs and Northern Development Canada and the Nunavut Water Board to develop a compliance plan for water licensing in the territory.  
*Status: Compliance plan has been developed in collaboration with AANDC and the Nunavut Water Board. The plan is currently being used to address new water license renewal applications that require a compliance plan.*



**Priorities (2015-16)**

- Implement a strategic plan for addressing maintenance of community and government assets.
- Develop strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.
- Propose appropriate effluent quality standards for Nunavut to the Canadian Council of Ministers of the Environment.
- Finalize the development of a strategic plan for addressing maintenance of community and government assets.
- Plan for the preparation and conduct of a land plebiscite in each municipality and develop administrative plans to prepare for possible yes votes.
- Revise the Sport and Recreation Grant and Contribution Policy to enhance program delivery.

**Priorities (2016-17)**

- Continue to implement strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.
- Ensure implementation of land plebiscite results in each community.

**Priorities (2017-18)**

- Continue to implement strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.

## Informatics Planning Services

The Informatics Planning Services is responsible for government-wide information and communications technology.

The division provides Government of Nunavut departments with a centralized and shared source of planning, development, procurement, operations and support for the computer hardware and software application systems needed to collect, process and retrieve information. IPS accomplishes this through a network of satellite communication systems, computer servers, applications software and user workstations, coordinated through a shared Helpdesk support system.

| Programs   | Budget (\$000) | 2014-15       | 2015-16       | 2016-17 | 2017-18 |
|--|----------------|---------------|---------------|---------|---------|
| <b>Telephone Systems<br/>(Voice and Video)</b>   |                | <b>13,013</b> | <b>13,194</b> | 13,194  | 13,194  |
| Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network and the Satellite Network that supports the Core Business Network of the GN.                          |                |               |               |         |         |
| <b>Information Planning<br/>and Services</b>   |                | 17,450        | <b>17,107</b> | 17,107  | 17,107  |
| Provides the Government of Nunavut with information planning and architecture including information policies, standards, controlled vocabulary (meta-data), reference models and schemas. Provides systems development, operations and support for computer hardware and software applications aligned with that architecture.             |                |               |               |         |         |
| <b>Computer Award Program<br/>Grant in Kind</b>  |                | 25            | <b>25</b>     | 25      | 25      |
| Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge based economy in Nunavut.   |                |               |               |         |         |
| <b>Informatics Cooperative<br/>Training Program</b>  |                | 240           | <b>240</b>    | 240     | 240     |
| To train beneficiaries, through a two year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce   |                |               |               |         |         |
| <b>Records Management</b>  |                | 534           | <b>534</b>    | 534     | 534     |
| Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay. |                |               |               |         |         |

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|   |               |               |               |               |
|---|---------------|---------------|---------------|---------------|
| <b>Total, Informatics Planning Services</b> | <b>31,262</b> | <b>31,100</b> | <b>31,100</b> | <b>31,100</b> |
|---|---------------|---------------|---------------|---------------|

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**Priorities (2014-15)**

- Conduct a review of the GN informatics program.  
*Status: It is anticipated that the first phase of the informatics program review will be completed by the end of fiscal year.*
- Develop a strategic telecommunications plan to address emerging technologies.  
*Status: A consultant has been hired to conduct a comprehensive review of emerging technologies.*

**Priorities (2015-16)**

- Complete the review of the GN informatics program.
- Develop a strategic telecommunications plan to address emerging technologies.
- Review expansion of the core business network to the non-decentralized communities.
- Develop a disaster recovery and business continuity strategy.

**Priorities (2016-17)**

- Implementation of strategic telecommunications plan to address emerging technologies.
- Implement the informatics disaster recovery and business continuity strategy.

**Priorities (2017-18)**

- Implement an ever-greening strategy for information communication technology.

**Infrastructure**

The Infrastructure Branch includes the three (3) Regional Infrastructure Offices which are responsible for delivery of capital projects in the communities, as well as, facilities management of the existing GN portfolio of assets. Regional Infrastructure Offices are supported by the following HQ Infrastructure Divisions: Capital Projects Division, Technical Services Division and Asset Management Division.

Capital Projects Division plays a key leadership role in establishing infrastructure priorities, initiating projects and leading the planning phase of all major capital projects. Working with Client Departments and Regional Infrastructure Offices from project initiation to project close-out, the primary role of this division is to provide high value solutions to achieve high

performance projects delivered on schedule and on budget. The Capital Projects division is also responsible for organizing and delivering training to regional project management staff.

Technical Services Division provides engineering solutions for client departments in relation to both new capital projects and existing assets. The key strategic objectives are to provide technical oversight, including design reviews and inspections, throughout the design and construction phases. This division also provides technical assessments on existing building and oversees the energy management program.

The Asset Management Division is responsible for the administration of the government's office and warehouse space requirements, as well as, delivery of facilities management services for all GN assets located in Iqaluit. This division provides support to Regional Infrastructure Offices in the delivery of facilities management services of GN assets located in the regional communities.

The Infrastructure branch is also responsible for the new Chief Building Official's Office, the Office of the Fire Marshal and building technical standards/safety inspections. These services include review of building plans and inspection of facilities to ensure they comply with various building codes, fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The Fire Marshall's Office is responsible for the implementation of the Fire Prevention Strategy. Training opportunities are provided to volunteers, who in turn provide emergency and firefighting services throughout Nunavut.

| <b>Programs</b>  | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>ADM Infrastructure</b>  |                       | 390            | <b>390</b>     | 390            | 390            |
| The ADM, Infrastructure provides strategic direction over capital projects, technical services, fire protection services, building and boiler inspection services and property and asset management.   |                       |                |                |                |                |
| <b>Technical Services</b>  |                       | 1,975          | <b>1,975</b>   | 1,975          | 1,975          |
| Supports the capital planning process through the preparation of a project brief that describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to regional project staff through the construction phase until completion. |                       |                |                |                |                |
| <b>Building Maintenance</b>  |                       | 31,258         | <b>36,004</b>  | 36,179         | 36,308         |
| Operates and maintains government leased and owned facilities on behalf of client departments for their program delivery operations, through general maintenance, emergency maintenance and minor works projects.  |                       |                |                |                |                |
| <b>Capital Projects</b>  |                       | 2,184          | <b>2,184</b>   | 2,184          | 2,184          |
| Develops the project management process manual, assists in the capital planning process and establishes ongoing training sessions to build greater capacity in the Project Management Unit.  |                       |                |                |                |                |

|   |               |                |                |                |
|---|---------------|----------------|----------------|----------------|
| <b>Regional Office</b>  | 5,795         | <b>5,795</b>   | 5,795          | 5,795          |
| Coordinates program and service delivery to communities through regional offices. Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors. |               |                |                |                |
| <b>Property Services</b>  | 15,987        | <b>16,435</b>  | 16,694         | 16,694         |
| Manages GN office space, administers leases and is responsible for disposal of real property assets.  |               |                |                |                |
| <b>Utilities Management</b>   | 36,616        | <b>38,740</b>  | 39,264         | 39,652         |
| Administration of utilities for government facilities. Promotes conservation of non-renewable resources.  |               |                |                |                |
| <b>Fire Marshal's Office</b>  | 1,265         | <b>1,265</b>   | 1,265          | 1,265          |
| Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.  |               |                |                |                |
| <b>Fire Protection Strategy</b>   | 1,795         | <b>1,795</b>   | 1,795          | 1,795          |
| Provides for implementation of the Nunavut Fire Protection Strategy.  |               |                |                |                |
| <b>Inspection Services</b>  | 1,136         | <b>1,355</b>   | 1,355          | 1,355          |
| Provides the private and public sectors with electrical, elevator, and boiler services, including plan reviews, on-site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and acts.   |               |                |                |                |
| <b>Total, Infrastructure</b>  | <b>98,401</b> | <b>105,938</b> | <b>106,896</b> | <b>107,413</b> |

### Priorities (2014-15)

- Develop a Post Occupancy Evaluation Program for major capital projects that will capture information on design/construction, occupants' satisfaction with space, and lessons learned.  
*Status: Post Occupancy Evaluations (POEs) are currently being done on major capital projects.*
- Implement a building commissioning program for all new major capital projects to improve quality control on all major building components and systems.  
*Status: The department anticipates that the final GN building commissioning documents will be completed in early 2015/16.*
- Continue the development of a long-term infrastructure plan for Nunavut.  
*Status: The department is continuing to gather facility condition assessment information for all government and municipal-owned assets in Nunavut. This information will help inform the development of a long-term infrastructure plan for Nunavut.*
- Explore the value of the standard repeat design of building new GN and municipal buildings.  
*Status: Schematic designs and performance specifications are being developed to allow the department more flexibility to procure a standard design. It is anticipated that discussions*

*with the Department of Justice will occur to ensure that design contracts allow the GN to retain ownership and copyright of standard designs.*

- In partnership with the Department of Finance, work on enhancements to the Capital Planning Process guidelines and develop a Capital Planning Guide for client departments.  
*Status: It is anticipated that enhancements to the Capital Planning Process guidelines will be completed by the end of this fiscal year.*
- Review and implement updates to the GN Good Building Practices for Northern Facilities Guidelines.  
*Status: Review has been completed. It is anticipated that the final updated Good Building Practices Guidelines will be completed in early 2015/16.*
- Update existing major works construction contracts to incorporate lessons learned and best practices from the industry.  
*Status: Components of the current major works construction contracts have been compared against an industry standard. The department has developed a draft GN contracts template which incorporates best practices. It is anticipated that feedback from the industry will be considered for inclusion in the final draft which is planned to be completed before the fiscal year end.*
- Implement updates to the existing architecture/engineering consulting contracts which incorporate lessons learned and best practices from across industry.  
*Status: Research is underway to find industry standard design contracts to be used as comparators to existing GN contracts.*
- Finalize and begin implementation of the Office Space Strategy.  
*Status: An office space needs assessment has been completed for Iqaluit. Assessments are being expanded to include all Nunavut communities.*
- Review and update current maintenance management standards.  
*Status: A consultant was engaged in September 2014 to conduct a review of the maintenance program. The review will look at potential updates to existing maintenance management standards. The final report is expected in May 2015.*
- Conduct a review of legislation and regulations to determine whether consequential amendments are required as a result of the new Nunavut Building Code Act.  
*Status: Consultants are reviewing legislation and will make recommendations on amendments.*
- Develop new regulations for the Nunavut Building Code Act.  
*Status: Regulation development is currently underway.*
- Review existing regulations of the Fire Prevention Act and the Technical Standards and Safety Act to ensure alignment to the Nunavut Building Code Act.  
*Status: Regulations are being reviewed by consultants. Recommendations for amendments will be considered in this fiscal year.*

- Work with the Department of Education to finalize and implement the Fire Safety Planning Guidelines for School Facilities. Begin to develop an implementation plan to broaden the Fire Safety Planning Guidelines to include other facilities in other departments.  
*Status: Fire Safety Planning Guidelines for School Facilities have been developed and will be implemented in the new fiscal year?*
- Work with client departments to develop departmental emergency plans for evacuation of buildings.  
*Status: The department will use the evacuation plans established in the Fire Safety Planning Guidelines for School Facilities as a guide to develop departmental emergency plans for evacuation of buildings.*

### **Priorities (2015-16)**

- Implement the Post Occupancy Evaluation Program for major capital projects that will capture information on design/construction issues, occupants' satisfaction with space, and lessons learned.
- Continue the development of a long-term infrastructure plan for Nunavut.
- In partnership with the Department of Finance, work on enhancements to the Capital Planning Process guidelines and develop a Capital Planning Guide for client departments.
- In consultation with the Office of the Legislative Assembly, examine options for consideration in regards to the expiry of the Lease for the Legislative Assembly Building in 2019/20.
- Finalize the establishment of regulations for the Nunavut Building Code Act.
- Ensure implementation of any new regulations for the Technical Standards and Safety Act, the Building Code Act, and the Fire Prevention Act.

### **Priorities (2016-17)**

- Support the implementation of departmental emergency plans for evacuation of buildings, for all GN departments.

### **Priorities (2017-18)**

- Implement new hazard risk assessment in all communities.

## **Petroleum Products Division**

Petroleum Products acquires, transports, stores and distributes petroleum products to those communities in Nunavut that are not serviced by the private sector. The division is responsible

for cost effective supply and delivery of fuel products to all Nunavut communities in a safe, efficient and environmentally responsible manner.

Petroleum Products has the responsibility for the supply and transportation of petroleum products in communities. Government has the authority for establishing the retail price in these communities. The program's operating costs are financed through the Petroleum Products Revolving Fund that provides the resources to purchase and distribute the fuel consumed annually in the communities.

**Priorities (2014-15)**

- Develop software for Point of Sales System to provide real time sales and inventory data.  
*Status: The Terms of Reference for RFP has been completed for the system. It is anticipated that the RFP will be issued by the end of this fiscal year.*

**Priorities (2015-16)**

- Launch implementation of Point of Sales System software.

**Priorities (2016-17)**

- Ensure proper implementation of Point of Sales System software.

**Priorities (2017-18)**

- Continue Integration & Implementation and Training of PPD Staff & Contractors with new Point of Sale (POS) Systems.



## INUIT EMPLOYMENT PLAN

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>368</b>           |            | <b>375</b>         |            |
| Total Filled Positions                             | 261                  | 71%        | 275                | 73%        |
| Total Vacancies                                    | 107                  | 29%        | 100                | 27%        |
| Total Beneficiaries                                | 101                  | 39%        | 108                | 39%        |
| <b>Total Executive Positions</b>                   | <b>3</b>             |            | <b>3</b>           |            |
| Total Filled Executive Positions                   | 3                    | 100%       | 3                  | 100%       |
| Total Vacant Executive Positions                   | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 0                    | 0%         | 0                  | 0%         |
| <b>Total Senior-Management Positions</b>           | <b>20</b>            |            | <b>22</b>          |            |
| Total Filled Senior-Management Positions           | 17                   | 85%        | 19                 | 86%        |
| Total Vacant Senior-Management Positions           | 3                    | 15%        | 3                  | 14%        |
| Total Beneficiaries in Senior-Management Positions | 4                    | 24%        | 5                  | 26%        |
| <b>Total Middle-Management Positions</b>           | <b>55</b>            |            | <b>56</b>          |            |
| Total Filled Middle-Management Positions           | 43                   | 78%        | 44                 | 79%        |
| Total Vacant Middle-Management Positions           | 12                   | 22%        | 12                 | 21%        |
| Total Beneficiaries in Middle-Management Positions | 7                    | 16%        | 8                  | 18%        |
| <b>Total Professional Positions</b>                | <b>84</b>            |            | <b>85</b>          |            |
| Total Filled Professional Positions                | 54                   | 64%        | 55                 | 65%        |
| Total Vacant Professional Positions                | 30                   | 36%        | 30                 | 35%        |
| Total Beneficiaries in Professional Positions      | 12                   | 22%        | 11                 | 20%        |
| <b>Total Paraprofessional Positions</b>            | <b>165</b>           |            | <b>171</b>         |            |
| Total Filled Paraprofessional Positions            | 116                  | 70%        | 127                | 74%        |
| Total Vacant Paraprofessional Positions            | 49                   | 30%        | 44                 | 26%        |
| Total Beneficiaries in Paraprofessional Positions  | 53                   | 46%        | 61                 | 48%        |
| <b>Total Administrative Positions</b>              | <b>41</b>            |            | <b>38</b>          |            |
| Total Filled Administrative Positions              | 28                   | 68%        | 27                 | 71%        |
| Total Vacant Administrative Positions              | 13                   | 32%        | 11                 | 29%        |
| Total Beneficiaries in Administrative Positions    | 25                   | 89%        | 23                 | 85%        |

The recent organization restructuring undertaken by the Department of Community and Government Services is in direct response to the need to address the issue of human resource capacity within the Department.

In a Department such as CGS, with so many varied areas of technical expertise, it is essential that the organization has a sufficient number of qualified people in the right place at the right time to achieve its objectives. A lack of capacity has a direct impact on an organization's ability

to deliver programs and services and perform certain tasks. This would be to the detriment of CGS's client departments and the public throughout Nunavut communities.

Another important part of the equation in addressing human resource capacity is through the Department's Inuit Employment Plan.

The Inuit Employment Plan initiative is a priority of the Department of Community and Government Services (CGS). CGS is committed to ensuring Inuit employees receive the training required to meet departmental and employee standards and objectives.

CGS' Management Development Program seeks to develop internship opportunities for Inuit employees through support and funding from the human resources division of the Department of Finance. Six interns in regional offices and one apprentice have graduated from the Management Development Program to date. CGS also participated in career trade shows through the Regional Chambers of Commerce travelling throughout Nunavut communities, college classes and high schools to promote career opportunities within the department.

This year, CGS had hired 72 casual staff, of which 47 or 65% were NLCA beneficiaries and 20 Relief Workers and 17 or 85% are NCLA Beneficiaries. The department trained casual employees so that they may gain the professional skills and experience required for indeterminate positions. The department also has a Memorandum of Understanding (MOU) with the University of Manitoba Faculty of Engineering (UMFE) to attract upper-year engineering students to work in the department during the summer months.

Pre-employment initiatives:

CGS is taking direct action to assist in addressing the need for more beneficiaries in technical and professional positions. A two-year Co-op program was created and funded through Nunavut Arctic College to train NCLA Beneficiaries for informatics positions. This program has been extended for another two-year cycle, which will end in 2015. The department launched the Technical Professional Studies Scholarships to address priority capacity areas for which there is an ongoing need for accredited staff. The annual Technical Professional Studies Scholarship is provided to high-achieving students studying in the fields of engineering, informatics, community planning, and business studies as well as college programs for firefighting training and prevention and land administration. In September 2014, the Training Committee awarded scholarships to 18 recipients (15 were NLCA Beneficiaries) attending post-secondary institutions. For the past nine years, the Computer Award Program (supports high school student academic success in math and science) has awarded computers to students with an interest in science and technology.

Division specific training initiatives:

The Finance Division of CGS has identified two training positions: a new Intern Procurement Officer and an Intern Administrative Officer. The finance division held a conference in Rankin Inlet on March 11-14, 2014 and have two professional workshops planned for the upcoming year from professional procurement organizations such as the Canadian Supply Chain Management Association to provide training on procurement processes as well as providing mentoring and ongoing on-the-job support initiatives from GN Procurement staff.

CGS is undertaking increased data collection and analysis to identify areas of under representation in each occupational. Sixty eight percent (68%) of our administrative staff are NCLA beneficiaries. CGS training and development staff are working with supervisors to encourage the documentation, monitoring and reviews of employee work objectives and goals. All employees will have identified their learning needs and divisions will assist in providing mentorship and on-the-job training initiatives to improve skills by identifying tasks and activities that improve performance. The result will be that the department will have met its obligation under Article 23 of the Nunavut Land Claim Agreement, while at the same time, supervisors and managers will have met their duties and responsibilities in developing their staff. By March 2015, support services will have improved operational efficiency in HR administration, staffing and recruitment.

CGS Corporate and Support services is working on an initiative the will track progress made in training and development activities. Progress will be identified to ensure that opportunities for Inuit employees will be fully realized by April 1, 2015.

**Financial Summary**

| Branch                               | 2014 – 2015    |              | 2015 – 2016    |              | 2016 – 2017    |              | 2017 – 2018    |              |
|--------------------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                                      | Main Estimates |              | Main Estimates |              | Planned        |              | Planned        |              |
|                                      | \$000          | PYs          | \$000          | PYs          | \$000          | PYs          | \$000          | PYs          |
| <b>DIRECTORATE</b>                   |                |              |                |              |                |              |                |              |
| Compensation and Benefits            | 7,565          | 63.0         | 7,818          | 65.0         | 7,818          | 65.0         | 7,818          | 65.0         |
| Grants and Contributions             | –              |              | –              |              | –              |              | –              |              |
| Other O&M                            | 3,939          |              | 4,168          |              | 4,168          |              | 4,168          |              |
| <b>Subtotal</b>                      | <b>11,504</b>  |              | <b>11,986</b>  |              | <b>11,986</b>  |              | <b>11,986</b>  |              |
| <b>COMMUNITY SERVICES</b>            |                |              |                |              |                |              |                |              |
| Compensation and Benefits            | 9,677          | 76.0         | 9,873          | 77.0         | 9,873          | 77.0         | 9,873          | 77.0         |
| Grants and Contributions             | 65,752         |              | 66,860         |              | 67,080         |              | 67,324         |              |
| Other O&M                            | 4,141          |              | 5,212          |              | 4,162          |              | 4,162          |              |
| <b>Subtotal</b>                      | <b>79,570</b>  |              | <b>81,945</b>  |              | <b>81,115</b>  |              | <b>81,359</b>  |              |
| <b>INFORMATICS PLANNING SERVICES</b> |                |              |                |              |                |              |                |              |
| Compensation and Benefits            | 6,550          | 54.0         | 6,920          | 57.0         | 6,920          | 57.0         | 6,920          | 57.0         |
| Grants and Contributions             | 265            |              | 265            |              | 265            |              | 265            |              |
| Other O&M                            | 24,447         |              | 23,915         |              | 23,915         |              | 23,915         |              |
| <b>Subtotal</b>                      | <b>31,262</b>  |              | <b>31,100</b>  |              | <b>31,100</b>  |              | <b>31,100</b>  |              |
| <b>INFRASTRUCTURE</b>                |                |              |                |              |                |              |                |              |
| Compensation and Benefits            | 17,840         | 145.0        | 18,037         | 146.0        | 18,037         | 146.0        | 18,037         | 146.0        |
| Grants and Contributions             | 1,795          |              | 1,795          |              | 1,795          |              | 1,795          |              |
| Other O&M                            | 78,766         |              | 86,106         |              | 87,064         |              | 87,581         |              |
| <b>Subtotal</b>                      | <b>98,401</b>  |              | <b>105,938</b> |              | <b>106,896</b> |              | <b>107,413</b> |              |
| <b>PETROLEUM PRODUCTS DIVISION</b>   |                |              |                |              |                |              |                |              |
| Compensation and Benefits            | –              | 30.0         | –              | 30.0         | –              | 30.0         | –              | 30.0         |
| Grants and Contributions             | –              |              | –              |              | –              |              | –              |              |
| Other O&M                            | –              |              | –              |              | –              |              | –              |              |
| <b>Subtotal</b>                      | <b>–</b>       |              | <b>–</b>       |              | <b>–</b>       |              | <b>–</b>       |              |
| <b>TOTAL</b>                         | <b>220,737</b> | <b>368.0</b> | <b>230,969</b> | <b>375.0</b> | <b>231,097</b> | <b>375.0</b> | <b>231,858</b> | <b>375.0</b> |

**Department of  
Economic Development  
and Transportation**

**Business  
Plan**

**2015-2018**

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### **CORE BUSINESS**

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## CORE BUSINESS

The scope of responsibility for the department includes local, regional and territorial developmental activities in support of key sectors of Nunavut's economy. The department must ensure access and mobility for people, goods and services for all Nunavummiut in all communities.

The department works in collaboration with other departments and public agencies to fulfill these responsibilities, and uses a cooperative and partnership approach when acting on departmental initiatives. The department is committed to developmental activities that are sustainable and support traditional livelihoods. The department concentrates on eight lines of core business:

|                                    | Budget (\$000) |               |               |               |
|------------------------------------|----------------|---------------|---------------|---------------|
|                                    | 2014-15        | 2015-16       | 2016-17       | 2017-18       |
| Corporate Management               | 11,926         | <b>11,926</b> | 11,926        | 11,926        |
| Community Operations               | 17,100         | <b>17,100</b> | 17,100        | 17,100        |
| Tourism and Cultural Industries    | 3,761          | <b>7,592</b>  | 7,592         | 6,692         |
| Minerals and Petroleum Resources   | 2,967          | <b>2,967</b>  | 2,967         | 2,967         |
| Transportation Policy and Planning | 1,565          | <b>2,565</b>  | 2,565         | 2,565         |
| Motor Vehicles                     | 2,124          | <b>2,124</b>  | 2,124         | 2,124         |
| Nunavut Airports                   | 14,997         | <b>14,997</b> | 14,997        | 14,997        |
| Iqaluit International Airport      | 6,242          | <b>8,830</b>  | 9,079         | 10,634        |
| <b>TOTAL</b>                       | <b>60,682</b>  | <b>68,101</b> | <b>68,350</b> | <b>69,005</b> |

### Corporate Management

Corporate Management provides central leadership and direction to the department. This program area monitors progress in the department on key government priorities, including implementation of *Sivumut Abluqta: Stepping Forward Together 2014-2018*, Inuit societal values and the Inuit Employment Plan. Corporate Management provides:

- Information and support to the Minister's office;
- Policy, planning and communications;
- Financial and human resource management; and,
- Accounting and administrative services for headquarters and community operations.

Corporate Management also includes the Energy Secretariat, the NNI Secretariat, the Sustainable Development section and the Business Development section. It also administers funding agreements with the Nunavut Development Corporation and Nunavut Business Credit Corporation.

## Objectives

- To advise government on economic development and transportation issues that affect Nunavut, and on the attainment of the Government of Nunavut's *Sivumut Abluqta* priorities.
- To harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies and objectives.
- To gather the information and undertake the research required to make informed policy decisions.
- To collaborate with organizations and other levels of government and agencies working on economic development in Nunavut.
- To support each division in the department to achieve its objectives and strategic priorities.
- To ensure a culturally appropriate and respectful workplace for staff by providing quality training and development opportunities and maintaining open communications across the department.
- To provide sound fiscal management to the department, including the delivery of contribution programs that are fully accountable and produce measurable results.
- To ensure implementation of the *NNI Policy* across the Government of Nunavut, and support the operations of the bodies created by the *NNI Policy*.
- To coordinate GN participation in resource development, planning activities and initiatives to improve the regulatory system for land management.
- In cooperation with other departments, to oversee the work of the GN membership of the Nunavut General Monitoring Steering Committee with AANDC, NPC and NTI.
- Working with other departments, to coordinate energy and climate change mitigation policy and activities across GN departments, territorial corporations and agencies as well as in Federal/Provincial/Territorial forums.

| Programs | Budget (\$000) | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|----------|----------------|---------|---------|---------|---------|
|----------|----------------|---------|---------|---------|---------|

|                    |  |       |              |       |       |
|--------------------|--|-------|--------------|-------|-------|
| <b>Directorate</b> |  | 1,700 | <b>1,700</b> | 1,700 | 1,700 |
|--------------------|--|-------|--------------|-------|-------|

The Directorate is responsible for the overall management and strategic direction of the department through the offices of the Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of *Sivumut Abluqta: Stepping Forward Together*, Inuit societal values and other Government of Nunavut strategies.

|                                     |  |       |              |       |       |
|-------------------------------------|--|-------|--------------|-------|-------|
| <b>Finance &amp; Administration</b> |  | 2,461 | <b>2,461</b> | 2,461 | 2,461 |
|-------------------------------------|--|-------|--------------|-------|-------|

The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.

**Policy, Planning & Communications**

1,016                      **1,016**                      1,016                      1,016

Policy, Planning, and Communications division undertakes policy development; and provides planning, support, advice, and effective internal and external communications for the department.

***Nunavummi Nangminiqaqtunik Ikajuuti***  
**(NNI) Secretariat**

684                                      **684**                                      684                                      684

The *NNI* Secretariat is responsible for the facilitation, coordination and implementation of the *NNI Policy* and is the chief advocate for this policy in the Government of Nunavut. The goal of the *NNI Policy* is to ensure and promote long-term economic development in Nunavut by maximizing the participation of Nunavut residents, with the focus on Inuit, both in the general workforce and on government-funded projects.

**Energy Secretariat**

697                                      **697**                                      697                                      697

The Energy Secretariat is responsible for the implementation of the Energy Strategy to address the territory's dependency on imported oil for heat, power and transportation. The Energy Secretariat will monitor energy related issues and develop options and recommendations on territorial energy policy and coordinate GN action on Cabinet-level energy decisions.

**Business Development**

477                                      **477**                                      477                                      477

The Business Development section coordinates the department's support for business start-up and expansion in the territory, and works with other divisions and partner organizations to ensure that entrepreneurs and businesses have access to advisory and information services and financial support.

**Sustainable Development**

308                                      **308**                                      308                                      308

The Sustainable Development section is responsible for coordinating the GN's participation in processes mandated by the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring. The section provides for an effective liaison between the Institutions of Public Governments, Inuit Organizations, GN and federal departments and stakeholders in resource development planning and regulatory activities.

**Nunavut Economic Developers Association**

225                                      **225**                                      225                                      225

The Nunavut Economic Developers Association provides organizational support, information and advice to the community economic development officers in each of Nunavut's municipalities. The Nunavut Economic Developers Association also coordinates training and certification for community economic development officers.

**Community Economic Development Officer Training**

50    **50**    50    50

The Community Economic Development Officer Training program ensures municipal community economic development officers can acquire the appropriate skills they need to identify and support economic growth opportunities in their communities. The program provides

support for regional training workshops sponsored by the department and for the delivery of training courses in communities.

**Nunavut Economic Forum** 50 50 50 50

Funding for the Nunavut Economic Forum is cost shared with Nunavut Tunngavik Inc. and the Canadian Northern Economic Development Agency, to support coordination of the implementation and renewal of the *Nunavut Economic Development Strategy*.

**Nunavut Broadband Development Corporation** 300 300 300 300

The Nunavut Broadband Development Corporation receives core funding to operate as an independent advocate and key resource organization for Arctic Information and Communication Technology (ICT) innovation, policy research and development.

**Nunavut Development Corporation** 3,358 3,358 3,358 3,358

The Nunavut Development Corporation is a territorial corporation mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns eight subsidiary companies in Nunavut's arts and crafts, commercial fishing and food processing sectors. NDC also provides an Inuit art marketing service supporting the promotion of Inuit art both domestically and abroad.

**Nunavut Business Credit Corporation** 600 600 600 600

The Nunavut Business Credit Corporation is a territorial corporation that supports and promotes economic growth, development and employment in Nunavut through investment in Nunavut businesses. The Corporation provides a combination of accessible financing and micro-financing support for higher risk entrepreneurial ventures. Included in this financing are term loans, loan guarantees and contract security bonding to enterprises that cannot obtain the necessary financing from other traditional financial institutions.

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**Total, Corporate Management** 11,926 11,926 11,926 11,926

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#### Priorities (2014-15)

- Working through the Nunavut Economic Forum, the department will facilitate the *Sivummut IV* conference in fall 2014, and release the Nunavut Economic Development Strategy II in late 2014 or early 2015.

*Status:* The *Sivummut IV* conference was held the first week of December 2014; members and stakeholders from throughout Nunavut attended and provided input and feedback to help inform what the next Nunavut Economic Development Strategy will look like. It is hoped that the new strategy will be launched in the 2015 calendar year.

- In consultation with Nunavut Tunngavik Inc. draft a renewed policy to implement Article 24 of the Nunavut Land Claims Agreement, implementing the changes identified in the 2012-2013 comprehensive review of the NNI Policy.  
*Status: First draft of the NNI Policy has been completed. It is currently under revision and refinement to match expectations and requirements of the GN Contracting Authorities. In addition, on December 4, 2014 an MOU was signed between the GN and NNI for working towards a renewal of the NNI Policy.*
- Undertake program reviews to plan activities to promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.  
*Status: The department has worked with federal government and Inuit organizations to promote the GN's coordinated approach to Nunavut's regulatory regime. We have encouraged participation from GN departments in the impact review processes led by the Nunavut Impact Review Board, while building partnerships with land claim organizations, the federal government, co-management boards, and communities.*
- Plan activities to further encourage and support the community economic development initiatives that build on and add value to identified areas of potential, including arts and tourism, to support local employment opportunities in Nunavut.  
*Status: The department is reviewing contribution policies to ensure that support is available to allow communities to pursue economic development initiatives that build on and add value to identified areas of potential and support local employment opportunities.*
- Working with partners, provide leadership and oversight in implementing *Ikummatiit*.  
*Status: The Energy Secretariat continues to provide leadership and oversight of Nunavut's energy strategy, Ikummatiit.*
- Develop options for an energy efficiency support program for Nunavummiut.  
*Status: The Energy Secretariat is currently conducting an environmental scan of energy efficiency support programs as its first step to identifying best practice, or components of, from jurisdictions which may be suitable for application in Nunavut.*
- Support the Nunavut Housing Corporation in their efforts to construct more energy efficient housing in Nunavut.  
*Status: Energy Secretariat staff have worked closely with colleagues at the Nunavut Housing Corporation on a number of actions, including working towards a new pay-for-power program for public housing tenants, a tenant energy conservation program and energy efficient retrofits.*
- Monitor compliance of Inuit engagement during the construction and operational phases of the new Iqaluit airport project, through NNI Secretariat participation on the contract specific Schedule 24 Advisory Panel.  
*Status: The Design Build Joint Venture has begun submitting accounting documents to the NNI Secretariat for audit purposes to confirm their Inuit Engagement reports.*

- Undertake a review of the role of the Sustainable Development section in conjunction with a multi-departmental review of Sustainable Development activities and resources.

*Status: Work has focused on developing a governance structure to effectively: deliver environmental assessment activities and processes across Nunavut; and continue to work towards engaging communities and GN departments throughout the environmental assessment process.*

#### **Priorities (2015-16)**

- Initiate activities to further support community economic development initiatives that build on and add value to identified areas of potential, including arts and tourism, to create local employment opportunities in Nunavut.
- Initiate activities to further promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.
- Begin implementation of new NNI Policy and help facilitate the changes to procurement procedures required by revised policy.
- Monitor the private partner's compliance with the Inuit Engagement provisions of the Iqaluit International Airport Improvement Project Agreement by ensuring that reports are submitted and that minimum requirements have been met.
- Work with communities and other stakeholders to assess potential for alternative energy systems in Nunavut.
- Participate in Hudson Bay Regional Round Table to continue analyzing and assessing energy options and development opportunities for the Kivalliq region.
- Building on the results of the 2015 Oil & Gas Summit, provide leadership to develop stakeholder consensus on a proposed Strategic Environmental Assessment to address petroleum exploration and development.

#### **Priorities (2016-17)**

- Monitor established activities to support community economic development initiatives that build on and add value to identified areas of potential, including arts and tourism, to support local employment opportunities in Nunavut.
- Monitor activities developed to promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.
- Work with partners and stakeholders to carry out a Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.

- Support the Nunavut Housing Corporation, local community governments, and construction industry in establishing new standards and programs to help develop more energy efficient housing and buildings in Nunavut.
- Support the Qulliq Energy Corporation and private industry in developing alternative energy options for Nunavut.
- Monitor Nunavut-wide implementation of the new NNI Policy.

### **Priorities (2017-18)**

- Study the strategic approach to reviewing Nunavut's ongoing development projects and where necessary ensure impacts and benefits are balanced in the assessment.
- Continue to increase opportunity to strategically promote GN priorities through the environmental assessment process, by engaging early and ongoing communications with proponents, Inuit Organizations, and communities.
- Review the GN's Environmental Assessment responsibilities.
- Prepare for and host the 2018 Energy Mines and Ministers' Conference.
- Continue working with partners and stakeholders to carry out a Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
- Initiate a multi-year effort to assist Inuit vendors and vendors in general to understand the new NNI Policy, and receive training in applying the policy in bid and proposal submissions to GN contracting opportunities.

### **Community Operations**

Community Operations divisions ensure that departmental programs are delivered and administered to meet the specific economic development needs of each region and their communities. Community Operations also oversee business development services and regional transportation activities. Offices for Community Operations are located in the three regions of Qikiqtaaluk, Kivalliq, and Kitikmeot.

#### **Objectives**

- To serve as the department's eyes and ears in the regions and communities, ensuring that local and regional economic development needs are addressed through the delivery and administration of departmental programs and implementation of strategies.
- To monitor and track departmental program funds to ensure effective and efficient use of Government of Nunavut funding.

*Department of Economic Development and Transportation*

- To facilitate development in each region by overseeing business development services.
- To identify and promote potential areas of growth in each region through economic development education, training and the provision of funding to businesses and other organizations.
- To assist and ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

| <b>Programs</b> | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|-----------------|-----------------------|----------------|----------------|----------------|----------------|
|-----------------|-----------------------|----------------|----------------|----------------|----------------|

|                             |  |       |              |       |       |
|-----------------------------|--|-------|--------------|-------|-------|
| <b>Community Operations</b> |  | 4,326 | <b>4,326</b> | 4,326 | 4,326 |
|-----------------------------|--|-------|--------------|-------|-------|

Community Operations provides direction and administrative support for program delivery in each region, and provides direct support to regional organizations and community governments to foster community economic development.

|                                      |  |       |              |       |       |
|--------------------------------------|--|-------|--------------|-------|-------|
| <b>Strategic Investments Program</b> |  | 3,900 | <b>3,900</b> | 3,900 | 3,900 |
|--------------------------------------|--|-------|--------------|-------|-------|

The Strategic Investments Program supports the implementation of the economic development priorities identified in *Sivumut Abluqta: Stepping Forward Together*, and the *Nunavut Economic Development Strategy*. The program contributes to business expansion and supports economic development projects sponsored by municipalities and non-governmental organizations.

|                                       |  |     |            |     |     |
|---------------------------------------|--|-----|------------|-----|-----|
| <b>Small Business Support Program</b> |  | 823 | <b>823</b> | 823 | 823 |
|---------------------------------------|--|-----|------------|-----|-----|

The Small Business Support Program provides contributions to community-based businesses and organizations to develop business opportunities, foster entrepreneurial skills and provide business aftercare services.

|                                      |  |     |            |     |     |
|--------------------------------------|--|-----|------------|-----|-----|
| <b>Regional Chambers of Commerce</b> |  | 195 | <b>195</b> | 195 | 195 |
|--------------------------------------|--|-----|------------|-----|-----|

Support is provided for regional organizations that foster business development in Nunavut through promotion, education, training and advocacy.

|                                     |  |       |              |       |       |
|-------------------------------------|--|-------|--------------|-------|-------|
| <b>Business Development Centres</b> |  | 1,050 | <b>1,050</b> | 1,050 | 1,050 |
|-------------------------------------|--|-------|--------------|-------|-------|

Business Development Centres (or community futures organizations) in each region support the development and growth of small and medium businesses through technical and financial support to small business start-ups, promotion of sustained local economies, as well as proactive efforts to identify local opportunities for community development.

|                                    |  |       |              |       |       |
|------------------------------------|--|-------|--------------|-------|-------|
| <b>Community Capacity Building</b> |  | 4,454 | <b>4,454</b> | 4,454 | 4,454 |
|------------------------------------|--|-------|--------------|-------|-------|

The Community Capacity Building program provides a contribution to every Nunavut municipality to allow each to employ a qualified economic development officer. The program also supports community economic development projects and the creation and implementation of community economic development plans.

|                                |  |    |           |    |    |
|--------------------------------|--|----|-----------|----|----|
| <b>Visitor Centres Program</b> |  | 89 | <b>89</b> | 89 | 89 |
|--------------------------------|--|----|-----------|----|----|

This program is designed to work in partnership with municipal governments and partner organizations to support the operations of established community and regional visitor centres.



|                                 |     |            |     |     |
|---------------------------------|-----|------------|-----|-----|
| <b>Arts Development Program</b> | 395 | <b>395</b> | 395 | 395 |
|---------------------------------|-----|------------|-----|-----|

The Arts Development program supports the development of the arts & crafts in Nunavut through the implementation of *Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector* and the carving stone supply action plan.

|                                  |       |              |       |       |
|----------------------------------|-------|--------------|-------|-------|
| <b>Country Food Distribution</b> | 1,868 | <b>1,868</b> | 1,868 | 1,868 |
|----------------------------------|-------|--------------|-------|-------|

Previously administered by Corporate Management branch, this program supports innovation in food storage technology, the construction of facilities for storage and distribution of traditional food, community markets, training, upgrades to existing food storage facilities to permit basic food processing, and the distribution of country food within the community by place-based organizations.

---

|                                    |               |               |               |               |
|------------------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Community Operations</b> | <b>17,100</b> | <b>17,100</b> | <b>17,100</b> | <b>17,100</b> |
|------------------------------------|---------------|---------------|---------------|---------------|

---

**Priorities (2014-15)**

- Facilitate stakeholder consultations and assist in the renewal of economic development contribution program policies and guidelines.  
*Status: Community Operations divisions have gathered stakeholder input and contributed to the review of contribution policies.*
- Through the Socio-economic Monitoring Committees (SEMCs), facilitate community input on project-specific Development Partnership Agreements.  
*Status: Negotiation of Development Partnership Agreements have not advanced to the point where SEMC can provide input.*
- Assist in the implementation of any changes resulting from the comprehensive review of the *Sanaugait* Strategy.  
*Status: Community Operations offices provided input into the review to better reflect the realities of program delivery in the communities, and at such time as the review is approved will ensure that program delivery reflects the results of the review.*
- Support delivery of the Canadian Tourism Human Resources Council National (CTHRC) Occupational Standards to community tourism industry stakeholders.  
*Status: Community Operations staff have taken CTHRC courses; plans to deliver courses to community tourism stakeholders are being developed.*
- Plan activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.  
*Status: Country Food Distribution Program projects have been successfully delivered across the territory, including projects developing harvesting skills and community-based solutions to ensure access to nutritious food. This priority has been moved from the Corporate Management section of the 2014-2017 Business Plan.*

**Priorities (2015-16)**

- Assist in the implementation of renewed economic development contribution program policies and guidelines.
- Provide communication and delivery of the new Nunavut Economic Development Strategy.
- Initiate activities to further promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

**Priorities (2016-17)**

- Review of community economic development planning to reflect the new Nunavut Economic Development Strategy.

**Priorities (2017-18)**

- Monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

**Tourism and Cultural Industries**

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural sectors throughout Nunavut. The division provides information and advice to businesses; supports community organizations, non-governmental organizations and sector associations; and manages the implementation of the Government of Nunavut’s arts & crafts and tourism development strategies.

**Objectives**

- To implement *Tunngasaiji: A Tourism Strategy for Nunavummiut* as the framework to successfully guide tourism development through continued collaboration between government and stakeholders.
- To develop and coordinate initiatives and programs to support Nunavut’s cultural industries.
- To provide quality advice and support to the Minister concerning tourism, arts and crafts, film, and performing arts.

| <b>Programs</b>            | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|----------------------------|-----------------------|----------------|----------------|----------------|----------------|
| <b>Division Operations</b> |                       | 836            | <b>1,456</b>   | 1,456          | 1,456          |

The Tourism and Cultural Industries division employs staff dedicated to the tourism sector and cultural industries, works with non-governmental organizations and sector associations, and manages the development, implementation and review of the Government of Nunavut’s arts & crafts and tourism development strategies.

**Nunavut Arts and Crafts Association** 300                      **400**                      400                      400

The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.

**Nunavut Film, Television, and  
New Media Program**                      825                      **1,101**                      1,101                      1,101

The Nunavut Film, Television and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.

**Nunavut Tourism**                      1,800                      **3,085**                      3,085                      2,585

This program supports the development of the tourism industry in Nunavut through support for Nunavut's tourism industry association, marketing, research, training and product development.

**Community Tourism & Cultural  
Industries Program**                      0                      **1,550**                      1,550                      1,150

The program strengthens community infrastructure and readiness for tourism and enhances economic development in the creative sectors such as music, digital media, writing and performing arts.

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**Total, Tourism and Cultural  
Industries**                      **3,761**                      **7,592**                      **7,592**                      **6,692**

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#### Priorities (2014-15)

- Use the results of the *Sanaugait* review to design and deliver activities to support the development of current and future Nunavut artists in all media to produce high quality work and to market their work across Canada and around the world.  
*Status: The Nunavut Arts and Crafts Association and Tourism and Cultural Industries division are reviewing the implications of the results of the review and will include these when planning new activities to support current and future artists.*
- Review current activities and plan future activities to enhance the development of community economic development initiatives that build on and add value to arts and tourism, to create local employment opportunities in Nunavut.  
*Status: The division is planning activities in the areas of product development, human resource development, and marketing in both arts and tourism. The division also launched an online database for licensed tourism operators which provides information for tourists to better promote the industry.*
- Undertake initiatives to strengthen and build the administrative and business capacity within the Nunavut arts sector.

***Status:** Projects are being planned focusing on building capacity within the Nunavut arts sector. Tri-level meetings, attended by multiple partners, reviewed a joint needs assessment for the arts and discussed how all partners were going to address the needs.*

- Review the *Travel and Tourism Act* and regulations; begin consultation with stakeholders on possible legislative updates.

***Status:** Policy analysis is underway with legal counsel, as well as program and content specialists. A consultation document on marine tourism was prepared and has been used with Nunavut Tourism members from across Nunavut.*

- Conduct a tourism data coordination study to identify baseline information requirements for program evaluation purposes; subject to timing and the results of the study, integrate findings into the 2014 Visitor Exit Survey.

***Status:** The Visitor Exit Survey has been delayed until 2015. In August the division began planning for a study on how to collect and analyze tourism data for a more comprehensive view of progress in the industry.*

- Assist Tourism Officers with delivery of the Canadian Tourism Human Resources Council National Occupational Standards to community stakeholders to strengthen tourism industry readiness and capacity.

***Status:** In accordance with the tourism strategy, Tunngasaiji, industry training responsibility rests with Nunavut Tourism. Transfer of the responsibility from the division to Nunavut Tourism was completed in October 2014. The division facilitated the hiring of a Training Coordinator with Nunavut Tourism and is working to identify funds to develop the skills of tourism officers for their regulatory and developmental roles. The department has begun to translate the CTHRC training modules into Inuktitut to improve industry service standards.*

- Begin consultations and research to establish recommendations for the development of a Cruise Ship and Yacht Management Plan.

***Status:** A consultation document on marine tourism was prepared based on legal and program analysis and consultations began on October 27, 2014. The division is examining ways to improve the visitor experience and identify local priorities and plans, for product development and cruise ship management. A draft Marine Tourism Management Plan is being prepared.*

### **Priorities (2015-16)**

- Monitor activities to better support the development of current and future Nunavut artists in all media to produce high quality work and to market their work across Canada and around the world.
- Develop a new Cultural Industries Strategy to replace the arts and crafts strategy, *Sanaugait*; the new strategy will encompass all art forms, and will reflect the *Sivumut Abluqta* mandate.

- Develop and introduce delivery of activities to encourage and better support delivery of community economic development initiatives that build on and add value to the arts and tourism to create local employment opportunities in Nunavut.
- Complete renewal of *Travel and Tourism Act* and regulations.
- Initiate an economic impact study on tourism to determine the impact of tourism activities on the Nunavut economy and the impact of external economic factors on tourism in Nunavut.

**Priorities (2016-17)**

- Conduct a feasibility study for a multi-disciplinary art school in Nunavut.
- Work with the Department of Culture and Heritage to study the creation of an Arts Council and public art program in Nunavut.
- Begin a multi-year phased-in implementation process for the revised *Travel and Tourism Act* and regulations, including an awareness campaign.
- Monitor the delivery of activities to support the development of current and future Nunavut artists in all media to produce high quality work and to market their work across Canada and around the world.
- Monitor the delivery of economic development initiatives that build on and add value to the arts and tourism, to create local employment opportunities in Nunavut.
- Prepare to host the 2016 Canadian Council of Tourism Ministers meeting.

**Priorities (2017-18)**

- Mount a campaign to market all art sectors: music, film, video performance as well as the visual arts across Canada
- Undertake a baseline study to trace the economic growth of the arts sectors and monitor the building of administrative, business and professional capacity in all art sectors.
- Begin a multi-year phased-in implementation process for the revised *Travel and Tourism Act* and regulations, including an awareness campaign.
- Assist Nunavut Tourism and the Training Coordinator with delivery of the Canadian Tourism Human Resources Council National Occupational Standards and other training needs to community stakeholders to strengthen tourism industry readiness and capacity.

## Minerals and Petroleum Resources

Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of investor confidence and liaison with key players including industry, local service sectors and potential workforce participants. The division also promotes Nunavut as a sound place to invest.

### Objectives

- To implement the *Nunavut Mineral Exploration and Mining Strategy* to help ensure that the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- To develop mining and petroleum industries in Nunavut through the provision of support for prospectors, promotion of the industry to current and potential investors, and to potential industry participants in the local service sectors and workforce.
- To assist in the acquisition of new geoscience information, and ensure both new and existing data are readily available, in support of mineral exploration and development in Nunavut.
- To perform strategic analyses of issues and conditions required to allow for petroleum development.
- To support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.

| Programs  | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-18 |
|---|----------------|---------|--------------|---------|---------|
| <b>Division Operations</b>  |                | 2,047   | <b>2,047</b> | 2,047   | 2,047   |
| The Minerals and Petroleum Resources division oversees program delivery, and the implementation of the <i>Nunavut Mineral Exploration and Mining Strategy</i> . It promotes investment in Nunavut's mineral and petroleum resources that brings the maximum benefit to Nunavummiut, while building awareness of resource issues locally and across Nunavut. The division also participates as an intervener in the environmental assessment of resource development projects. |                |         |              |         |         |
| <b>Nunavut Prospector's Program</b>   |                | 150     | <b>150</b>   | 150     | 150     |
| Established under the Nunavut Prospector's Program policy, this program provides contributions to Nunavut residents holding a valid prospecting licence who require financial assistance to carry out prospecting activities.   |                |         |              |         |         |
| <b>Science Education Enabling Program</b>   |                | 70      | <b>70</b>    | 70      | 70      |
| This program contains two streams, which encourage students to pursue interests and careers in math, science and technology: the Math and Science Awards Fund and the Independent Science Programs for Youth (I-SPY) Fund.  |                |         |              |         |         |

|                                   |     |            |     |     |
|-----------------------------------|-----|------------|-----|-----|
| <b>Nunavut Geoscience Program</b> | 450 | <b>450</b> | 450 | 450 |
|-----------------------------------|-----|------------|-----|-----|

This program involves a partnership between the Geological Survey of Canada, Aboriginal Affairs and Northern Development Canada, Nunavut Tunngavik Inc. and the Government of Nunavut. The program focuses on the development of information infrastructure intended to attract investment by the mining industry, increasing understanding of the geology of Nunavut, geographic information systems services and training, and building local geoscience expertise.

|                                      |     |            |     |     |
|--------------------------------------|-----|------------|-----|-----|
| <b>Nunavut Mine Training Program</b> | 200 | <b>200</b> | 200 | 200 |
|--------------------------------------|-----|------------|-----|-----|

The Nunavut Mine Training fund is established to support the Nunavut Mine Training initiative. This fund is used to support and facilitate partnerships that provide training to Nunavut residents to allow them to participate fully in opportunities related to mineral exploration and mining.

|                                 |    |           |    |    |
|---------------------------------|----|-----------|----|----|
| <b>Nunavut Mining Symposium</b> | 50 | <b>50</b> | 50 | 50 |
|---------------------------------|----|-----------|----|----|

This annual contribution to the Nunavut Mining Symposium Society provides core funding to allow the society to host the annual Nunavut Mining Symposium.

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|  |              |              |              |              |
|--|--------------|--------------|--------------|--------------|
| <b>Total, Minerals and Petroleum Resources</b> | <b>2,967</b> | <b>2,967</b> | <b>2,967</b> | <b>2,967</b> |
|--|--------------|--------------|--------------|--------------|

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**Priorities (2014-15)**

- Publish results of the carving stone deposit evaluation project.  
*Status: Overall results have been published in the Summary of Activities 2012 and 2013 documents published by the Canada-Nunavut Geoscience Office (CNGO). Another paper for this same volume for 2014 will be published by fiscal year end. Individual regional and community reports from 2013 work and 2014 have been passed back to the communities.*
  
- Extend carving stone deposit evaluation fieldwork to complete coverage of additional promising sites, especially those for which earlier work was not possible due to weather or access. Return to key sites where the need for detailed groundwork and geophysical prospecting was identified.  
*Status: The resident geologist and several carvers spent a month in the field in 2014 following up on fieldwork, specifically in the Belcher Islands and in Repulse Bay.*
  
- With our partners in the Canada-Nunavut Geoscience Office, work on implementation of a renewed Geo-mapping for Energy and Minerals initiative.  
*Status: Continued to work on GEM programming with the CNGO.*
  
- Work with Canada-Nunavut Geoscience Office on five-year research planning for the next funding agreement on CanNor's Strategic Investments in Northern Economic Development (SINED) program.  
*Status: Work was completed, and a new SINED agreement signed in 2014 for two years (2014-2015 and 2015-2016). Work will continue over the next one and a half years to put in place a similar agreement for future SINED projects, or to implement new programming with more stable funding.*

- Update Nunavut Prospectors Program guide and applications.  
*Status: The Nunavut Prospectors Program guide and applications are the primary focus of a new manager who joined the division in September 2014.*
- Support formal negotiations on a devolution agreement with Canada.  
*Status: The division continues to work with Executive and Intergovernmental Affairs on this work.*
- Promote a regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and developing positions on oil and gas development.  
*Status: The Nunavut Mining Symposium Society is hosting an “Oil and Gas Summit” in January 2015 in Iqaluit. All relevant stakeholders, including Government of Nunavut and federal departments and agencies, will be included and invited to this summit. The focus of the Summit will be to provide “a consensual path forward” for all with an interest in Nunavut’s petroleum industry and possible future exploration and development.*
- Continue Development Partnership Agreements negotiations with anticipated companies (Agnico-Eagle Mines and AREVA).  
*Status: The division continues to work with Agnico-Eagle Mines, Baffinland and TMAC Resources on Development Partnership Agreements negotiations, which remain at a preliminary stage.*
- Assist the Sustainable Development section with a review of activities as well as the multi-departmental review of resources.  
*Status: The Environmental Assessment group continues to work closely with Sustainable Development section that coordinates the GN response to multi-departmental reviews.*

### **Priorities (2015-16)**

- Complete the update of the Nunavut Prospectors Program guide and application.
- Carry out an advanced prospector’s field school for longer-term subscribers to the Nunavut Prospector’s Program, possibly in conjunction with industry.
- Support formal negotiations on a devolution agreement with Canada.
- Promote a regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and on oil and gas development.
- Support data collection and coordinate GN departments that contribute to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives.



**Priorities (2016-17)**

- Support formal negotiations on a devolution agreement with Canada.
- Promote an investment climate and regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and on oil and gas development.
- Support data collection and coordinate GN departments that contribute to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives, and provide support through the regional Socio-Economic Monitoring Committees.

**Priorities (2017-18)**

- Review promising projects belonging to individual local prospectors for potential advancement. This could include property visits with the prospectors, and in conjunction with industry.
- Work towards solidifying a more formal and collaborative arrangement for the geoscientists of the GN to work more closely with the federal government geoscientists (CNGO and AANDC).
- Promote a regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and developing positions on oil and gas development.

**Transportation Policy and Planning**

Transportation Policy and Planning is responsible for planning roads, marine and air infrastructure development for Nunavut. To achieve this end, the division develops long and short-term plans and strategies for Nunavut's transportation system, including advocating for Nunavut's unique needs in federal government transportation policy activities and securing an ongoing funding agreement with the federal government for infrastructure. The division also works with communities and transportation users to plan for transportation related infrastructure.

**Objectives**

- To ensure the safe and efficient movement of people and goods in and out of Nunavut and within the territory.
- To implement the recommendations of the Nunavut Transportation Strategy.
- To work with the federal government to advance projects to improve roads, airports and small craft harbours.

- To help ensure the participation of Nunavummiut in the development of the economy by promoting the construction of infrastructure that provides access to resources and contributes to the development of social capital and human resource development.

| Programs  | Budget (\$000) | 2014-15      | 2015-16      | 2016-17      | 2017-18      |
|---|----------------|--------------|--------------|--------------|--------------|
| <b>Transportation Policy and Planning</b>   |                | 1,065        | <b>1,065</b> | 1,065        | 1,065        |
| This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.   |                |              |              |              |              |
| <b>Community Transportation Initiatives</b>   |                | 500          | <b>1,500</b> | 1,500        | 1,500        |
| The Community Transportation Initiatives program supports communities to develop local transportation facilities and infrastructure to connect communities to each other, natural resource development opportunities and traditional livelihood activities. |                |              |              |              |              |
| <b>Total, Transportation Policy and Planning</b>  |                | <b>1,565</b> | <b>2,565</b> | <b>2,565</b> | <b>2,565</b> |

#### Priorities (2014-15)

- Complete construction of Rankin Inlet and Cambridge Bay airport projects.  
*Status: The Rankin Inlet airport is substantially complete. All of the engineering planning and design work is complete for the Cambridge Bay project. Construction work will begin in the spring of 2015 on the graded runway ends and the expansion of the apron. The project should be substantially complete by the end of 2015.*
- Actively lobby the Government of Canada on remaining harbours identified in the 2006 Small Craft Harbours report: Repulse Bay, Chesterfield Inlet, Kugaaruk, Qikiqtarjuaq, Clyde River and Pond Inlet.  
*Status: A business case has been completed for the Qikiqtarjuaq facility. An opportunity for funding for the other communities is being pursued with the federal government.*
- Work with communities and port proponents to develop plans for marine infrastructure in communities where port infrastructure has the potential to achieve financial sustainability and multi-modal linkages.  
*Status: This is a work in progress and has not been completed to date; this priority will carry over to 2015-16.*
- Update 20-year capital needs assessment for Nunavut airports.  
*Status: This has been completed and will be tabled in the Legislative Assembly.*
- Conduct planning work for installation of bridges in Gjoa Haven and Cambridge Bay.

***Status:** A report has been completed on the work required to install the bridge in Gjoa Haven. A request for a quote on a report for the work required on the Cambridge Bay bridge has been issued.*

- Conduct planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.  
***Status:** Hazardous Substances Surveys were completed for Qikiqtarjuaq, Coral Harbour and Sanikiluaq. A cost estimate has been determined for the work required at Sanikiluaq. Cost estimates are being worked on for Qikiqtarjuaq and Coral Harbour. No work has been done on Nanisivik or Resolute Bay to date. This priority will carry over to 2015-16.*

#### **Priorities (2015-16)**

- Complete remaining construction of Rankin Inlet and Cambridge Bay airport projects.
- Continue to actively lobby the Government of Canada on remaining harbours identified in the 2006 Small Craft Harbours report: Repulse Bay, Chesterfield Inlet, Kugaaruk, Qikiqtarjuaq, Clyde River and Pond Inlet.
- Complete planning work for installation of bridges in Gjoa Haven and Cambridge Bay.
- Work with communities and port proponents to develop plans for marine infrastructure in communities where port infrastructure has the potential to achieve financial sustainability and multi-modal linkages.
- Conduct planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.
- Conclude negotiations with Department of National Defence on maintenance of the Nanisivik Road.
- Prioritize airport capital projects using recommendations of 20-year capital needs assessment completed in 2014-15.

#### **Priorities (2016-17)**

- Complete planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.
- Implement remediation of Nanisivik Airport.
- Prioritize airport capital projects using recommendations of 20-year capital needs assessment completed in 2014-15.

### Priorities (2017-18)

- Review Transportation Policy & Planning organizational chart to determine the optimal staffing required, ensuring that proper oversight is given to the department's operations in Gjoa Haven and Rankin Inlet.
- Identify capital projects available for funding under the New Building Canada Fund and to provide the oversight required to ensure that all Federal reporting requirements are met.
- Implement the remediation plans that are required for the disposal of old airport facilities in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.

### Motor Vehicles

The safety of passengers and pedestrians on our roads is the first priority of the Motor Vehicles division. Motor Vehicles provides services and programs to ensure established motor vehicle regulations and safety requirements are promoted to road users and enforced as required. The division administers all aspects of driver licensing and vehicle registrations and maintains statistics for accident reporting. The division also works to ensure that Motor Vehicles services are available throughout the Territory. The division delivers a basic vehicle inspection program and promotes road safety to ensure the safety of all road users.

### Objectives

- To ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.
- To conduct driver testing, issue driver licences, vehicle registration, and General Identification Cards.
- To promote road safety awareness to reduce accidents and fatalities.
- To cooperate with provincial and territorial jurisdictions to ensure reciprocal recognition of Nunavut Drivers Licences as defined in the Canadian Drivers Licence Agreement.

| Programs   | Budget (\$000) | 2014-15      | 2015-16      | 2016-17      | 2017-18      |
|--|----------------|--------------|--------------|--------------|--------------|
| <b>Motor Vehicles</b>  |                | 2,124        | <b>2,124</b> | 2,124        | 2,124        |
| Ensure motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut. |                |              |              |              |              |
| <b>Total, Motor Vehicles</b>   |                | <b>2,124</b> | <b>2,124</b> | <b>2,124</b> | <b>2,124</b> |

### Priorities (2014-15)

- Implement the Nunavut Motor Vehicle Inspection Program for commercial carriers.  
*Status: Four Motor Vehicle Officers were re-certified May and June, in order to continue carrying out inspections. Nunavut's new inspection forms will soon be in production, with*

CVSA (Commercial Vehicle Safety Alliance) inspections to start in Iqaluit within the next 3 months. A schedule is being developed for the remaining regional centres.

- Initiate a motor vehicle safety awareness campaign.  
*Status:* Bicycle Safety and Driver's Licence demerit point pamphlets have gone to design, and were translated into all 4 languages. They will be posted on the departmental website, and distributed at the MVD offices this winter. Cargo Securement, Safe Driving tips, and Information pamphlets regarding Motor Vehicle services for Driver Licence, General Identification Card and Registrations are in development. Safety awareness initiatives on motor vehicle issues are being developed.
- Implement first phase of a two-phase process for enforcing the School Bus regulations.  
*Status:* October 1st, 2014 phase one was rolled out, which requires School Bus mechanical inspection reports to be submitted by District Education Authorities. Going forward, these inspection reports must be submitted twice yearly, on August 31 and December 31.
- Perform a needs analysis for a Periodic Motor Vehicle Inspection (PMVI) regulation to reduce accidents due to mechanical defects and improve road safety throughout Nunavut.  
*Status:* Regulators in Yukon, Manitoba and Ontario have been contacted to acquire information of their current respective PMVI inspection programs and regulations. This priority will carry over to 2015-16.
- Initiate development of a Motor Vehicles Information System, designed to manage driver licensing and vehicle registration information between motor vehicle offices and with partners across Canada.  
*Status:* Funding has been secured for the new MVIS database to replace the existing obsolete system. This will enhance services and communication between MVIS and national information management systems. This includes additional features to manage the Motor Vehicle Inspection Program.
- Review the Motor Vehicles Act and regulations; begin consultation with stakeholders on possible legislative updates.  
*Status:* A Legislative Proposal has been drafted but consultation plan has not been finalized.
- Continue to work with the Government Liaison division on improving the delivery of motor vehicle services throughout Nunavut.  
*Status:* Work has continued with the Government Liaison division as they bring on new GLOs and provide training for Motor Vehicle services; this transition has been successful and now basic Motor Vehicle services in most communities are delivered by GLOs.

#### **Priorities (2015-16)**

- Initiate second phase of enforcing the School Bus regulations.
- Complete the Motor Vehicles Information System project.

- Introduce renewed *Motor Vehicles Act* and related regulations.
- Complete needs analysis for a Periodic Motor Vehicle Inspection (PMVI) regulation and subject to outcome of needs analysis, update the Periodic Motor Vehicle Inspection regulations.

#### **Priorities (2016-17)**

- Implement the Motor Vehicles Information System for roll-out throughout Nunavut.
- Implement the renewed *Motor Vehicles Act*.

#### **Priorities (2017-18)**

- Initiate online motor vehicle licence renewal and vehicle registrations processes.
- Initiate Commercial Vehicle Safety Alliance (CVSA) inspections for smaller communities.
- Develop Nunavut road and trail safety plan.

### **Nunavut Airports**

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B and C Airports outside Iqaluit. The division ensures that facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, NAV Canada, and the community governments and contractors who provide services to operate and maintain community airports, as well as with the consultants and contractors needed to deliver construction projects.

#### **Objectives**

- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.
- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled air service to each community.
- Provide aviation weather and flight information to the airlines through CARS.

| <b>Programs</b>         | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|-------------------------|-----------------------|----------------|----------------|----------------|----------------|
| <b>Nunavut Airports</b> |                       | 14,967         | <b>14,967</b>  | 14,967         | 14,967         |

This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.

|                                       |    |           |    |    |
|---------------------------------------|----|-----------|----|----|
| <b>Northern Aviation Scholarships</b> | 30 | <b>30</b> | 30 | 30 |
|---------------------------------------|----|-----------|----|----|

Administered in cooperation with the Government of the Northwest Territories, this program provides scholarships to students from Nunavut who are pursuing full-time studies leading to a northern aviation career.

|                                |               |               |               |               |
|--------------------------------|---------------|---------------|---------------|---------------|
| <b>Total, Nunavut Airports</b> | <b>14,997</b> | <b>14,997</b> | <b>14,997</b> | <b>14,997</b> |
|--------------------------------|---------------|---------------|---------------|---------------|

**Priorities (2014-15)**

- Continue to implement corrective actions identified in the Safety Management System (SMS) Quality Assurance audit completed in fall 2013.  
*Status: Safety Management System audit was completed by Transport Canada. With the exception of a few suggested improvements, the Nunavut Airports was commended on the creation and application of a Transport Canada-approved SMS program.*
- Undertake a comprehensive review of operational needs of Nunavut Airports division.  
*Status: Divisional review was completed in July 2014 for Nunavut Airports operational gaps, including suggestions for organizational changes.*
- Develop and deliver training on duties mandated by Transport Canada regulations to all airport maintainers.  
*Status: Nunavut Airports anticipates that training seminars will be held in all regions. Preliminary planning is underway.*
- Work with NAV Canada to identify community airports which would benefit from the installation of GPS systems.  
*Status: NAV Canada and Nunavut Airports continue to work closely. A number of sites are currently underway, with results anticipated in 2015.*
- Work with NAV Canada to ensure smooth transition of Community Aerodrome Radio Stations (CARS) from the department to new contractors.  
*Status: NAV Canada is in the final stages of the contract process for this work. Meetings have been held with successor contractor to ensure common interest and channels for both communication and smooth transition.*

**Priorities (2015-16)**

- Develop and deliver training on duties mandated by Transport Canada regulations to all airport maintainers.
- Complete the identification of community airports which would benefit from the installation of GPS systems.
- Work with NAV Canada to complete transition of Community Aerodrome Radio Stations from the department to new contractors.

- Implement findings of comprehensive review of operational needs of Nunavut Airports division.

#### Priorities (2016-17)

- Implement findings of comprehensive review of operational needs of Nunavut Airports division.
- Undertake scheduled Safety Management System Quality Assurance audit.
- Study the expansion of the Commercial Development branch of Nunavut Airports in order to achieve a more successful business model, and benefit from the resources that leases and fees could provide.

#### Priorities (2017-18)

- Purchase and implement an in-depth and thorough preventative maintenance software system to extend the life of mobile assets and facilities.

### Iqaluit International Airport

Iqaluit International Airport serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada.

#### Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit International Airport in accordance with the *Aeronautics Act*, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.
- Provide oversight of the private partner's performance under the Iqaluit International Airport Improvement Project Agreement, and manage those responsibilities which remain with the department.

| Programs  | Budget (\$000) | 2014-15      | 2015-16      | 2016-17      | 2017-18       |
|---|----------------|--------------|--------------|--------------|---------------|
| <b>Iqaluit International Airport</b>  |                | 6,242        | <b>8,830</b> | 9,079        | 10,634        |
| This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport. |                |              |              |              |               |
| <b>Total, Iqaluit International Airport</b>   |                | <b>6,242</b> | <b>8,830</b> | <b>9,079</b> | <b>10,634</b> |



**Priorities (2014-15)**

- Complete updates to the Airport Operations Manual and associated plans in preparation for transfer of the Airport Certificate to the P3 Private Partner.  
*Status: Complete.*
- Transfer responsibility for operations of the airport to the P3 Private Partner.  
*Status: Transfer completed to Arctic Infrastructure Limited Partners (AILP) July 21, 2014.*
- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.  
*Status: Monitoring compliance with construction and operations plans has been performed; the P3 Partner has submitted the required Inuit employment and training reports. The department works in partnership with a project steering committee comprised of representatives from the departments of EDT, CGS and Finance.*

**Priorities (2015-16)**

- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Complete pre-engineering and related funding submission to the Transport Canada Airports Capital Assistance Program for a Sequenced Strobe Approach Lighting System to reduce landing decision heights.
- Begin transfer of identified parcels of airport lands to the City of Iqaluit per the terms of the MOU between the GN and the City.

**Priorities (2016-17)**

- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Begin construction of Sequenced Strobe Approach Lighting System approach lighting.
- Complete transfer of airport lands to City of Iqaluit.
- Develop a system to recover revenue from international carriers nominating Iqaluit Airport as an *en route* alternate in cooperation with the International Air Transport Association and International Civil Aviation Organization.

**Priorities (2017-18)**

- Complete construction and commissioning of new and reconstructed airport facilities
- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Complete construction of Sequenced Strobe Approach Lighting System.

## Inuit Employment Plan

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>142</b>           |            | <b>141</b>         |            |
| Total Filled Positions                             | 99                   | 70%        | 118                | 84%        |
| Total Vacancies                                    | 43                   | 30%        | 23                 | 16%        |
| Total Beneficiaries                                | 50                   | 51%        | 64                 | 54%        |
| <b>Total Executive Positions</b>                   | <b>4</b>             |            | <b>4</b>           |            |
| Total Filled Executive Positions                   | 3                    | 75%        | 4                  | 100%       |
| Total Vacant Executive Positions                   | 1                    | 25%        | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 1                    | 33%        | 1                  | 25%        |
| <b>Total Senior-Management Positions</b>           | <b>14</b>            |            | <b>14</b>          |            |
| Total Filled Senior-Management Positions           | 10                   | 71%        | 13                 | 93%        |
| Total Vacant Senior-Management Positions           | 4                    | 29%        | 1                  | 7%         |
| Total Beneficiaries in Senior-Management Positions | 4                    | 40%        | 3                  | 23%        |
| <b>Total Middle-Management Positions</b>           | <b>25</b>            |            | <b>25</b>          |            |
| Total Filled Middle-Management Positions           | 19                   | 76%        | 22                 | 88%        |
| Total Vacant Middle-Management Positions           | 6                    | 24%        | 3                  | 12%        |
| Total Beneficiaries in Middle-Management Positions | 5                    | 26%        | 6                  | 27%        |
| <b>Total Professional Positions</b>                | <b>22</b>            |            | <b>21</b>          |            |
| Total Filled Professional Positions                | 13                   | 59%        | 14                 | 67%        |
| Total Vacant Professional Positions                | 9                    | 41%        | 7                  | 33%        |
| Total Beneficiaries in Professional Positions      | 4                    | 31%        | 6                  | 43%        |
| <b>Total Paraprofessional Positions</b>            | <b>57</b>            |            | <b>57</b>          |            |
| Total Filled Paraprofessional Positions            | 40                   | 70%        | 47                 | 82%        |
| Total Vacant Paraprofessional Positions            | 17                   | 30%        | 10                 | 18%        |
| Total Beneficiaries in Paraprofessional Positions  | 23                   | 58%        | 31                 | 66%        |
| <b>Total Administrative Positions</b>              | <b>20</b>            |            | <b>20</b>          |            |
| Total Filled Administrative Positions              | 14                   | 70%        | 18                 | 90%        |
| Total Vacant Administrative Positions              | 6                    | 30%        | 2                  | 10%        |
| Total Beneficiaries in Administrative Positions    | 13                   | 93%        | 17                 | 94%        |

### Capacity

The Department of Economic Development and Transportation is highly decentralized, with 54% of all positions located outside Iqaluit. As of October 2014, capacity and Inuit employment were higher for the department's positions located outside the capital at 74% and 61% respectively, compared to 60% capacity and 33% Inuit employment for positions located in Iqaluit.

The department's vacancies are partially addressed through the use of casual and relief employees. As of October 2014 the department employed 32 casual and relief employees, 21 of whom were NLCA beneficiaries.

### **Inuit Employment Initiatives**

The department has developed or participates in the following initiatives and activities to increase Inuit employment:

- Developing and submitting proposals for *Sivuliqtiksats* Internships through the Department of Executive and Intergovernmental Affairs; the departmental had three internships in 2014-15 and is working to initiate more in 2015-16;
- Employing summer students to provide valuable work experience to youth for future employment endeavors; seventeen Inuit summer students were employed in 2014 and similar numbers can be expected in 2015;
- Mentoring and training beneficiaries through on-job-training as well through casual employment opportunities;
- Endeavoring to ensure that there is an NLCA beneficiary member on screening and hiring panels;
- Implementing a Performance Management Program to engage and empower employees; and
- Beginning in 2015-16, directly communicating information on educational and mentorship opportunities to Inuit employees in the Administrative Support, Paraprofessional and Middle Management categories.

## Financial Summary

| Branch                      | 2014 – 2015<br>Main<br>Estimates |              | 2015 – 2016<br>Main<br>Estimates |              | 2016 – 2017<br>Planned |              | 2017 – 2018<br>Planned |              |
|-----------------------------|----------------------------------|--------------|----------------------------------|--------------|------------------------|--------------|------------------------|--------------|
|                             | \$000                            | PYs          | \$000                            | PYs          | \$000                  | PYs          | \$000                  | PYs          |
| <b>CORPORATE MANAGEMENT</b> |                                  |              |                                  |              |                        |              |                        |              |
| Compensation & Benefits     | 6,003                            | 50.0         | <b>6,003</b>                     | <b>50.0</b>  | 6,003                  | 50.0         | 6,003                  | 50.0         |
| Grants & Contributions      | 4,583                            |              | <b>4,583</b>                     |              | 4,583                  |              | 4,583                  |              |
| Other O&M                   | 1,340                            |              | <b>1,340</b>                     |              | 1,340                  |              | 1,340                  |              |
| <b>Subtotal</b>             | 11,926                           |              | <b>11,926</b>                    |              | 11,926                 |              | 11,926                 |              |
| <b>ECONOMIC DEVELOPMENT</b> |                                  |              |                                  |              |                        |              |                        |              |
| Compensation & Benefits     | 6,074                            | 47.0         | <b>6,406</b>                     | <b>49.0</b>  | 6,406                  | 49.0         | 6,406                  | 49.0         |
| Grants & Contributions      | 16,619                           |              | <b>19,830</b>                    |              | 19,830                 |              | 18,930                 |              |
| Other O&M                   | 1,135                            |              | <b>1,423</b>                     |              | 1,423                  |              | 1,423                  |              |
| <b>Subtotal</b>             | 23,828                           |              | <b>27,659</b>                    |              | 27,659                 |              | 26,759                 |              |
| <b>TRANSPORTATION</b>       |                                  |              |                                  |              |                        |              |                        |              |
| Compensation & Benefits     | 5,374                            | 45.0         | <b>5,003</b>                     | <b>42.0</b>  | 5,003                  | 42.0         | 5,003                  | 42.0         |
| Grants & Contributions      | 530                              |              | <b>1,530</b>                     |              | 1,530                  |              | 1,530                  |              |
| Other O&M                   | 19,024                           |              | <b>21,983</b>                    |              | 22,232                 |              | 23,787                 |              |
| <b>Subtotal</b>             | 24,928                           |              | <b>28,516</b>                    |              | 28,765                 |              | 30,320                 |              |
| <b>Total</b>                | <b>60,682</b>                    | <b>142.0</b> | <b>68,101</b>                    | <b>141.0</b> | <b>68,350</b>          | <b>141.0</b> | <b>69,005</b>          | <b>141.0</b> |

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## INUIT EMPLOYMENT PLAN – Territorial Corporations

### Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Land Claims Agreement* (NLCA) by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all occupational categories.

NLCA Article 23.2.1: “*The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.*”

Government of Nunavut departments and agencies develop and implement Inuit Employment Plans respectively. Statistical information is provided in the “*Towards a Representative Public Service*” quarterly report that determines the gap between beneficiaries and non-beneficiaries by region, community, department and occupational category.

The following table is a snapshot of the public service as of September 30, 2014 by occupational category:

| September 30, 2014     | Total Positions |           |            |            | Beneficiaries |            |
|------------------------|-----------------|-----------|------------|------------|---------------|------------|
|                        | Total           | Vacancies | Filled     | % Capacity | Hired         | % IEP      |
| Executive              | 7               | 1         | 6          | 86%        | 1             | 17%        |
| Senior Management      | 14              | 0         | 14         | 100%       | 3             | 21%        |
| Middle Management      | 53              | 9         | 44         | 83%        | 11            | 25%        |
| Professional           | 175             | 46        | 129        | 74%        | 54            | 42%        |
| Paraprofessional       | 39              | 14        | 25         | 64%        | 15            | 60%        |
| Administrative Support | 45              | 9         | 36         | 80%        | 33            | 92%        |
| <b>TOTALS</b>          | <b>333</b>      | <b>79</b> | <b>254</b> | <b>76%</b> | <b>117</b>    | <b>46%</b> |

*Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

The following table is a snapshot of the public service as of September 30, 2014 by corporation:

| September 30, 2014                  | Total Positions |           |            |            | Beneficiaries |            |
|-------------------------------------|-----------------|-----------|------------|------------|---------------|------------|
|                                     | Total           | Vacancies | Filled     | % Capacity | Hired         | % IEP      |
| Nunavut Arctic College              | 217             | 47        | 170        | 78%        | 91            | 54%        |
| Nunavut Business Credit Corporation | 6               | 2         | 4          | 67%        | 1             | 25%        |
| Nunavut Development Corporation     | 5               | 0         | 5          | 100%       | 3             | 60%        |
| Nunavut Housing Corporation         | 105             | 30        | 75         | 71%        | 22            | 29%        |
| <b>TOTALS</b>                       | <b>333</b>      | <b>79</b> | <b>254</b> | <b>76%</b> | <b>117</b>    | <b>46%</b> |

*Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

Our workforce comes from many cultures where all public servants work respectively and cooperatively towards a representative workforce in the spirit of *Sivumut Abluqta: Stepping Forward Together*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and agencies.

Executive and Intergovernmental Affairs has taken a developmental role in encouraging representation through promoting higher education and partnerships with recognized institutions and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit societal values.

### **Government Wide Plan**

This section of the Business Plan describes some of the current Government of Nunavut wide initiatives available to all departments and agencies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

- Initiatives specifically designed for beneficiaries
- Initiatives available for all Government of Nunavut employees

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2016. The following identifies the targets by occupational category:

| March 31, 2016         | Total Positions |           |            |            | Beneficiaries |            |
|------------------------|-----------------|-----------|------------|------------|---------------|------------|
|                        | Total           | Vacancies | Filled     | % Capacity | Hired         | % IEP      |
| Executive              | 7               | 0         | 7          | 100%       | 1             | 14%        |
| Senior Management      | 15              | 0         | 15         | 100%       | 3             | 20%        |
| Middle Management      | 52              | 5         | 47         | 90%        | 12            | 26%        |
| Professional           | 189             | 20        | 169        | 89%        | 68            | 40%        |
| Paraprofessional       | 48              | 10        | 38         | 79%        | 24            | 63%        |
| Administrative Support | 46              | 0         | 46         | 100%       | 43            | 93%        |
| <b>TOTALS</b>          | <b>357</b>      | <b>35</b> | <b>322</b> | <b>90%</b> | <b>151</b>    | <b>47%</b> |

*Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

The following is a snapshot of the Inuit employment targets for March 31, 2016 by corporation:

| March 31, 2016                      | Total Positions |           |            |            | Beneficiaries |            |
|-------------------------------------|-----------------|-----------|------------|------------|---------------|------------|
|                                     | Total           | Vacancies | Filled     | % Capacity | Hired         | % IEP      |
| Nunavut Arctic College              | 225             | 13        | 212        | 94%        | 113           | 53%        |
| Nunavut Business Credit Corporation | 6               | 0         | 6          | 100%       | 3             | 50%        |
| Nunavut Development Corporation     | 5               | 0         | 5          | 100%       | 3             | 60%        |
| Nunavut Housing Corporation         | 121             | 22        | 99         | 82%        | 32            | 32%        |
| <b>TOTALS</b>                       | <b>357</b>      | <b>35</b> | <b>322</b> | <b>90%</b> | <b>151</b>    | <b>47%</b> |

*Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.*

### Initiatives Specifically Designed for Beneficiaries

The following initiatives are available specifically for beneficiaries of the Nunavut Land Claims Agreement to enhance beneficiary employment and support Inuit Employment Plans:

### **Priority Hiring Policy**

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to NLCA beneficiaries. Those beneficiaries who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards, and agencies. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

### **Sivuliqtiksat Internship Program**

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for beneficiaries to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department/agency. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional occupational categories. The Government of Nunavut supports 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

### **Trainee and Internships**

The Government of Nunavut has undertaken some internship programs that provide on the job training to beneficiary employees. These vary in length depending on the position and the skill level of the individual. Departments and agencies initiate such trainee/internship positions and fund them internally.

### **Inuktitut as a First Language**

Inuktitut and Inuinnaqtun First Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

### **Initiatives Available for All Government of Nunavut Employees**

The Government of Nunavut is a diverse organization working together to create a respectful and productive work environment. The following initiatives are available for all Government of Nunavut employees that can also be used to enhance beneficiary employment and support Inuit Employment Plans:

#### **Education Leave**

The Government of Nunavut supports its employees to improve continually their skills. The Education Leave directive allows employees to take leave for educational pursuits. This provides employees with the opportunity to take advantage of external training. Employees must be in

indeterminate positions and have been employed at least 3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

### **Trainer's Allowance**

The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are training another employee through on-the-job training. To receive the trainer's allowance, a learning plan and a training agreement must be signed off by participants and funded internally in their respective departments or agencies.

### **Learning and Development Courses**

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that is available for all GN employees. These are general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with Nunavut Arctic College (NAC) as a service provider for program delivery. Certain courses (i.e. policy, diversity, negotiation skills) are delivered by institutions that specialize in that subject matter.

### **Specialized Training Fund**

This fund is available for all departments and agencies to develop technical, job specific competencies and address the unique learning needs in a department/agency, division or position. Each program is designed and delivered by the employing department/agency who submits a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.

### **Mentorship**

Employees across the Government of Nunavut are encouraged to use mentors. Mentors for example are provided to nurses graduating from the Nunavut Nursing Program. The GN Mentorship Program's foundation is deeply rooted in the guiding principles of the Inuit Societal Values and is available for all public servants

### **Inuktitut as a Second Language**

Inuktitut and Inuinnaqtun Second Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

### **Learning Plans**

A Learning Plan template is used by employees, with the support of their supervisor, to identify what areas they would like to take training and development opportunities for career aspirations. The Learning Plan is the foundation "live" tool used for internships and trainee positions.

### **Occupational Certificate Training Programs**

Executive and Intergovernmental Affairs develops certificate training programs targeted at occupations found in all departments and territorial corporations. The occupational training programs are designed to be delivered in modules towards a GN certificate of achievement. Priority of specific occupational programs is determined by the Building Capacity Committee. Sivumuaqatigiit has delivered occupational programs such as Administrative Services, Communications, Supervisory, Human Resource Practitioner's Program, and the Nunavut Advanced Management Diploma Program.

### **Summer Student Employment Equity Program**

The Summer Student Employment Equity Program is available to all secondary and post-secondary students living in Nunavut and studying in or outside Nunavut. This program is designed to provide opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical and meaningful working experience in the public service. Nunavut Land Claims Beneficiaries receive priority in the summer student hiring process under the Priority Hiring Policy.

### **Transfer Assignments**

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments/agencies. Transfer assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

### **Orientation**

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. Orientations that are more specific are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Societal Values and a traditional activity is also included as part of the session.

### **Specific Corporations Initiatives**

Descriptions of corporation specific initiatives are available in their respective sections of the business plan.

*Nunavut Housing  
Corporation*

*Business Plan  
2015-2018*

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## **INTRODUCTION**

The Nunavut Housing Corporation (NHC) is a public agency of the Government of Nunavut (GN) created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the NHC is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act* the section specifically devoted to public agencies.

The NHC reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President, Board of Directors and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a Territorial corporation include:

- The ability to enter into funding partnerships independently, principally with the Canada Mortgage and Housing Corporation (CMHC), outside of the GN's financial structure. This means that Nunavut's transfer payments from the federal government are not affected by the funding the NHC receives.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for Capital and Operating and Maintenance, which gives the NHC full authority for the delivery of housing initiatives.
- The creation of an entity that is focused specifically on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

### **Our Mission**

*To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.*

### **Our Vision**

*To ensure families and individuals in Nunavut have access to a range of affordable housing options.*

## **ENVIRONMENTAL SCAN**

### **Delivery**

Adequate, affordable and appropriate shelter is a key factor in achieving well-being, including the ability to participate and to achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

New construction by the private sector is usually responsive rather than proactive. The continued training of Nunavummiut in the construction fields is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will increase.

There is an extremely limited private market in Nunavut: most landlords/developers only respond to tenders, or initiate new development, that in turn promises long-term government leases. The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most.

Nunavut's climate and geography also present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported by air or on the annual summer sealift. As a result, the cost of landed goods is substantially higher than elsewhere in Canada.

Adequate and secure storage facilities must be available to accommodate a 12-month supply of materials. As such, the NHC will continue to lobby for improved storage facilities and increased capacity for Local Housing Organizations (LHOs) to address these challenges.

The NHC relies on its community partners, the LHOs, to provide maintenance and administration services on housing units. The NHC looks to these partners for valuable insight on community priorities and concerns. The NHC recognizes the value of enhancing LHO capacity, and will make this a critical priority for 2015-2018.

### **Supply**

The GN is the supplier of much of Nunavut's housing stock. As of March 31, 2014, the government, through the NHC, maintained 5,123 public housing units (of which 4,859 were NHC-owned and 264 were leased), 1,424 staff housing units (of which 365 were owned and 1,059 were leased) and held mortgages for 311 homeowners. This represents approximately seventy-three percent of Nunavut's total housing stock. The remaining twenty-seven percent of Nunavut's housing stock includes privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and Income Support funded units.

According to the 2010 Nunavut Housing Needs Survey, public housing accounts for 51% of Nunavut's housing stock, and 58% of Nunavummiut are public housing tenants, of which 97% are Inuit. Due to the absence of private affordable rental housing and given the high costs of

independent homeownership, public housing units are home to approximately half of Nunavummiut. Each Public Housing unit requires more than \$24,800 per year to operate and maintain. However, funding from CMHC for the social housing inventory, which was transferred to the Corporation in 1996, is declining and will terminate completely in 2037. Additional resources will need to be identified and dedicated to the operations and maintenance of public housing.

In alignment with the goals and directions set out in the GN Long-Term Comprehensive Housing Strategy, the NHC has made changes to its homeownership programs. These changes are intended to improve access to the programs, ensure better application of the programs to those in need and encourage the homeownership market in the territory. The NHC is committed to further reviewing existing homeownership programs to assist people who are ready to gain the advantages of independence from the private rental market, as well as public and staff housing programs. Every new homeowner frees up a rental unit or reduces an existing home's occupancy level. Despite public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory.

There is much research to indicate the links between health and housing conditions.

The *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit. Further, Inuit Tapiriit Kanatami (Fall 2014) reported that poor housing and overcrowding is responsible, in part, for the high rates of tuberculosis among Inuit.

Unsuitable and inadequate housing conditions also have a negative effect on an individual's mental health. A 2014 study of overcrowding and mental health (Riva, et al, 2014) demonstrated that household crowding is a source of chronic stress among the Inuit of Nunavik. A similar study on Inuit adults in Greenland (Riva, Larsen, and Bjerregaard, 2014) found links between overcrowding and poor mental wellbeing.

National Household Survey Data indicates that over 30% of households in Nunavut are overcrowded (Statistics Canada, 2011). In 2004, the *Ten-Year Inuit Housing Action Plan* estimated that 3,000 public housing units are required over a ten-year time span to alleviate current housing needs. In 2010, the Nunavut Housing Needs Survey reported that the estimated number of required additional units had climbed to 3580, demonstrating the need for housing construction to keep pace with population growth.

In the spring of 2013, the NHC tabled the GN Long Term Comprehensive Housing and Homelessness Strategy as part of its *Igluliuqatigiilauqta Initiative*. The Strategy, which builds on the previously published Framework, highlights the need to increase Nunavut's housing stock, improve collaboration among stakeholders to better address housing barriers and identify gaps in Nunavut's housing continuum. To help meet the government's *Sivumut Abluqta: Stepping Forward Together* priority of healthy families through strong and resilient communities, the NHC will work towards developing more energy efficient and economical solutions, and ensure more affordable housing options and alternatives are available to meet people's varied needs, including the needs of a growing elder population.

The Nunavut Housing Corporation is in the process of developing a Blueprint for Action that will map out, in detail, the steps needed over the next five to fifteen years to put the Strategy into action. Through the Blueprint for Action, the GN will have a mechanism to define housing demand, and ensure more affordable housing options and alternatives are available to meet the diverse housing needs of Nunavummiut.

Using a coordinated approach to identify and address housing supply barriers and other cost drivers, the GN will have greater capacity to develop more energy efficient and economical solutions. Only through shared investment and collective responsibility can the complex issues related to housing be adequately addressed.

## **CORE BUSINESS**

The following section is organized into four key areas of responsibility of the Nunavut Housing Corporation: Advisory and Administrative Services; Public Housing; Staff Housing, and Home Ownership. Status updates for the NHC priorities as outlined for the 2014/15 fiscal year are provided, and the NHC priorities for 2015 to 2018 are established.

| <b>Budget</b>                               | <b>(\$ 000)</b> |                |                |                |
|---|-----------------|----------------|----------------|----------------|
|   | <b>2014-15</b>  | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| <b>Advisory and Administrative Services</b> | 16,790          | <b>18,327</b>  | 16,436         | 16,436         |
| <b>Public Housing</b>                       | 108,700         | <b>115,850</b> | 118,502        | 119,560        |
| <b>Staff Housing</b>                        | 47,383          | <b>49,679</b>  | 49,699         | 49,699         |
| <b>TOTAL</b>                                | <b>172,873</b>  | <b>183,856</b> | <b>184,637</b> | <b>185,695</b> |

### **Advisory and Administrative Services**

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. The NHC team works diligently to make the corporation an action-oriented service delivery agency. Through its Advisory and Administrative services, the NHC strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery and housing maintenance. It also develops services for homeowners in the areas of finance, education and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

#### **Objectives**

- To ensure effective coordination of housing policies and procedures in Nunavut;
- To ensure appropriate levels of staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and LHO staff;
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The organization includes a Directorate office, Headquarters and three District offices. The District offices provide support to 25 LHOs that deliver housing services. The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

| <b>Programs Budget (\$ 000)</b>   | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|----------------|----------------|----------------|----------------|
| <b>Corporate Governance</b><br>Responsible for managing the NHC to ensure consistent and effective application of policy, standards, procedures, and program delivery throughout Nunavut.   | 1,449          | <b>1,468</b>   | 1,227          | 1,227          |
| <b>Corporate Operations</b><br>Responsible for the public housing, staff housing, and homeownership programs, as well the provision of related technical and maintenance services.  | 3,762          | <b>4,251</b>   | 3,202          | 3,202          |
| <b>Corporate Policy and Planning</b><br>Responsible for the administration of corporate policy, strategic planning and communications. This function is also accountable for the development and co-ordination of NHC policies in support of the Corporation's Vision, Mission, Mandate, and Goals and Objectives. This function is also responsible and accountable for socio-economic research, and financial planning for the NHC. | 659            | <b>1,265</b>   | 1,305          | 1,305          |
| <b>Corporate Finance Administration</b><br>Accountable for the overall management of the Corporation's financial affairs, including safeguarding the NHC's assets, preparing and issuing financial reports, maintaining internal financial controls, and providing training and advice.   | 1,603          | <b>1,646</b>   | 1,652          | 1,652          |
| <b>District Program Administration</b><br>Responsible for the delivery of homeownership and housing repair programs, which include financial counseling and home maintenance training of clients, and supporting the LHOs in the delivery of rental housing program through their management agreements. Also accountable for the management of the mortgage portfolio.   | 2,942          | <b>2,917</b>   | 2,917          | 2,917          |
| <b>District Financial Administration</b><br>Fulfills a dual function in providing financial support to the district offices, and in monitoring, evaluating and assisting LHOs with financial matters.   | 2,385          | <b>2,497</b>   | 2,505          | 2,505          |
| <b>District Technical Administration</b><br>Provides support and training to LHO maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.  | 3,991          | <b>4,283</b>   | 3,628          | 3,628          |
| <b>Total, Advisory and Administrative Services</b>  | <b>16,791</b>  | <b>18,327</b>  | <b>16,436</b>  | <b>16,436</b>  |

### Priorities (2014-2015)

- Establish interdepartmental collaboration structure for the development of a multi-year Action Plan for the GN Comprehensive Long Term Housing Strategy.

**Status:** NHC issued a Request for Proposal (RFP) for facilitation and reporting services for the interdepartmental consultation process and the preparation of the Blueprint for Action. The RFP is expected to be awarded in January 2015, with the consultation process wrapping up in the fall of 2015, and the delivery of the final Blueprint for Action delivered by the end of fiscal 2015/16.

- Ensure the Action Plan focuses on developing more energy efficient and economical solutions to housing, and on more affordable housing options and alternatives to meet peoples varied needs.

**Status:** The RFP for facilitation and reporting services for the interdepartmental consultation process identifies the need for more energy efficient and economical solutions to housing, more affordable housing options and alternatives to meet peoples varied needs.

- Implement approved recommendations as a result of NHC's comprehensive organizational structure review.

**Status:** NHC is now proceeding with the implementation plan for its organizational review, and has initiated steps to begin the first round of competitions. The balance of the organizational review will be implemented throughout fiscal 2015/16.

- Engage in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.

**Status:** NHC is an active member of the Provincial and Territorial (P/T) housing forum, which is currently developing a coordinated federal engagement strategy to raise the debate regarding the need for a long term funding solution for housing to the national level. NHC attended a Deputy level FPT held in November 2014. As well, NHC has signed the extension of CMHC's Investment in Affordable Housing Initiative in the fall of 2014, and has incorporated that funding into its annual construction planning.

- Undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.

**Status:** NHC continues to undertake and support research activities, including providing support for research being conducted through Laval University to review the correlation between overcrowding and health conditions. NHC is also an active member of the Technical and Socioeconomic working groups of the Tri-Territorial Housing Committee, as well as various P/T working groups.

- Work with Nunavut Tunngavik Inc.(NTI) to address affordable housing needs in Nunavut in accordance with Aajiqatigiinniq.

**Status:** NHC is committed to working with NTI on housing related issues and anticipates continuing to engage with NTI on the development of the Blueprint for Action

- Work with the Department of Culture and Heritage to implement the Inuit Language Protection Act (ILPA) and Official Languages Act (OLA).

**Status:** NHC continues to work on activities identified in the ILPA and OLA action plan, and anticipates having LHO and office signage updated in the summer of 2015.

- Identify training, mentoring, development and staffing opportunities for Nunavut Land Claim Agreement (NLCA) beneficiaries within NHC and its network of Local Housing



Organizations, to support the development of a long term Inuit Employment Plan for the NHC.

**Status:** Several beneficiaries have been offered mentoring and GN training opportunities, and are being trained to perform duties of increasing responsibility. One District Office is now using a three-year training program for beneficiaries. Work has also begun on the mapping out of an employment succession plan to establish a long-term path for Inuit employees to progress through various NHC positions from administrative or manual labour to senior management or executive level.

**Priorities (2015-2016)**

- Complete the Blueprint for Action for the GN Comprehensive Long Term Housing Strategy, in collaboration with GN departments.
- Review business processes and identify options, both short term and long term to address financial and property management software needs, in consultation with its LHO partners.
- Work with NTI to address affordable housing needs in Nunavut in accordance with Aajiqatigiinniq.
- Coordinate implementation of training, mentoring, development and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.
- Initiate the delivery of occupational health and safety plan training to both NHC and LHO staff.

**Priorities (2016-17)**

- Monitor the implementation of the GN's multi-year Action Plan to address Nunavut's housing needs in collaboration with GN departments.
- Continue implementation of the new financial and property management software.
- Continue work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut.
- Coordinate and continue to implementation of training, mentoring, development and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.
- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

**Priorities (2017-18)**

- Continue to monitor the implementation of the GN's multi-year Action Plan to address Nunavut's housing needs in collaboration with GN departments.
- Continue implementation of the new financial and property management software.
- Continue work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut.
- Continue to implement training, mentoring, development and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.

- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

## Public Housing

The NHC delivers a community-sensitive Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations. LHOs are responsible for the property management of 5,123 units in the public housing portfolio (as of March 31, 2014), from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

### Objectives

- To provide training, development, and support to LHO staff for the delivery of public housing in Nunavut.
- To increase the number of adequate, suitable, and affordable dwelling units in Nunavut.

| <b>Programs Budget</b>   | <b>(\$ 000)</b> | <b>2014-15</b> | <b>2015-16</b>  | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------|----------------|-----------------|----------------|----------------|
| <b>Leased Units – Rent</b>   |                 |                |                 |                |                |
| <b>Supplement</b>  |                 | 7,180          | <b>7,180</b>    | 7,180          | 7,180          |
| There were 264 leased public housing units throughout the territory, as of March 31, 2014. They create an opportunity for the private sector to provide much needed public housing units without the capital expenditure required for the construction of new units. |                 |                |                 |                |                |
| <b>Administration and Maintenance</b>  |                 |                |                 |                |                |
| <b>Maintenance</b>   |                 | 45,510         | <b>45,633</b>   | 45,633         | 45,633         |
| The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies.   |                 |                |                 |                |                |
| <b>Utilities</b>   |                 | 86,019         | <b>94,289</b>   | 94,289         | 94,289         |
| Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewage, and garbage collection.   |                 |                |                 |                |                |
| <b>Taxes and Land Leases</b>   |                 | 2,186          | <b>2,186</b>    | 2,186          | 2,186          |
| Covers the cost of taxes and land lease expenses.  |                 |                |                 |                |                |
| <b>Debt Recovery</b>   |                 | 14,815         | <b>14,752</b>   | 14,339         | 13,303         |
| Remitted to CMHC to pay down the debt on the public housing portfolio, which was \$95.2 million as at March 31, 2014.  |                 |                |                 |                |                |
| <b>Rental Revenue</b>  |                 | (12,000)       | <b>(13,580)</b> | (13,580)       | (13,580)       |
| LHOs assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remaining 97% is used to offset the cost of administering the Public Housing Program.                              |                 |                |                 |                |                |
| <b>Other Revenue</b>   |                 | (35,010)       | <b>(34,610)</b> | (31,545)       | (29,451)       |
| CMHC contributions for Social Housing and own source revenue.  |                 |                |                 |                |                |
| <b>Total, Public Housing</b>   |                 | <b>108,700</b> | <b>115,850</b>  | <b>118,502</b> | <b>119,560</b> |

### Priorities (2014-15)

- Monitor the construction of additional housing funded under the \$100 million 2013 Economic Action Plan from the federal government.

**Status:** In the fall of 2014, NHC announced that it had realized a savings of \$10 million through changes in its planning, design, procurement method and project management. As a result, in combination with the GN's planned \$10 million in Capital funding for 2015/16, NHC anticipates being able to procure an additional 45 units, for a total of 258 units.

- Monitor the construction of new public housing funded through the GN's 2014-2015 capital plan.

**Status:** Planned public housing for Sanikiluaq and Arviat have been successfully tendered within budget, and are on schedule to be completed by December 2015. Housing in Iqaluit, under this funding, has been delayed due to issues with land availability. However, NHC is actively in discussions with the city regarding options, including changes to zoning of existing owned land.

- Develop a five-year Public Housing portfolio expansion plan to implement the 2014-2019 extension of the Investment in Affordable Housing (IAH) agreement with the federal government.

**Status:** NHC has continued to refine its allocation methodology that has now been expanded to include Public Housing applicants with arrears. Allocations and planning are being updated to reflect the increases to the planned GN capital funding that will occur over the next five years.

- Research and incorporate more energy efficient and economical solutions for construction of housing.

**Status:** NHC's 5-plex design was revised and resulted in a \$700,000 savings for each building. NHC is continuing to review other options for more energy efficient and economical solutions for the construction of housing.

- Identify activities to promote apprenticeship in support of the IAH agreement.

**Status:** NHC's construction contracts require contractors to employ registered apprentices that identify themselves within a community. NHC continues to work with the Department of Family Services to develop a better process to coordinate opportunities for apprentices to satisfy their experience requirements and progress through their training.

- Implement identified activities in support of the NHC's Tenant Engagement Campaign.

**Status:** NHC is updating its website to make it more navigable and information more accessible to meet the needs of NHC's clients and tenants.

- Complete vendor selection for the new financial and property management software

**Status:** Through the work to prepare a formal RFP for software, NHC determined that a Business Process review should be completed prior to proceeding with procurement of software. NHC will be seeking a consultant to assist with this process, and anticipates having that process initiated prior to the end of fiscal 2014/15.

- Develop multi-year implementation plan for the new financial and property management software in consultation with LHOs and other stakeholders.

**Status:** NHC has determined that a Business Process review is required prior to moving forward with a long-term solution. As such, the development of a multi-year implementation plan has been deferred until the software solution is identified.

- Complete roll out of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

**Status:** NHC implemented an updated collections policy & procedures manual, and established a working group, including LHO representatives, to review and develop an arrears reduction strategy. Results from 2013/14 showed that collection rates increased by almost 10% over one year. The average collection rate in 2013/14 was 89.6% compared to 80.1% in 2012/13. In addition, several pilot projects were implemented, and have resulted in improvements in collection.

- Research and initiate the development of alternate affordable housing options to support a full housing continuum in Nunavut, as identified in the GN Long Term Comprehensive Housing and Homelessness Strategy.

**Status:** NHC has been consulting with the department of Health in regards to the development of pilot projects to fill gaps in the continuum of care, primarily in the form of providing housing units for supportive care programs. Further consultation through the Blueprint for Action, to identify additional affordable housing initiatives, is anticipated to be complete by the fall of 2015.

- Strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

**Status:** NHC is in the process of recruiting a Health & Safety Officer position, which it anticipates filling before the fiscal year-end. This position will coordinate the development of a comprehensive health and safety training plan in consultation with the NHC's District offices and LHO partners.

- Monitor impact of changes made to the public housing rent scale and identify how the new rent scale software can assist the NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.

**Status:** NHC is producing monthly reporting from the new rent scale software, as well as certain key statistics on a quarterly basis. These reports will continue to be used to analyze the capacity of public housing tenants to transition to other housing options. As part of the Blueprint for Action, this information will be used to identify various client groups, based on their financial situation and needs. Identification of different client groups will support the development of more targeted programming to meet existing needs.

### **Priorities (2015-16)**

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to enhance supports for LHO partners, including a review of the management agreements, and a review of various policies and procedures.

- Update the condition rating software to include full life cycle maintenance to allow for improved management of NHC’s aging public housing stock.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

**Priorities (2016-17)**

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to enhance supports for LHO partners through the continued review of various policies and procedures.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

**Priorities (2017-18)**

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to enhance supports for LHO partners through the review of various policies and procedures.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

**Staff Housing**

Through the Staff Housing Program, the NHC provides owned and rented units to GN staff, as well as a range of housing-related programs and services to eligible staff. Currently, over 74.9% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget.

**Objective**

- To provide subsidized rental housing to term and indeterminate GN employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

| <b>Programs Budget (\$ 000)</b>  | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|----------------|----------------|----------------|----------------|
| <b>Operations</b><br>Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units. | 8,084          | <b>8,380</b>   | 8,400          | 8,400          |
| <b>Leases for Staff Housing Rental Units</b><br>The staff housing portfolio provides 1,424 rental units (365 owned and 1,059 leased), as of March 31, 2014.                    | 39,299         | <b>41,299</b>  | 41,299         | 41,299         |
| <b>Total, Staff Housing</b>  | <b>47,383</b>  | <b>49,679</b>  | <b>49,699</b>  | <b>49,699</b>  |

**Priorities (2014-15)**

- Research alternative approaches for the delivery of staff housing in emerging market communities.

*Status:* NHC has prepared an outline for a comprehensive staff housing policy and program review. This review is being overseen by the Building Capacity Committee. The development of options to address employees' housing needs will also be included in the Blueprint for Action.

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.

*Status:* NHC completed construction of a staff housing 10-plex in Cambridge Bay in October 2014. As well, NHC has successfully tendered and awarded contracts for the construction of four duplexes in Arviat, Chesterfield Inlet, Whale Cove, and Kugluktuk, which are scheduled to be completed in 2015. NHC was also able to lease additional staff housing in several communities because of the increase in annual lease funding.

- In partnership with the Department of Finance, continue to work in close partnership with GN departments to meet their staff housing requirements.

*Status:* NHC has worked closely with the departments to identify an approach for the development of improved forecasting and planning tools, which are anticipated to be in use before the end of fiscal 2014/15. As well, NHC enhanced the reporting on the existing staff housing program to reflect current housing conditions.

**Priorities (2015-16)**

- Complete comprehensive review of the GN staff housing policy and develop a long-term strategy for the staff housing program as part of the development of the Blueprint for Action.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to improve forecasting to ensure that their staff housing requirements are met.

**Priorities (2016-17)**

- Begin implementation of long-term strategies to address employee housing needs.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to review & refine forecasting to ensure that staff housing requirements are met.

**Priorities (2017-18)**

- Continue to implement long-term strategies to address employee housing needs.

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.

## **Homeownership**

Through its Homeownership Programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counseling services are provided to homeowners. These services include consultations regarding purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation. Homeownership Programs are funded through the Capital Estimates.

### **Objectives:**

- To assist and support Nunavummiut to become and remain successful homeowners.
- To assist and support Nunavummiut to purchase, build, renovate, repair and maintain their homes.
- To work to improve the energy efficiency of private homes in Nunavut.

### ***The Nunavut Down Payment Assistance Program (NDAP)***

The Nunavut Down payment Assistance Program offers down payment assistance to eligible Nunavummiut in the form of a forgivable loan.

### ***The Tenant to Owner Program (TOP)***

The Tenant to Owner Program offers tenants in Public Housing the opportunity to become homeowners by purchasing the home that they are renting.

### ***Government of Nunavut (GN) Staff Condominium Program (CONDO)***

The GN Staff Condominium Program offers an opportunity for GN Staff to purchase an affordable Condominium unit.

### ***The Interim Financing Program (IFP)***

The Interim Financing Program provides construction loans to Nunavummiut who are unable to secure interim financing from a private lender to construct a new home.

### ***The Home Renovation Program (HRP)***

The Home Renovation Program assists eligible Nunavut homeowners to complete repairs, renovations and additions to existing homes. HRP assistance is a forgivable loan up to maximum of \$50,000. An additional \$15,000 is available for energy efficiency related items.

### ***The Senior Citizens Home Repair Program (SCHRP)***

The Senior Citizens Home Repair Program supports senior homeowners with repairs and home adaptations. The maximum contribution available is \$15,000 plus eligible freight costs.

***The Emergency Repair Program (ERP)***

The Emergency Repair Program assists eligible homeowners for emergency repairs that are required for the continued safe occupancy of their home. The maximum contribution available is \$15,000.

***Seniors and Disabled Persons Preventative Maintenance Program (SDPPMP)***

The Senior and Disabled Persons Preventative Maintenance Program provides support to senior or disabled homeowners for preventative maintenance and minor repairs. The assistance is an annual grant of up to \$3,000.

***The Heating Oil Tank Replacement Program (HOTRP)***

The Heating Oil Tank Replacement Program (HOTRP) assists homeowners to replace their home heating oil tank in the form of a grant of up to \$7,500.

**Priorities (2014-15)**

- Research and develop proposed changes to NHC's home ownership programs resulting from the GN Comprehensive Long Term Housing Strategy.

***Status:*** NHC implemented several changes to existing homeownership programs in the fall of 2014, which will enable more Nunavummiut to access homeownership assistance going forward. As well, NHC will continue its review of homeownership programs as part of the Blueprint for Action.

- Monitor the success and impact of the homeownership programs with data collected from the Homeownership Applicant Database

***Status:*** NHC completed the development of a Homeownership Applicant Database prototype, and continues to refine the data being collected. As well, in conjunction with the implementation of the organizational review, NHC anticipates centralizing its homeownership application process by the end of fiscal 2014/15. This will improve data collection, and NHC's ability to respond to homeowner needs.

- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling. All NHC programs will be posted on the NHC website.
- ***Status:*** NHC ensures that all programs are updated on its website, and will be updating the website to reflect the changes approved this fall prior to the end of fiscal 2014/15.

**Priorities (2015-16)**

- Identify proposed changes to NHC's home ownership programs resulting from the Blueprint for Action.
- Monitor the success and impact of the homeownership programs.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

**Priorities (2016-17)**

- Continue to implement proposed changes to NHC's home ownership programs resulting from the Blueprint for Action.



- Monitor the success and impact of the homeownership programs.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

**Priorities (2017-18)**

- Continue to implement proposed changes to NHC's home ownership programs resulting from the Blueprint for Action.
- Monitor the success and impact of the homeownership programs.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

## APPENDIX I. Financial Summary

| Branch   | 2014 – 2015    |              | 2015 – 2016    |              | 2016 – 2017    |              | 2017 – 2018    |              |
|--|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|  | Main Estimates |              | Main Estimates |              | Planned        |              | Planned        |              |
|  | \$000          | PYs          | \$000          | PYs          | \$000          | PYs          | \$000          | PYs          |
| <b>HEADQUARTERS</b>                              |                |              |                |              |                |              |                |              |
| Compensation and Benefits                        | 5,390          | 39.0         | 6,547          | 50.0         | 5,303          | 41.0         | 5,303          | 41.0         |
| Grants and Contributions                         | –              |              | –              |              | –              |              | –              |              |
| Other O&M  | 2,083          |              | 2,083          |              | 2,083          |              | 2,083          |              |
| <b>Subtotal</b>                                  | <b>7,473</b>   |              | <b>8,630</b>   |              | <b>7,386</b>   |              | <b>7,386</b>   |              |
| <b>DEBT REPAYMENT</b>                            |                |              |                |              |                |              |                |              |
| Compensation and Benefits                        | –              | –            | –              | –            | –              | –            | –              | –            |
| Grants and Contributions                         | –              |              | –              |              | –              |              | –              |              |
| Other O&M (includes CMHC contributions)          | 14,815         |              | 14,752         |              | 14,339         |              | 13,303         |              |
| <b>Subtotal</b>                                  | <b>14,815</b>  |              | <b>14,752</b>  |              | <b>14,339</b>  |              | <b>13,303</b>  |              |
| <b>DISTRICT OFFICES</b>                          |                |              |                |              |                |              |                |              |
| Compensation and Benefits                        | 7,540          | 51.0         | 7,920          | 54.0         | 7,272          | 49.0         | 7,272          | 49.0         |
| Grants and Contributions                         | –              |              | –              |              | –              |              | –              |              |
| Other O&M  | 1,777          |              | 1,777          |              | 1,778          |              | 1,778          |              |
| <b>Subtotal</b>                                  | <b>9,317</b>   |              | <b>9,697</b>   |              | <b>9,050</b>   |              | <b>9,050</b>   |              |
| <b>AFFORDABLE HOUSING (PUBLIC HOUSING)</b>       |                |              |                |              |                |              |                |              |
| Compensation and Benefits                        | –              | –            | –              | –            | –              | –            | –              | –            |
| Grants and Contributions                         | 128,895        |              | 135,708        |              | 135,708        |              | 135,708        |              |
| Other O&M  | –              |              | –              |              | –              |              | –              |              |
| <b>Subtotal</b>                                  | <b>128,895</b> |              | <b>135,708</b> |              | <b>135,708</b> |              | <b>135,708</b> |              |
| <b>AFFORDABLE HOUSING (STAFF HOUSING)</b>        |                |              |                |              |                |              |                |              |
| Compensation and Benefits                        | 1,975          | 14.0         | 2,271          | 17.0         | 2,291          | 17.0         | 2,291          | 17.0         |
| Grants and Contributions                         | –              |              | –              |              | –              |              | –              |              |
| Other O&M  | 45,408         |              | 47,408         |              | 47,408         |              | 47,408         |              |
| <b>Subtotal</b>                                  | <b>47,383</b>  |              | <b>49,679</b>  |              | <b>49,699</b>  |              | <b>49,699</b>  |              |
| <b>TOTAL FUNDED</b>                              | <b>207,883</b> | <b>104.0</b> | <b>218,466</b> | <b>121.0</b> | <b>216,182</b> | <b>107.0</b> | <b>215,146</b> | <b>107.0</b> |
| <b>Less: CMHC Contribution and Other Revenue</b> | <b>35,010</b>  |              | <b>34,610</b>  |              | <b>31,545</b>  |              | <b>29,451</b>  |              |
| <b>TOTAL GN FUNDED</b>                           | <b>172,873</b> | <b>104.0</b> | <b>183,856</b> | <b>121.0</b> | <b>184,637</b> | <b>107.0</b> | <b>185,695</b> | <b>107.0</b> |

## APPENDIX II. Inuit Employment Targets

### INUIT EMPLOYMENT PLAN

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Land Claim Agreement goal for Inuit employment and plans to increase Inuit employment in the fiscal year 2015-2016.

|  | As of Sep. 30, 2014 |            | For Mar. 31, 2016 |            |
|--|---------------------|------------|-------------------|------------|
|  |                     | Capacity % |                   | Capacity % |
| <b>Total Department Positions</b>                  | <b>105</b>          |            | <b>121</b>        |            |
| Total Filled Positions                             | 75                  | 71%        | 99                | 82%        |
| Total Vacancies                                    | 30                  | 29%        | 22                | 18%        |
| Total Beneficiaries                                | 22                  | 29%        | 32                | 32%        |
| <b>Total Executive Positions</b>                   | <b>4</b>            |            | <b>4</b>          |            |
| Total Filled Executive Positions                   | 3                   | 75%        | 4                 | 100%       |
| Total Vacant Executive Positions                   | 1                   | 25%        | 0                 | 0%         |
| Total Beneficiaries in Executive Positions         | 1                   | 33%        | 1                 | 25%        |
| <b>Total Senior-Management Positions</b>           | <b>6</b>            |            | <b>7</b>          |            |
| Total Filled Senior-Management Positions           | 6                   | 100%       | 7                 | 100%       |
| Total Vacant Senior-Management Positions           | 0                   | 0%         | 0                 | 0%         |
| Total Beneficiaries in Senior-Management Positions | 0                   | 0%         | 0                 | 0%         |
| <b>Total Middle-Management Positions</b>           | <b>22</b>           |            | <b>21</b>         |            |
| Total Filled Middle-Management Positions           | 19                  | 86%        | 20                | 95%        |
| Total Vacant Middle-Management Positions           | 3                   | 14%        | 1                 | 5%         |
| Total Beneficiaries in Middle-Management Positions | 1                   | 5%         | 1                 | 5%         |
| <b>Total Professional Positions</b>                | <b>50</b>           |            | <b>60</b>         |            |
| Total Filled Professional Positions                | 34                  | 68%        | 44                | 73%        |
| Total Vacant Professional Positions                | 16                  | 32%        | 16                | 27%        |
| Total Beneficiaries in Professional Positions      | 9                   | 26%        | 10                | 23%        |
| <b>Total Paraprofessional Positions</b>            | <b>13</b>           |            | <b>19</b>         |            |
| Total Filled Paraprofessional Positions            | 8                   | 62%        | 14                | 74%        |
| Total Vacant Paraprofessional Positions            | 5                   | 38%        | 5                 | 26%        |
| Total Beneficiaries in Paraprofessional Positions  | 6                   | 75%        | 10                | 71%        |
| <b>Total Administrative Positions</b>              | <b>10</b>           |            | <b>10</b>         |            |
| Total Filled Administrative Positions              | 5                   | 50%        | 10                | 100%       |
| Total Vacant Administrative Positions              | 5                   | 50%        | 0                 | 0%         |
| Total Beneficiaries in Administrative Positions    | 5                   | 100%       | 10                | 100%       |

## **Capacity**

The NHC's human resources capacity has been limited for the past several years. The Corporation's housing stock and level of program delivery has increase significantly since 2006, yet the human resource capacity within the Corporation has remained stagnant.

A comprehensive internal organizational review was completed by the NHC in 2014, in consultation with the Department of Finance, to determine how current staffing capacity meets organizational requirements, to identify deficiencies in staffing, and to make recommendations to resolve gaps.

21 new positions will be strategically implemented over a 10-month period, with the initiation of the first round of competitions set to begin in December 2014. This increase in human resource capacity will enable the NHC to fully meet its mandate, and deliver housing programming efficiently and effectively across the territory.

Going forward, the internal organizational review has identified further areas for improvement to address the NHC's capacity. Following implementation of these positions, further review and analysis will be conducted to determine if further enhancements to capacity should be requested.

## **Inuit Employment**

### **Nunavut Housing Corporation Inuit Employment Goals**

To help achieve these objectives, NHC formed an Inuit Employment Plan advisory committee. This committee is focusing on exploring flexible, creative solutions to address this priority. It is important to note, however, that the NHC must address certain challenges to achieve this target. These challenges are outlined in the following section.

The total number of NHC positions in as of October 31, 2014 was 105, an increase from 101 positions in the previous year. This is due to the addition of technical term positions financed by Canadian Mortgage Housing Corporation (CMHC).

The NHC has filled 77 of its 105 positions, with a vacancy rate of 27%. The total number of beneficiaries hired by the NHC is 24 for an IEP rate of 31%.

### **Local Housing Organizations**

LHO employee statistics do not appear in the NHC's Inuit employment plan. However, LHOs account for a significant portion of NHC's operating budget and are consolidated in the Corporation's financial reporting. As such, LHO are a substantial element of the NHC's operations and contribute significantly to the NHC's ability to meet its mandate.

As of August 31, 2014, there were 332 LHO positions funded by the NHC of which 321 positions were filled. Of these positions, 276 were filled by beneficiaries. This equates to an LHO IEP rate of 86%. Combining these figures with NHC's staffing levels results in 437 positions, of which 396 were filled, and 299 were beneficiaries, for a consolidated IEP rate of 75.5% (an increase of 3.5% from January 2014).

### **NHC Engagement in GN-Wide Initiatives for 2015-2018 to meet Inuit Employment Goals**

To meet the challenge of achieving a higher level of Inuit employment, the NHC is considering how the Department of External and Intergovernmental Affairs' Sivuliqtiksats (Internship) and Mentorship Programs can assist the NHC in targeting the recruitment and retention of beneficiaries in senior management.

The NHC also makes use of tools, such as the training and development courses provided by the Department of External and Intergovernmental Affairs, to assist Inuit employees with the goal of advancing their employment within the NHC.

Furthermore, the NHC supports continuous learning with the objective of providing opportunities to Inuit employees who wish to enhance their skills and pursue career opportunities. The development of Inuit staff will allow for the filling of positions that become vacant within the Corporation.

### **Corporate Initiatives for 2015-2018 to meet Inuit Employment Goals**

The NHC is committed to supporting Inuit staff through performance management, on-the-job training and by encouraging continuous learning. The NHC is in the process of restructuring its Senior Management level IEP Committee to better support its ability to identify areas for employee succession, including surveying existing staff to determine interest in advancement, and finding ways to adapt existing programs to suit the needs of the employee.

The Committee will also investigate creative ways to facilitate additional learning/training opportunities for staff.

It is important to recognize that the nature of many of the Community Development Officer (CDO) positions makes it a challenge to retain local applicants within the NHC. Namely, the intensive travel demands and heavy workloads, which include maintenance, technical, programs and finance responsibilities, are seen as an impediment to maintaining a healthy balance between work and traditional lifestyles/pursuits (including family life, hunting, and community engagement).

The NHC continues to ensure that all construction contracts include a requirement to hire local apprentices and works through its District Offices and LHOs to identify potential Inuit tradespeople with some of the required skill qualifications to work as journeypersons within the construction industry.

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# Nunavut Arctic College

# Business Plan

2015-2018

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## **INTRODUCTION**

Nunavut Arctic College (NAC) is a public agency that was continued through the *Nunavut Arctic College Act*. NAC was originally created on January 1, 1995. As a public agency, NAC is listed under Schedule B of the *Financial Administration Act (FAA)*, and as such is considered to be a territorial corporation. Territorial corporations are considered to be at “arms-length” from the Government of Nunavut. Part IX of the *FAA* provides the governing framework for territorial corporations.

NAC reports to the Legislative Assembly through the Minister responsible for Nunavut Arctic College. The Minister responsible also provides reporting to Executive Council through the Public Agencies Council. In turn, the Board of Governors, which is appointed by the Minister responsible, is accountable to the Minister responsible.

The purpose of NAC is to deliver adult and post-secondary education, including the delivery of university level programs and the granting of university degrees and applied bachelor degrees. NAC currently has three university level programs that are delivered with other university partners. NAC not only provides adult basic education and a variety of vocational programs, but also specific targeted training, such as Applied Suicide Intervention Skills Training (ASIST).

### ***Mission***

The mission of Nunavut Arctic College is to strengthen the people and communities of Nunavut by providing life-long learning opportunities for adult Nunavummiut by appropriately delivering quality career programs developed with input from our partners throughout the Arctic and Canada, and by making the benefits of Inuit traditional knowledge and southern science more accessible.

### ***Vision***

Nunavut Arctic College will strive to be the college of choice for the people of Nunavut by offering culturally relevant programs of the highest national standard. In the advancement of their language and culture, our graduates will value education and will be proud to take their place in Nunavut and beyond.

### ***Values***

Nunavut Arctic College is a creative community of educators and learners. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our learners and are committed to their success by:

- Engaging and challenging our students in learner-centered programs;
- Supporting learners through personal interaction, small scale learning environments, and sensitivity to the needs of students;
- Integrating Inuit culture and knowledge into our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of learners;

- Providing services that acknowledge learners as multi-faceted individuals and promote student success in all areas of life: as workers, community members, volunteers, family members, and parents;
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for Nunavummiut.

## ***Principles***

Our principles serve as guideposts to create a learner-centered institution that reflects Inuit values, beliefs, and knowledge. Nunavut Arctic College is an inclusive institution that:

- Respects and honors Inuit language and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and language.
- Values students' connections to family and community.
- Prepares students for meaningful careers and healthy lives.
- Places the well-being of students first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.
- Encourages the personal, professional, and academic development of students and staff.
- Engages learners as active participants in all aspects of learning and evaluation.
- Ensures our graduates meet national standards.

## **STRATEGIC LINK TO Sivumut Abluqta: Stepping Forward Together**

Nunavut Arctic College is committed to working with the Government of Nunavut to achieve the objectives and priorities of *Sivumut Abluqta: Stepping Forward Together*.

Self-reliance and optimism through education and training: Nunavut should have a wider range of options for education, adult learning and training.

- *Work on the Equipment Training Centre and Mine Training Centre of the Nunavut Trade School and Trades Training Strategy will continue. The College will enhance partnerships for apprenticeships. Future initiatives will expand training capacity for mining occupations and Heavy Equipment operation and repair.*

- *Through Nunavut Arctic College and its sector partners, we will increase post-secondary opportunities in all occupational categories from career training to professional education with an emphasis on workforce development.*
- *Support academic readiness and increase access to post-secondary programs by increasing delivery of Pre-trades, Adult Basic Education, Pre-Nursing, College Foundations, and Pathway to Adult Secondary School Diploma.*
- *The College will continue to integrate and enhance Inuit language and culture into all programs.*

## **Strategic Goals**

The Board of Governors of Nunavut Arctic College has established four strategic goals. The strategic goals will be achieved within the broader context of the vision, guiding principles and priorities of *Sivumut Abluqta: Stepping Forward Together*.

- **Communities: Improving Programs and Services to Communities**

The continuing need for more adult learning opportunities accessible in the communities has been an ongoing priority. Offering a diversity of programs in communities leads to further training for employment.

- **Culture: Building a Culturally Responsive College**

The Board of Governors wishes to ensure that Inuit language and culture are the foundation for adult learning at Nunavut Arctic College. The Board welcomes partnership opportunities with communities, schools, regional Inuit associations and industry. The Board of Governors values the participation of Elders in the learning of its students. The Board of Governors considers the establishment of bilingual learning environments to be a need and supports the development of bilingual learning materials.

- **Excellence: Achieving Academic Excellence**

The Board of Governors supports appropriate academic standards for all programs. The Board of Governors values entrance standards that recognize the different abilities and accomplishments of adult learners and exit standards recognized by employers and the College's post-secondary partners. Recognition of Prior Learning will be incorporated into all programs. All programs are expected to provide appropriate Inuit content, community access, and transition-to-work experiences; and undergo periodic quality review and meet acceptable performance standards. It is an important priority to provide the necessary support to students when they attend Nunavut Arctic College. The Board of Governors has made it a priority to ensure that our student services division receives the necessary resources to provide student services that meet or exceed national standards.

- **Strength: Strengthening College Systems and Operations**

The Board of Governors recognizes its duty to oversee the management of Nunavut Arctic College in the best interests of both the College and Nunavummiut at large, while recognizing its accountability to the Minister. Nunavut Arctic College works with the Public Agencies Council to maintain accountability and address any issues raised by the Office of the Auditor General. Nunavut Arctic College continues to work on partnership committees

with GN departments to coordinate adult learning and training activities in Nunavut to ensure the wise use of its resources.

## **ENVIRONMENTAL SCAN**

The core business of Nunavut Arctic College is education and training for employment. In carrying out its core business, Nunavut Arctic College faces unique challenges and opportunities. Six critical challenges influence future decision-making. Responding to these challenges and turning them into opportunities will shape the strategic direction of Nunavut Arctic College during the coming years.

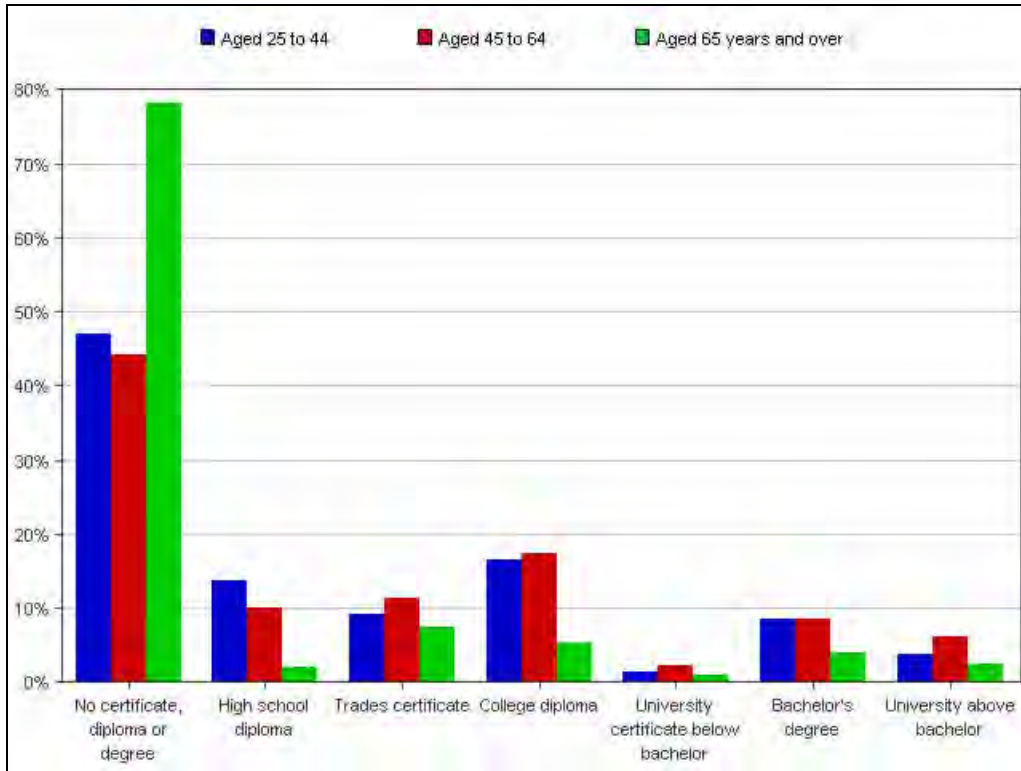
- **Inuit Language and Culture**

The Board of Governors wishes to build a college that mirrors Nunavut in terms of its adherence to Inuit societal values, culture, and language. This is reinforced by the requirements of the *Inuit Language Protection Act* to deliver bilingual services and training, as well as meeting the demands of the *Education Act* to train bilingual teachers. Nunavut Arctic College will be a key stakeholder in supporting capacity building initiatives for the implementation of the Uqausivut Plan. The transfer of Piquusilirivvik has enhanced the College's capacity to deliver culturally appropriate programs. This will be further enhanced by the creation of a Centre of Excellence for Language and Culture which will ensure the efficient use of its existing resources to improve and increase delivery of language and culture programs.

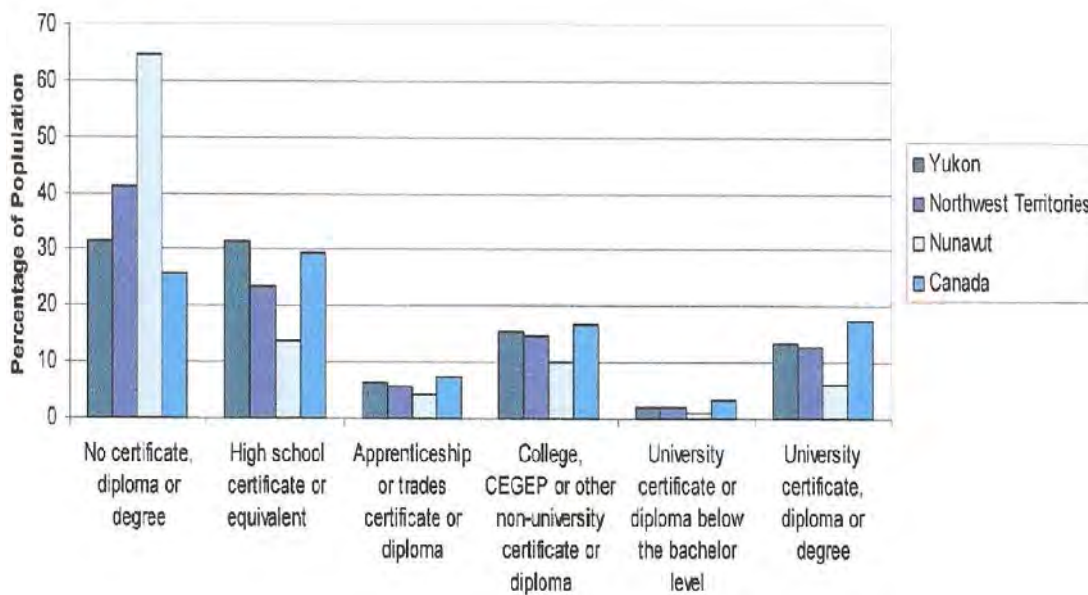
- **Educational Attainment**

Nunavut lags in comparison with the rest of Canada in educational attainment (2011 Census). Approximately 54% of Nunavummiut over the age of 25 do not have a high school diploma or equivalency, compared to 16% of Canadians over 25 who do not have a high school diploma or equivalency (Source: CANSIM 282-0004). Lower educational attainment is reflected in lower employment and earnings. There is a pressing need to encourage and enable mature students to acquire the academic foundations needed to be successful in higher education and employment. This will focus efforts on community delivery of programs. Federal funding of Adult Basic Education has enabled the development and implementation of relevant community program delivery. The new Pathways to Adult Secondary School Diploma will provide opportunities through distance learning to complete a high school diploma.

Nunavut distribution of level of education by Age-Group 25 years and over



Statistics Canada, 2011, Census of Population, Focus on Geography Series - Nunavut



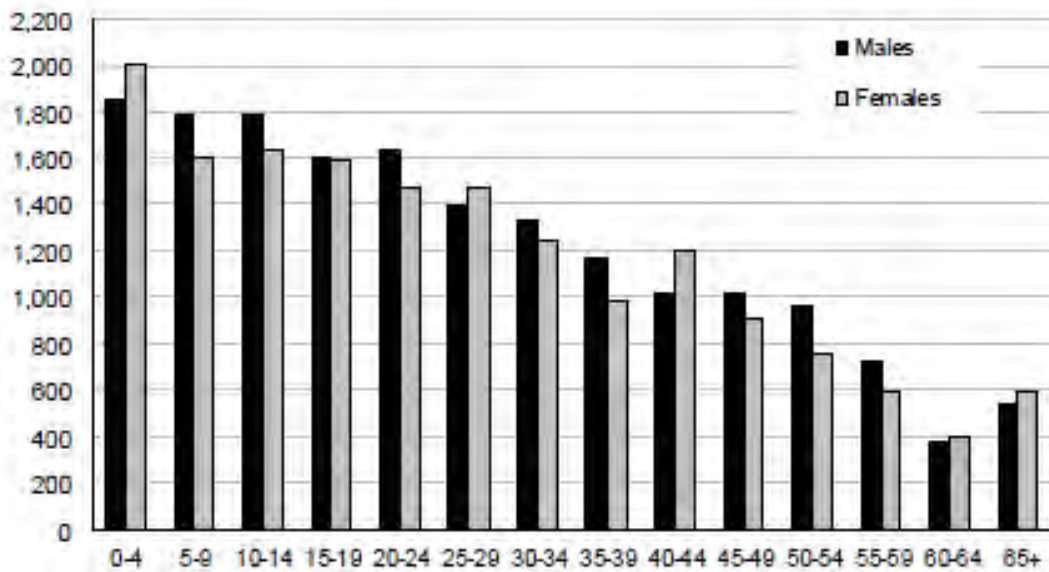
- **Economic Growth**

Specific to work force development, there is an ongoing employment demand in the construction industry. The Government of Nunavut continues to need trained employees to serve Nunavummiut, particularly in finance, health and education. Much of the future economy will be driven by the mining industry. The demands of the transportation industry are also increasing. In contrast to the traditional economy, the emerging contemporary economy expects a high school diploma as a basic job entry requirement and college or university for career advancement.

- **Demographics**

Unlike the rest of Canada (2011 Census), the 20-40 year-old population is being followed by a larger 0-19 year-old population. In order to be proactive, it is necessary to build the adult learning and training capacity needed in the near future to serve the Nunavut society and economy.

Nunavut Population – Males and Females by Age groups, July 1, 2011



Data from July 1<sup>st</sup>, 2011 preliminary post-censal estimates based on the 2006 Census. Adjusted for net census undercoverage. Statistics Canada. Table 051-0001 - Estimates of population, by age group and sex for July 1, Canada, provinces and territories, annual (persons unless otherwise noted), CANSIM (database). (Accessed: 2013-10-15)

- **Geography**

Nunavut has the most widely dispersed population in Canada. Nunavut Arctic College’s major programs and facilities are centered in four communities – Iqaluit, Rankin Inlet, Cambridge Bay, and Clyde River – comprising approximately 35% of Nunavut’s population. The remaining 65% of Nunavummiut have limited access to adult learning through their local Community Learning Centres unless they move to a regional campus. Making more



adult learning and training accessible in the communities will reduce the relocation and dislocation of students and their families. It will enable more Nunavummiut to get employment and advance their careers. Though distance learning technologies, methodologies, and curriculum exist, current cost and lack of bandwidth limit full Nunavummiut participation in e-learning.

The Board of Governors views e-learning as an opportunity to increase student enrollment and accessibility to its programs. At the same time, the lack of bandwidth is a challenge that must be addressed. The College continues to work with its partners and the Department of Community and Government Services' IPS Division to mitigate bandwidth issues and find cost effective solutions for the delivery of distance learning.

- **Institutional Development**

The *Nunavut Arctic College Act* came into force in 2011, which further clarifies the responsibilities and authorities of the College. The ability to work with other post-secondary institutions in delivering university courses provides the College with degree granting authority which positions the College for strong future program delivery in the territory.

## **INUIT EMPLOYMENT PLAN**

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Land Claims Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level". Nunavut Arctic College contributes in two ways. First, it strives to increase the employment of Beneficiaries in the College. Second, it strives to increase the number of Beneficiary graduates from its programs thereby enabling more Beneficiaries to be eligible for employment in Nunavut.

### **Inuit Employment Goal**

The goal of Nunavut Arctic College is to increase Inuit employment (See Appendix II). The focus is on the Professional (instructors) category. The Professional category is critical because the Board of Governors considers a bilingual learning environment to be an urgent need. It is difficult to fill because eligible instructors require formal qualifications and positions must be filled before the instructional term begins.

### **Inuit Employment Targets**

To increase Inuit employment significantly, the attrition rate has to increase and/or the vacancy rate has to decrease. However, increasing the attrition rate would mean losing experienced employees and reducing the quality of our capacity to train Nunavummiut for employment. Therefore, the focus is on reducing the vacancy rate by increasing Inuit employment, particularly in the professional category.

The next critical area is management. However, the factors are different. The executive, senior, and middle management categories have comparatively few vacancies and therefore fewer opportunities for Inuit employment. In the short-term, several NAC managers will be eligible for

retirement, which will create opportunities for increasing Inuit employment through succession planning.

## Appendix II

| Departmental Inuit Employment Targets              |                      |            |                    |            |
|--|----------------------|------------|--------------------|------------|
|  | As of Sept. 30, 2014 |            | For March 31, 2016 |            |
|  |                      | Capacity % |                    | Capacity % |
| <b>Total Department Positions</b>                  | <b>217</b>           |            | <b>224.6</b>       |            |
| Total Filled Positions                             | 170                  | 78%        | 211.6              | 94%        |
| Total Vacancies                                    | 47                   | 22%        | 13                 | 6%         |
| <b>Total Beneficiaries</b>                         | <b>91</b>            | <b>54%</b> | <b>113</b>         | <b>53%</b> |
| <b>Total Executive Positions</b>                   | <b>1</b>             |            | <b>1</b>           |            |
| Total Filled Executive Positions                   | 1                    | 100%       | 1                  | 100%       |
| Total Vacant Executive Positions                   | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Executive Positions         | 0                    | 0%         | 0                  | 0%         |
| <b>Total Senior-Management Positions</b>           | <b>7</b>             |            | <b>7</b>           |            |
| Total Filled Senior-Management Positions           | 7                    | 100%       | 7                  | 100%       |
| Total Vacant Senior-Management Positions           | 0                    | 0%         | 0                  | 0%         |
| Total Beneficiaries in Senior-Management Positions | 3                    | 43%        | 3                  | 43%        |
| <b>Total Middle-Management Positions</b>           | <b>28</b>            |            | <b>28</b>          |            |
| Total Filled Middle-Management Positions           | 22                   | 79%        | 24                 | 86%        |
| Total Vacant Middle-Management Positions           | 6                    | 21%        | 4                  | 14%        |
| Total Beneficiaries in Middle-Management Positions | 7                    | 32%        | 8                  | 33%        |
| <b>Total Professional Positions</b>                | <b>121</b>           |            | <b>124.6</b>       |            |
| Total Filled Professional Positions                | 92                   | 76%        | 120.6              | 97%        |
| Total Vacant Professional Positions                | 29                   | 24%        | 4                  | 3%         |
| Total Beneficiaries in Professional Positions      | 44                   | 48%        | 56                 | 46%        |
| <b>Total Paraprofessional Positions</b>            | <b>26</b>            |            | <b>29</b>          |            |
| Total Filled Paraprofessional Positions            | 17                   | 65%        | 24                 | 83%        |
| Total Vacant Paraprofessional Positions            | 9                    | 35%        | 5                  | 17%        |
| Total Beneficiaries in Paraprofessional Positions  | 9                    | 53%        | 14                 | 58%        |
| <b>Total Administrative Positions</b>              | <b>34</b>            |            | <b>35</b>          |            |
| Total Filled Administrative Positions              | 31                   | 91%        | 35                 | 100%       |
| Total Vacant Administrative Positions              | 3                    | 9%         | 0                  | 0%         |
| Total Beneficiaries in Administrative Positions    | 28                   | 90%        | 32                 | 91%        |

### Inuit Employment Initiatives

To increase Inuit professional employment in response to the Board’s statement that “a bilingual learning environment is an urgent need”, Nunavut Arctic College is taking two significant steps. First, Nunavut Arctic College annually sponsors the Instructor Development Program in

partnership with the University of New Brunswick. The program will position Inuit candidates for employment in selected instructor positions.

The Nunavut Trades Training Centre and Community Aerodrome Radio Services program instructor positions and Adult Educators remain a priority for increasing Inuit professional employment.

Second, the College is recruiting bilingual Adult Educators and at least one bilingual instructor for the diploma and degree career programs. Management is the next critical category. Anticipating future retirements, Nunavut Arctic College has initiated succession planning and mentorship for this category.

Part of the long-term solution to achieving representative Inuit employment is for Nunavut Arctic College to graduate more bilingual graduates and encourage more of them to seek employment opportunities within the College.

## CORE BUSINESS

The core business of Nunavut Arctic College is training for employment through the delivery of adult learning and training to adult Nunavummiut throughout Nunavut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College's programs and services are accessible from many different locations throughout Nunavut. With the exceptions of Whale Cove and Grise Fiord, there are GN owned Community Learning Centres in all Nunavut communities. The 2015-16 Capital Plan has funding to establish Community Learning Centres in Whale Cove and Grise Fiord.

Other facilities include headquarters in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre, Piquusilirivvik Centre in Clyde River and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

The programs and services of Nunavut Arctic College are significantly decentralized. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates core funding of \$36,889 and Third Party funding of \$11,003 for a total College budget in 2015-16 of \$47,892. The seven academic program lines together represent 74.81 % of the total 2015-16 budget of Nunavut Arctic College.

|  | <b>Budget (\$000)</b> |                |                |                |
|--|-----------------------|----------------|----------------|----------------|
|  | <b>2014-15</b>        | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
| Inuit Language & Culture                 | 6,717                 | <b>7,072</b>   | 7,072          | 7,072          |
| Community & Distance Learning            | 10,785                | <b>11,516</b>  | 11,516         | 11,516         |
| Business Careers & Workforce Development | 2,123                 | <b>2,041</b>   | 2,041          | 2,041          |
| Education Careers                        | 5,134                 | <b>6,380</b>   | 6,381          | 6,381          |
| Health & Wellness Careers                | 2,708                 | <b>2,997</b>   | 2,997          | 2,997          |
| Trades & Technology Careers              | 5,322                 | <b>4,362</b>   | 4,362          | 4,362          |
| Nunavut Research Institute               | 1,504                 | <b>1,459</b>   | 1,459          | 1,459          |
| Student Services                         | 4,618                 | <b>5,211</b>   | 5,211          | 5,211          |
| Administration Services                  | 6,522                 | <b>6,854</b>   | 6,854          | 6,854          |
| <b>Total</b>                             | 45,433                | <b>47,892</b>  | 47,893         | 47,893         |

### ***Inuit Language and Culture***

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. Its general responsibility is to support and ensure appropriate Inuit language and culture content in all College programs. Its activities are supported with advice from the Language and Culture Committee.

#### **Objectives**

- To lead the building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

| <b>Programs</b>  | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>Language Programs</b>   |                       | 906            | <b>886</b>     | 886            | 886            |
| This section includes Inuit language programs such as the Inuit Studies and Interpreter/Translator Diploma programs.   |                       |                |                |                |                |
| <b>Culture Programs</b>  |                       | 932            | <b>896</b>     | 896            | 896            |
| This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.   |                       |                |                |                |                |
| <b>Curriculum Development</b>  |                       | 214            | <b>215</b>     | 215            | 215            |
| The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuit language and culture content.   |                       |                |                |                |                |
| <b>Oral History Project</b>  |                       | 302            | <b>302</b>     | 302            | 302            |
| The Igloodik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing its traditional oral collection and publishing learning materials.  |                       |                |                |                |                |
| <b>Piqqusilirivvik Centre</b>  |                       | 3,663          | <b>3,663</b>   | 3,663          | 3,663          |
| The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in the Inuit language and based on Inuit Qaujimajatuqangit guiding principles.           |                       |                |                |                |                |
| <b>Sub-Total, Base Programs</b>  |                       | 6,017          | <b>5,962</b>   | 5,962          | 5,962          |
| <b>Third Party Contracts</b>   |                       | 700            | <b>1,110</b>   | 1,110          | 1,110          |
| The Funding supports the implementation of the Inuit Language and Culture Centre of Excellence, resource development, and the delivery of Language Training and Cultural Orientation for GN employees. |                       |                |                |                |                |
| <b>Total, Programs</b>   |                       | 6,717          | <b>7,072</b>   | 7,072          | 7,072          |

#### **Priorities (2014-15)**

- Increase the production of learning and teaching materials/publications through the Learning Materials Centre.  
*Status: The review and development of courses and program curriculum has been the primary focus for this fiscal year. The identification of key learning resources for Piqqusilirivvik and other programs has been completed and work on these resources has been initiated.*
- Designate elders in the three regional campuses to support learning in all aspects.  
*Status: This initiative was dependent on third party funding which was not successfully obtained.*

- Complete enhanced delivery of the Interpreter/Translator Program in the Rankin Inlet and Cambridge Bay campuses.

*Status: The program for the Kitikmeot Region is being delivered in Kugluktuk because the majority of students are from that community. The College will be developing modules and delivering them for credit in various locations in Kivalliq.*

#### **Priorities (2015-16)**

- Develop an advanced cultural program at Piquusilirivvik.
- Work on the development of a resource development team as a division of the Inuit Language and Culture Centre of Excellence.
- Develop an accessible inventory and system to make traditional knowledge learning resources available to educators and the public.

#### **Priorities (2016-17)**

- Negotiate credit transfer agreements with University partners for Inuit language and culture programs.
- Develop courses on traditional knowledge for Government of Nunavut employees.
- Explore the feasibility of delivering specific Piquusilirivvik programs through Community Learning Centres.

#### **Priorities (2017-18)**

- Begin delivery of traditional knowledge courses to Government of Nunavut employees.
- If feasible, commence the delivery of specific Piquusilirivvik programs at Community Learning Centres.
- Initiate the development of a multimedia and communication program for students.
- Develop new research projects through Piquusilirivvik and associated publications.

### ***Community and Distance Learning***

The Community Learning Centres (CLCs) are all staffed with an Adult Educator. They initiate and coordinate programs, support adult learners, assess community needs, and are the first point of contact for those wanting information or access to College programs and services. Adult Educators offer Adult Basic Education (ABE), literacy, and pre-employment and academic readiness programs in preparation for College entry or work. Select CLCs offer the College Foundations program, which prepares students for careers in environmental technology, nursing, and teaching.

The Academic Studies section, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning section delivers the Pathway to Adult Secondary School (PASS) graduation program throughout Nunavut. The first semester of the Fur Production and Design program is offered in each region annually. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

#### **Objectives**

- To lead the improvement of programs and services to communities.
- To develop community-based distance learning capacity.

- To increase accessibility of career and academic readiness programs in communities.
- To increase the number of adults with high school diplomas.
- Obtain third party funding for community-based delivery of programs other than ABE.

| <b>Programs</b>  | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>Kitikmeot CLCs</b><br>Supports CLCs in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.  |                       | 1,079          | <b>1,089</b>   | 1,089          | 1,089          |
| <b>Kivalliq CLCs</b><br>Supports CLCs in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.  |                       | 1,636          | <b>1,620</b>   | 1,620          | 1,620          |
| <b>Qikiqtani CLCs</b><br>Supports CLCs in Arctic Bay, Cape Dorset, Clyde River, Grise Fiord, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.   |                       | 3,271          | <b>2,690</b>   | 2,690          | 2,690          |
| <b>Academic Studies</b><br>Based at Nunatta Campus, offers the College Foundation and Office Administration programs.  |                       | -              | <b>582</b>     | 582            | 582            |
| <b>PASS</b><br>The Pathway for Adult Secondary School Graduation (PASS) program provides adult learners with the option to earn the same Nunavut Secondary School Diploma as those students who have achieved their Diploma through the traditional high school route. PASS is a hybrid of face to face instruction and distance learning.       |                       | 1,187          | <b>1,100</b>   | 1,100          | 1,100          |
| <b>Sub-Total Base Programs</b>   |                       | 7,173          | <b>7,081</b>   | 7,081          | 7,081          |
| <b>Third Party Contracts</b><br>Supports the delivery of literacy, adult basic education, pre-employment, office administration and pre-trades training programs, in addition to special initiatives such as the Applied Suicide Intervention Skills Training (ASIST) and the Nunavut Fisheries and Marine Training Consortium (NFMTC) programs. |                       | 3,612          | <b>4,435</b>   | 4,435          | 4,435          |
| <b>Total Programs</b>  |                       | 10,785         | <b>11,516</b>  | 11,516         | 11,516         |

#### **Priorities (2014-15)**

- Continue to enhance community access to career programs through distance learning.  
*Status: Tri-College, tri-territorial proposal to Government of Canada (\$50,000 over 5 years) to support Pan-Territorial Framework for Industry Training to provide training for mining sector complete and submitted. In addition, the Office Administration (2) and Pre-Trades Preparation (5) programs are being offered through third party partnerships.*
- Deliver literacy and adult education programs in line with the Nunavut Adult Learning Strategy and the Nunavut Literacy Strategy.

*Status: ABE/Essential Skills are being delivered in 20 communities and Literacy programs in 4 communities.*

- Deliver Adult Basic Education and Pathway for Adult Secondary School Graduation programs through distance learning.

*Status: Ongoing with increased demand throughout communities with online student enrollment rising to 74 candidates (November, 2014).*

- Provide increased course options for Adult Basic Education and Pathway for Adult Secondary School Graduation programs through distance learning.

*Status: A mathematics preparatory course has been developed and is being offered to prepare PASS candidates for entry to Grade 11 mathematics.*

### **Priorities (2015-16)**

- Enhance the success of the Adult Basic Education program in all Community Learning Centres with an increased number of instructors, including Elders, to support language, culture and social wellbeing of students.
- Prepare Business Case for sustainable delivery of Adult Basic Education programs (federal funding ends 31 March 2016).
- Begin delivery of Year 1 of the Tri-College, tri-territorial proposal to Government of Canada (\$50,000 over 5 years) Pan-Territorial Framework for Industry Training for mining sector.
- Deliver Interpreter/Translator workshops in select communities in partnership with the Inuit Language and Culture division.
- Develop a MOU with a college partner to provide additional online courses to support community-based delivery of select post-secondary courses such as in the fields of tourism, entrepreneurial studies, and Early Childhood Education.
- Complete the production of bilingual instructional resources and student resources, utilizing strategies to support reading, writing, and word study.

### **Priorities (2016-17)**

- Continue to support Pan-Territorial Framework for Industry Training to provide training for mining sector through the hiring of community-based instructors and new course development.
- Integrate learning technologies into more community-based programs using a blended learning model, which uses both distance learning and face-to-face delivery.
- Provide training to Adult Educators in the use of learning technologies.

### **Priorities (2017-18)**

- Enhance industrial and mine training capacity at the regional level in the Baker Lake and the Pond Inlet Community Learning Centres.
- Expand Academic Studies programming to the Cambridge Bay Campus.
- Sustain continuous ABE programming through the Distance Learning section.



## Business Careers and Workforce Development

The principal career programs in this division are Management Studies and Office Administration. This division also manages the Municipal Training Organization and GN Staff Training contracts.

### Objectives

- To train qualified candidates for employment by Nunavut organizations, including businesses, the Government of Canada, and entities under the Nunavut Land Claims Agreement, and the Government of Nunavut.

| Programs   | Budget (\$000) | 2014-15 | 2015-16      | 2016-17 | 2017-18 |
|--|----------------|---------|--------------|---------|---------|
| <b>Business Programs</b>   |                | 1,072   | <b>1,056</b> | 1,056   | 1,056   |
| The principal career programs are the Management Studies diploma and the Office Administration certificate.  |                |         |              |         |         |
| <b>Sub-Total, Base Programs</b>  |                | 1,072   | <b>1,056</b> | 1,056   | 1,056   |
| <b>Third Party Contracts</b>   |                | 1,051   | <b>985</b>   | 985     | 985     |
| Supports delivery of training for computer systems technicians, municipal and government employees, and the Nunavut Fisheries and Marine Training Consortium. The continued delivery of the Applied Accounting Degree, in partnership with Grant MacEwan University, is also supported by third party funding. |                |         |              |         |         |
| <b>Total, Programs</b>   |                | 2,123   | <b>2,041</b> | 2,041   | 2,041   |

### Priorities (2014-15)

- Deliver a first year Management Studies program in all three regions. Subject to third party funding.  
*Status: Third party funding was not able to be secured to deliver this program.*

- Deliver Grant MacEwan University Applied Accounting Degree program to graduates of the Accounting Technology Certificate program in Kivalliq Campus.  
*Status: The competition for the Instructor position has been posted since May 29<sup>th</sup>, 2014. Only one qualified candidate was screened in for an interview and that individual decided to withdraw from the competition. At this point, the College is unable to deliver the program without securing instructional services that meet Grant MacEwan's requirements.*

### Priorities (2015-16)

- Develop coursework on Entrepreneurship training.
- Complete the preparation of Management Studies and Office Administration Courses for an online platform.

### Priorities (2016-17)

- Conduct a review of the Bachelors of Business and Accounting pilot projects.

- Deliver entrepreneurial training for the private and public sectors.

**Priorities (2017-18)**

- Develop a business case to secure base funding for the ongoing delivery of the Computer Systems Technician Diploma program.
- Review the effectiveness of on-line training for the Management Studies and Office Administration programs.

**Education Careers**

The principal career program of this division is the Nunavut Teacher Education Program. It prepares bilingual elementary and middle school teachers for employment in Nunavut schools. These offerings receive oversight from the Teacher Education Partnership Committee with the Department of Education, which coordinates the training and employment of graduates. The division also takes a leadership role in promoting and expanding delivery of the Early Childhood Education Program, which prepares graduates to work with children from infancy to the age of six in both formal and informal settings.

**Objectives**

- To train qualified bilingual candidates for employment in Nunavut schools.
- To train qualified bilingual candidates for employment in Nunavut daycares.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Teacher Education</b>  |                       | 2,900          | <b>2,882</b>   | 2,883          | 2,883          |
| The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with the University of Regina. The full B.Ed. program is offered at Nunatta Campus, as well as a Degree after Education Program for individuals who already hold an undergraduate degree. |                       |                |                |                |                |
| This funding supports the Nunavut Teacher Education Program in Iqaluit, Taloyoak and Rankin Inlet.  |                       |                |                |                |                |
| <b>Sub-Total, Base Programs</b>   |                       | 2,900          | <b>2,882</b>   | 2,883          | 2,883          |
| <b>Third Party Contracts</b>  |                       | 2,234          | <b>3,498</b>   | 3,498          | 3,498          |
| The funding supports the delivery of the Nunavut Teacher Education Program in Cape Dorset, Gjoa Haven, Hall Beach, Pond Inlet, Clyde River, Arviat, and Sanikiluaq. There is also funding from a multitude of partners for the Early Childhood Education program.                                     |                       |                |                |                |                |
| <b>Total, Programs</b>  |                       | 5,134          | <b>6,380</b>   | 6,381          | 6,381          |

**Priorities (2014-15)**

- Establish a working group to develop a Bachelor of Education degree with a concentration in Inuit Language and Culture.

*Status: 3 Education Cultural Studies courses have been redesigned and modified. These courses are moving through a sanctioning process with the University of Regina. A partnership has been developed with the Inuit Language and Culture division.*

- Establish an Early Childhood Education Curriculum Specialist position to incorporate Inuit language and culture into Early Childhood Education curriculum.

*Status: This position went to competition in Fall 2014.*

#### **Priorities (2015-16)**

- Initiate the examination of the possibility of delivering a Master of Education degree program with a university partner.
- Commence delivery of the Nunavut Teacher Education program in another Kitikmeot community after the end of the Nunavut Teacher Education program in Gjoa Haven.

#### **Priorities (2016-17)**

- Deliver the Early Childhood Education Diploma in Kitikmeot/Kivalliq/Qikiqtani.
- Commence delivery of the Nunavut Teacher Education program in another Qikiqtani community after the end of the Nunavut Teacher Education program in Hall Beach.

#### **Priorities (2017-18)**

- Establish a Nunavut Teacher Education Program Research Unit.
- Commence delivery of the Nunavut Teacher Education program in another Kivalliq community after the end of Nunavut Teacher Education programs in Rankin Inlet and Arviat.

## ***Health and Wellness Careers***

The principal career programs of this division are the Social Services Worker Certificate and Diploma and the Nursing Degree. These offerings are overseen by the Health and Family Services Partnership Committees with the Departments of Health and Family Services, which coordinates the training and employment of graduates.

#### **Objectives**

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

| <b>Programs</b>  | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>Nursing Degree Program</b>  |                       | 2,003          | <b>2,028</b>   | 2,028          | 2,028          |
| Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.   |                       |                |                |                |                |
| <b>Social Services Worker Program</b>  |                       | 520            | <b>487</b>     | 487            | 487            |
| The Kitikmeot Campus offers the Social Services Worker Certificate and Diploma programs. The diploma program includes specialties in addictions counselor and social worker. |                       |                |                |                |                |
| <b>Sub-Total, Base Programs</b>  |                       | 2,523          | <b>2,515</b>   | 2,515          | 2,515          |

**Third Party Contracts** 185 **482** 482 482

Course offerings are determined by the training needs of the Department of Health and the Department of Family Services. Nunatta Campus also offers various part-time and full-time health care programs, as identified and funded by the Department of Health, such as Community Health Representatives, Home & Continuing Care Workers, Midwives and Maternity Care Workers.

|                        |       |              |       |       |
|------------------------|-------|--------------|-------|-------|
| <b>Total, Programs</b> | 2,708 | <b>2,997</b> | 2,997 | 2,997 |
|------------------------|-------|--------------|-------|-------|

**Priorities (2014-15)**

- Establish an internship position for a bilingual nursing instructor who will complete a Master’s Degree in Nursing with our university partner.  
*Status: Ongoing. Funding for this position has been secured and recruitment of potential candidates is ongoing.*

**Priorities (2015-16)**

- Identify funding in order to offer the Pre-Nursing program in Cambridge Bay to increase the number of Inuit nursing students from the Kitikmeot.
- Develop a Biochemistry & Nutrition course to replace the Chemistry course in the Pre Nursing and Nursing Degree programs.
- Revise College Foundation to ensure it will prepare students who want to take the new Social Services Worker Diploma program.
- Finalize new Social Services Worker Diploma program and identify a University partner for transferability of Social Services Worker Diploma to Bachelor of Social Work.

**Priorities (2016-17)**

- Identify funding for the development and delivery of on-line science courses to support student success and readiness for the Pre-Nursing and Nursing programs.
- Review initial offering of the Pre-Nursing program and update the curriculum as necessary.
- Offer Year One of the new Social Services Worker Diploma program.

**Priorities 2017-2018**

- Identify possible electives for the Pre-Nursing program in preparation for other health related programs.
- Assess the feasibility of and identify funding to develop a computer course for the Pre-Nursing program to include Meditech (software program used to enter patient health information electronically).
- Offer Year Two of the new Social Services Worker Diploma program.

***Trades and Technology Careers***

The primary career programs of this division are in the trades area, which includes training for carpenters, housing maintainers, electricians, plumbers, and oil burner mechanics. This division

works closely with the Nunavut Apprenticeship, Trade and Occupations Certification Board and the Department of Economic Development and Transportation's Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Family Services.

**Objectives**

- To train qualified candidates for employment in Nunavut's construction and mining industries.

| <b>Programs</b>  | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|--|-----------------------|----------------|----------------|----------------|----------------|
| <b>Trades Programs</b>   |                       | 4,083          | <b>4,045</b>   | 4,045          | 4,045          |
| Trades and technology career offerings are as follows:                             |                       |                |                |                |                |
| <b>Sub-Total, Base Programs</b>  |                       | 4,083          | <b>4,045</b>   | 4,045          | 4,045          |
| <b>Third Party Contracts</b>   |                       | 1,239          | <b>317</b>     | 317            | 317            |
| Supports Community Aerodrome Radio Services, Mine Training and Camp Cook programs. |                       |                |                |                |                |
| <b>Total, Programs</b>   |                       | 5,322          | <b>4,362</b>   | 4,362          | 4,362          |

|  | Nunatta Campus | Kivalliq Campus | Kitikmeot Campus |
|--|----------------|-----------------|------------------|
| Trades Access                                  | •              | •               | •                |
| Pre-apprenticeship - Carpenter                 | •              |                 |                  |
| Apprenticeship Carpenter – Level I             | •              |                 |                  |
| Apprenticeship Carpenter – Level II            | •              |                 |                  |
| Apprenticeship Carpenter – Level III           | •              |                 |                  |
| Apprenticeship Carpenter – Level IV            | •              |                 |                  |
| Pre-apprenticeship – Housing Maintainer        |                | •               |                  |
| Apprenticeship Housing Maintainer – Level I    |                | •               |                  |
| Apprenticeship Housing Maintainer – Level II   |                | •               |                  |
| Apprenticeship Housing Maintainer – Level III  | •              |                 |                  |
| Pre-apprenticeship – Electrician               |                | •               |                  |
| Apprenticeship Electrician – Level I           |                | •               |                  |
| Apprenticeship Electrician – Level II          |                | •               |                  |
| Pre-apprenticeship - Plumber                   |                | •               |                  |
| Apprenticeship Plumber – Level I               |                | •               |                  |
| Apprenticeship Plumber – Level II              |                | •               |                  |
| Pre-apprenticeship – Oil Burner Mechanic       |                | •               |                  |
| Apprenticeship Oil Burner Mechanic – Level I   |                | •               |                  |
| Apprenticeship Oil Burner Mechanic – Level II  |                | •               |                  |
| Apprenticeship Oil Burner Mechanic – Level III |                | •               |                  |

|   |  |  |   |
|---|--|--|---|
| Hairstyling Certificate   |  |  | • |
| Hairstyling Diploma   |  |  | • |
| Camp Cook and Culinary Arts   |  |  | • |
| Note: All Apprenticeship Programs are Interprovincial Standards (Red Seal) except Housing Maintainer. Housing Maintainer is a Provincial Standard Program currently recognized in NWT and NU. |  |  |   |

#### **Priorities (2014-15)**

- Continue capital planning to establish a Mine Training Centre/Kitikmeot Campus.  
*Status: Ongoing. The construction of the students residence and daycare has commenced.*
- Develop online math & science training material to assist apprentices to prepare for theory training.  
*Status: Ongoing. Subject to Board approval, it is expected that this material will be ready for the fall of 2015.*
- Seek accreditation for a Level 3 Apprenticeship Electrician program.  
*Status: Ongoing. Offering of Level 3 will be dependent upon apprenticeship student enrollment from other levels.*
- Seek accreditation for an Oil Burner Mechanic trades qualification program.  
*Status: In progress, apprenticeship meeting in November 2014 for approval.*

#### **Priorities (2015-16)**

- Continue capital planning to establish an Equipment Training Centre in Rankin Inlet.
- Initiate planning and design of Mine Training Centre/Kitikmeot Campus.
- Subject to approval of accreditation, offer first intake of the Oil Burner Mechanic Trades Qualification program.

#### **Priorities (2016-17)**

- Continue capital planning to establish an Automotive and Heavy Equipment Training Centre in Rankin Inlet.
- Subject to approval of funding, complete planning and design of Mine Training Centre/Kitikmeot Campus.

#### **Priorities (2017-18)**

- Subject to approval of funding, commence construction of Mine Training Centre/Kitikmeot Campus.

## ***Nunavut Research Institute***

Nunavut Research Institute (NRI) is the lead agency for science, research and technology development in Nunavut. It is mandated to liaise and coordinate broad-scale science projects in Nunavut and plays a key role in the development of northern research. It is managed by the Senior Research Officer, who is also the Science Advisor for Nunavut.

## Objectives

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Nunavut Research Institute</b>   |                       | 915            | <b>917</b>     | 917            | 917            |
| Nunavut Research Institute is responsible for licensing all research projects, which fall under the <i>Scientists Act</i> . It also provides logistical support to researchers. |                       |                |                |                |                |
| <b>Environment Technology</b>   |                       | 369            | <b>366</b>     | 366            | 366            |
| The Institute delivers the Environmental Technology Diploma in Iqaluit.   |                       |                |                |                |                |
| <b>Sub-Total, Base Programs</b>   |                       | 1,284          | <b>1,283</b>   | 1,283          | 1,283          |
| <b>Third Party Contracts</b>  |                       | 220            | <b>176</b>     | 176            | 176            |
| Funding supports activities for science education.  |                       |                |                |                |                |
| <b>Total, Programs</b>  |                       | 1,504          | <b>1,459</b>   | 1,459          | 1,459          |

## Priorities (2014-15)

- Nunavut Research Institute will take a leadership role with the Language and Culture Division to facilitate and obtain Social Sciences and Humanities Research Council accreditation.  
*Status: Ongoing discussions with the Language and Culture Division of NAC.*
- Increasing Environmental-Analytical Services for Climate Change in Nunavut.  
*Status: Joint participation with Queen's University on climate change projects and water quality projects to increase the College's training and capacity.*

## Priorities (2015-16)

- Build capacity in the College for employment opportunities with Canadian High Arctic Research Station and participate in applied research programs.
- Continue dialogue with Canadian High Arctic Research Station to assess how Nunavummiut can participate in the workforce of Canadian High Arctic Research Station.

## Priorities (2016-17)

- Build capacity to enhance the use of the water quality laboratory in Iqaluit to conduct water based research and monitoring projects.

## Priorities (2017-18)

- Collaborate with the Canadian High Arctic Research Station to build research capacity in Nunavut.

- Establish NRI as Nunavut’s primary centre of expertise for water research.

## **Student Services**

Student Services includes residences, cafeteria, counseling, transportation, recreation, daycare and security at the regional campuses. Student Services is spread over the three regional campuses and managed by the respective Deans, except for library services, which are managed by the Senior Academic Officer.

### **Objectives**

- To enhance the quality of student life and academic success by addressing the social, personal, recreation, and accommodation needs of students.
- To bridge the gaps between students, staff, campus, and community resources.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>Kitikmeot Campus</b>   |                       | 473            | <b>465</b>     | 465            | 465            |
| Kitikmeot Campus has 20 student family housing units. It does not have daycare or housing for single students.  |                       |                |                |                |                |
| <b>Kivalliq Campus</b>  |                       | 781            | <b>902</b>     | 902            | 902            |
| Kivalliq Campus has 12 student family housing units and accommodations for 44 single students. It also has a daycare and limited recreation activities on-campus.   |                       |                |                |                |                |
| <b>Nunatta Campus</b>   |                       | 3,364          | <b>3,844</b>   | 3,844          | 3,844          |
| Nunatta Campus has a full suite of student services, including counseling services, single and family accommodations, daycare and recreation activities. The campus has 88 student family housing units and accommodation for 60 single students. |                       |                |                |                |                |
| <b>Total, Base Programs</b>   |                       | 4,618          | <b>5,211</b>   | 5,211          | 5,211          |

### **Priorities (2014-15)**

- Conceptualize and develop a health and wellness strategy for students.  
*Status: The health and wellness strategy is currently being developed by staff and students. Key parts of the strategy will involve the inclusion and diversification of recreational activities on the various campuses.*

### **Priorities (2015-16)**

- Enhance Student Services mandate as part of implementing the student health and wellness strategy.

### **Priorities (2016-17)**

- Provide students in regional campuses with language and culture based programs from Piqqusilirivvik.



**Priorities (2017-18)**

- Standardize Student Services policies and protocols across all campuses to ensure equal services are provided.

**Administration Services**

Administration Services is comprised of three offices: President's Office, Academic Affairs Office, and Business Services Office.

**Objectives**

- To provide strategic leadership and administrative management for the College.
- To ensure that statutory requirements of the Government of Nunavut and the Office of the Auditor General of Canada are met.
- To lead the achievement of academic excellence.
- To lead the strengthening of College systems and operations.

| <b>Programs</b>   | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>President's Office</b>   |                       | 638            | <b>711</b>     | 711            | 711            |
| The President's Office (Iqaluit) supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Public Affairs Officer (Arviat), who provides communication services and maintains <a href="http://www.arcticcollege.ca">www.arcticcollege.ca</a> and the Manager of Policy and Planning (Iqaluit), who manages policy development, business and capital planning processes.   |                       |                |                |                |                |
| <b>Academic Affairs Office</b>  |                       | 1,000          | <b>1,155</b>   | 1,155          | 1,155          |
| The Academic Affairs Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and university studies. The Office is also responsible for college-wide prior learning recognition strategies, the Nunavut Teacher Education Program, professional development, and library services. The Academic Affairs Office is managed by the Senior Academic Officer. |                       |                |                |                |                |
| <b>Business Services Office</b>   |                       | 4,884          | <b>4,988</b>   | 4,988          | 4,988          |
| The Business Services Office (Arviat) is responsible for the delivery of finance, human resources, registrar, and information technology services. The Office also has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Business Services Office is managed by the Senior Business Officer.  |                       |                |                |                |                |
| <b>Sub-Total, Base Programs</b>   |                       | 6,522          | <b>6,854</b>   | 6,854          | 6,854          |
| <b>Total, Programs</b>  |                       | 6,522          | <b>6,854</b>   | 6,854          | 6,854          |

**Priorities (2014-15)**

- Establish a working group to plan for transition to University College status.

**Status** – the establishment of a working group is in progress. A plan for the establishment of University College status for Nunavut Arctic College will be completed by fall 2015.

**Priorities (2015-16)**

- Engage in a comprehensive baseline study of requirements leading to University College status.
- Commence a review with the goal of replacing and modernizing the existing Student Records System.
- Initiate the recruitment of a Manager, Finance Trainee in Arviat.

**Priorities (2016-2017)**

- Introduce amendments to the *Nunavut Arctic College Act*, which could include authority for an Academic Council.

**Priorities (2017-2018)**

- College renamed as University College and first degree programs approved for delivery.

| <b>College</b>                          | <b>Budget (\$000)</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> |
|---|-----------------------|----------------|----------------|----------------|----------------|
| <b>College Sub-total, Base Programs</b> |                       | 36,192         | <b>36,889</b>  | 36,890         | 36,890         |
| <b>College Sub-total, Third Party</b>   |                       | 9,241          | <b>11,003</b>  | 11,003         | 11,003         |
| <b>College Total, Programs</b>          |                       | 45,433         | <b>47,892</b>  | 47,893         | 47,893         |

| Branch                            | 2014-15        |              | 2015-16        |              | 2016-17       |              | 2017-18       |              |
|-----------------------------------|----------------|--------------|----------------|--------------|---------------|--------------|---------------|--------------|
|                                   | Main Estimates |              | Main Estimates |              | Planned       |              | Planned       |              |
|                                   | \$000          | PYs          | \$000          | PYs          | \$000         | PYs          | \$000         | PYs          |
| <b>HEADQUARTERS</b>               |                |              |                |              |               |              |               |              |
| Compensation and Benefits         | 3,646          | 19.0         | 3,732          | 19.0         | 3,732         | 19.0         | 3,732         | 19.0         |
| Grants and Contributions          | -              |              | -              |              | -             |              | -             |              |
| Other O&M                         | 1,482          |              | 1,453          |              | 1,453         |              | 1,453         |              |
| <b>Subtotal</b>                   | <b>5,128</b>   |              | <b>5,185</b>   |              | <b>5,185</b>  |              | <b>5,185</b>  |              |
| <b>NUNAVUT RESEARCH INSTITUTE</b> |                |              |                |              |               |              |               |              |
| Compensation and Benefits         | 1,076          | 7.0          | 1,060          | 7.0          | 1,060         | 7.0          | 1,060         | 7.0          |
| Grants and Contributions          | -              |              | -              |              | -             |              | -             |              |
| Other O&M                         | 419            |              | 399            |              | 399           |              | 399           |              |
| <b>Subtotal</b>                   | <b>1,495</b>   |              | <b>1,459</b>   |              | <b>1,459</b>  |              | <b>1,459</b>  |              |
| <b>REGIONAL CAMPUSES</b>          |                |              |                |              |               |              |               |              |
| Compensation and Benefits         | 24,885         | 185.6        | 27,153         | 198.6        | 27,154        | 198.6        | 27,154        | 198.6        |
| Grants and Contributions          | -              |              | -              |              | -             |              | -             |              |
| Other O&M                         | 13,925         |              | 14,095         |              | 14,095        |              | 14,095        |              |
| <b>Subtotal</b>                   | <b>38,810</b>  |              | <b>41,248</b>  |              | <b>41,249</b> |              | <b>41,249</b> |              |
| <b>TOTAL FUNDED</b>               | <b>45,433</b>  | <b>211.6</b> | <b>47,892</b>  | <b>224.6</b> | <b>47,893</b> | <b>224.6</b> | <b>47,893</b> | <b>224.6</b> |
| Less                              |                |              |                |              |               |              |               |              |
| Non-GN Third Party Funding        | 4,358          | 10.0         | 5,556          | 11.0         | 5,556         | 11.0         | 5,556         | 11.0         |
| Less                              |                |              |                |              |               |              |               |              |
| Non-GN Non Base Funding           | 8,871          |              | 9,711          |              | 9,711         |              | 9,711         |              |
| <b>TOTAL</b>                      | <b>32,204</b>  | <b>201.6</b> | <b>32,625</b>  | <b>213.6</b> | <b>32,626</b> | <b>213.6</b> | <b>32,626</b> | <b>213.6</b> |

## Financial Summary

### DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET – ALL SOURCES

|   | Headquarters<br>(\$000) | Qikiqtaaluk<br>(\$000) | Kivalliq<br>(\$000) | Kitikmeot<br>(\$000) | Total<br>(\$000) |
|---|-------------------------|------------------------|---------------------|----------------------|------------------|
| Compensation and Benefits               | 3,732                   | 15,302                 | 6,500               | 2,213                | <b>27,748</b>    |
| Grants and Contributions                | -                       | -                      | -                   | -                    | -                |
| Travel and Transportation               | 315                     | 1,192                  | 79                  | 88                   | <b>1,674</b>     |
| Materials and Supplies                  | 44                      | 1,002                  | 175                 | 66                   | <b>1,287</b>     |
| Purchased Services                      | 45                      | 554                    | 125                 | 25                   | <b>749</b>       |
| Utilities                               | 20                      | 147                    |                     | 8                    | <b>175</b>       |
| Contract Services                       | 481                     | 2,716                  | 419                 | 84                   | <b>3,700</b>     |
| Fees and Payments                       | 473                     | 804                    | 12                  | 9                    | <b>1,298</b>     |
| Other Expenses                          | 75                      | 146                    | 10                  | 28                   | <b>258</b>       |
| <b>Total Operations and Maintenance</b> | <b>5,185</b>            | <b>21,863</b>          | <b>7,320</b>        | <b>2,521</b>         | <b>36,889</b>    |
| <b>Third Party Funded</b>               | <b>-</b>                | <b>10,212</b>          | <b>460</b>          | <b>331</b>           | <b>11,003</b>    |
| <b>Total</b>                            | <b>5,185</b>            | <b>32,075</b>          | <b>7,780</b>        | <b>2,852</b>         | <b>47,892</b>    |



**NUNAVUT BUSINESS**  
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**CREDIT CORPORATION**  
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*“Lender of Northern Opportunity”*

# **BUSINESS PLAN**

## **2015 - 2018**



## OUR VISION

*NBCC is the Lender of Northern Opportunity*









## INTRODUCTION

The Nunavut Business Credit Corporation (NBCC) was created through the *Nunavut Business Credit Corporation Act* with a mandate to function as an agent of the Government of Nunavut (GN) to stimulate economic development and employment in Nunavut. As a Territorial Corporation, NBCC is an arms-length Public Agency of the GN and as such is bound by Part IX of the *Financial Administration Act* which is specific to public agencies.

NBCC reports to the Legislative Assembly through the Minister responsible for the Nunavut Business Credit Corporation. The Corporation's Board of Directors consists of seven to twelve directors, appointed by the Commissioner in Executive Council on the recommendation of the Minister Responsible for NBCC (Minister Responsible). The Board directs the business of the Corporation by exercising the powers and performing the duties of the Corporation in accordance with the written directions and policy guidelines established or issued by the Minister Responsible.

Based in Iqaluit, Nunavut, NBCC is managed by the Corporation's Chief Executive Officer (CEO), who is appointed by the Minister Responsible for NBCC in consultation with the Board. The CEO supervises, manages, and directs the business of the Corporation in performing its duties. All employees of NBCC are members of the Public Service of the GN and are bound by the *Public Service Act*.

NBCC has five employees who report directly or indirectly to the CEO. The Senior Advisor, Business Services manages the Corporation's lending portfolio and ensures the proper due diligence of the Corporation in performing its duties with the assistance of a four person support staff including: the Administrative Assistant, Business Services Officer, Compliance Officer and Accounts Manager. The Senior Advisor, Business Services also acts as Corporate Secretary.

## OUR VISION

*NBCC is the Lender of Northern Opportunity*

NBCC is recognized as the *"Lender of Northern Opportunity"* in Nunavut, creating value by building relationships, networks and knowledge which enable its clients to prosper. NBCC will actively promote the business success of its network of clients and organize its activities around this central objective.

To accomplish this vision, NBCC will work closely with its clients to improve their capabilities and their access to resources and opportunities. NBCC will build linkages within local business communities, with other agencies of economic development, and with other providers of public and private capital.

This vision of opportunity and success is based on fundamental values of viable self-sufficient economic development in Nunavut as well as sound principles of business management.





- A strong supporter of Nunavut's tourism industry, NBCC will continue to work with those businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
- NBCC supports economic growth through responsible development across all sectors. The rugged terrain also provides a wealth of opportunity for local businesses to participate in Nunavut's burgeoning resource sector by providing on-the-ground logistics and support services.

In focusing its energies on supporting *community-based sustainable economies*, NBCC will achieve its primary mandate to foster opportunities for Nunavummiut. NBCC also recognizes the need to forge strategic partnerships and work together with other economic development organizations to achieve a greater quality of life for Nunavummiut overall.

## ENVIRONMENTAL SCAN

### A SOLID FOUNDATION

NBCC is a much stronger corporation today having successfully emerged in 2011 with a positive audit from the Auditor General of Canada (AG) after a troubled history of successive years of denied audit opinion and allegations of poor business practices.

Through a focused, coordinated approach initiated in 2009 that was agreed to by its Board and overseen by the Public Agencies Council and the Departments of Economic Development and Transportation and Finance, NBCC's senior management successfully rebuilt the organization. Such efforts included a critical examination of its structure, resources and operating practices. This culminated in the development of a set of approved policies and procedures covering the breadth of credit, financial, governance and administrative practices – forming NBCC's policy framework.

NBCC is 66% staffed, which is a significant improvement from a few short years ago when only the most senior role was filled through a secondment from the Department of Finance. Considerable efforts have been taken since then that have led to a stronger organization capable of meeting its mandate to assist new and expanding businesses in Nunavut.

With past issues resolved, NBCC's resources can now be fully dedicated to its core business and strengthening relationships with the Nunavut business community and lending partners.







- ✓ Increase the sectors funded
- ✓ Meet all statutory requirements for our annual report
- ✓ Receive an unqualified audit opinion for 2010 and each subsequent year
- ✓ Implement better communication strategies to reach stakeholders through a multi-pronged approach including onsite meetings, informative newsletters and an updated corporate website.

## CORE BUSINESS

NBCC is a lending institution and does not offer grants or forgivable loans and cannot make equity investments. Its core business is to provide appropriate financing solutions to small and medium enterprises (SMEs) in Nunavut who require between \$150,000 and \$1 million in loans or guarantees. The \$1 million dollar limit has been in place for more than a decade. Due to rising costs over the years, NBCC clients do not have the same purchasing or building power with the \$1 million dollars as they did a decade ago. NBCC is working in consultation with the Government of Nunavut to determine if this threshold could be increased to better serve our clients.

Credit applications up to \$500,000 are approved by the Board of Directors. Credit amounts exceeding this threshold must be approved by the Minister Responsible for NBCC. The Corporation's maximum borrowing limit is set at \$50 million of working capital from the Government of Nunavut. Of this amount, NBCC has currently accessed \$40 million.

Security is a requirement for all financing. The Corporation's policy on the amount of security is conservative and consists for the most part of a combination of a mortgage on real property, a pledge on personal property, and a personal/general guarantee from the principals of the business enterprise applying for credit.

NBCC loans are structured to allow for a comfortable cash flow through such strategies as:

- *Interest only payments for up to three years;*
- *Payments only to match cash rich periods of the business cycle;*
- *Graduated payments;*
- *Balloon payments; and*





- *Suppliers' credit.*

The types of projects that NBCC considers from small and medium sized businesses include:

- *The purchase of fixed assets;*
- *Leasehold improvements;*
- *Consolidation of debt;*
- *Bid bond security for contractors;*
- *Providing working capital for inventory acquisition; and*
- *Interim or bridge financing.*

NBCC works in partnership with the majority of other lending organizations in the Territory to support enterprises doing business in Nunavut. NBCC's major partners are the Community Future organizations in each region of Nunavut and the Atuqtuarvik Corporation in Rankin Inlet. NBCC is now also working in conjunction with commercial banks when the lending limit required by clients exceeds NBCC's threshold of one million dollars.

In the past, NBCC has worked closely with Community Future organizations such as Baffin Business Development Corporation in the Qikiqtaaluk Region to service clients which fell below NBCC's lower threshold of \$150,000. Working in tandem with NBCC, Community Future organizations often referred their larger clients to NBCC, while some NBCC clients have been referred to their regional Community Future organization for more appropriate financing solutions. Community Future organizations are more adept at meeting small business needs. Recently, the Baffin Business Development Corporation has increased its threshold to \$250,000.

Atuqtuarvik Corporation, a subsidiary of Nunavut Tunngavik Incorporated (NTI), focuses on supporting Inuit-owned firms only. NBCC, as a Territorial Corporation, must make itself accessible to all applicants doing business in Nunavut. As strategic partners, NBCC and Atuqtuarvik communicate regularly. It is common for the two organizations to provide loans to those projects with significant financing needs. NBCC has formalized relationships by establishing separate MOUs with Atuqtuarvik and two of the three community futures organizations and is actively working with the third.

As NBCC cannot fulfill loan requests exceeding \$1 million, the Corporation refers such requests to the Business Development Bank of Canada (BDC). The BDC has an office in the Northwest Territories, however there is no presence in Nunavut to directly provide service to clientele.



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## PRIORITIES FOR 2014-2015

1. Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.

**Status:** NBCC has become an active member of Nunavut Tourism, participating, whenever possible, in events that showcase what Nunavut has to offer. Though NBCC has funding constraints, it is has co-sponsored events that highlight tourism-related opportunities for Nunavut-based entrepreneurs.

2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.

**Status:** NBCC staff work collaboratively with Economic Development officers, lending organizations and counterparts situated in other communities to ensure that its lending program is understood and accessible to clients. Each year staff also travel to the regions to attend Trade Shows and related events to connect with new and existing clients and, as funding is made available, target other communities and sectors as part of its ongoing efforts to broaden its reach.

3. Continue to support community-based sustainable economies and forge strategic partnerships and work together with other economic development organizations.

**Status:** NBCC works closely with Community Futures organizations, Nunavut Economic Development Association, Economic Development Officers from each community, Atuqtuarvik, Kakivak and the Department of Economic Development and Transportation to better serve our clients' needs.

4. Formalize a relationship with the Kivalliq Business Development Centre.

**Status:** NBCC is working to formalize its relationship with the Kivalliq Business Development Centre.

5. Broaden its reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new clientele.

**Status:** This is a standard business practice for NBCC. Each year we focus on a region of Nunavut to extensively travel to with the assistance of funding provided by the Department of Economic Development and Transportation. In the past, the Canadian Economic Development Agency (CanNor) has also provided limited funding to enhance NBCC's marketing efforts.

6. Assist in the development of the entrepreneurial sector, arts and crafts sector, tourism and the film sector while ensuring ongoing development in other sectors.

**Status:** NBCC works in partnership with Nunavut Tourism, Nunavut Arts and Crafts Association, Nunavut Film, the Construction Association and the Chambers of Commerce to assist in developing these sectors. We provide presentations to members to highlight our lending program and assistance that NBCC is able to provide.

7. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.

**Status:** In addition to our outreach activities identified (above), we actively work with identified sectors through their respective associations, attend and sponsor sector and business-focused events and provide presentations to highlight our lending program to aspiring and existing participants in the private sector. We are engaged with the Chambers of Commerce. Our Board members are also significant business members of their respective communities and actively speak on behalf of NBCC to highlight our services to new and aspiring entrepreneurs.

8. Develop a user-friendly electronic loan application submission process.

**Status:** NBCC's new website allows applications to be accessed online. We are assessing the technical aspects and capacity that would enable clients to submit applications electronically via the NBCC website, while ensuring the necessary security of confidential information.

9. Introduce a coordinated marketing campaign that includes the new logo unveiled in 2013-2014 and website design.

**Status:** NBCC's new logo is now widely in use on all of its marketing material, publications and website.

10. Consider options to enhance Board capacity, including increasing the number of Directors, as allowed under existing legislation, and by providing additional Board training.

**Status:** NBCC has determined that an eighth board member is needed. An advertisement has been placed in Northern newspapers. Additional board training will be provided as soon as NBCC has secured additional funding for this initiative.

## **PRIORITIES FOR 2015-2016**

1. Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.
3. Continue to support community-based sustainable economies, forge strategic partnerships, and work together with other economic development organizations.
4. Broaden its reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new clientele.
5. Assist in the development of the entrepreneurial sector, arts and crafts sector, tourism and the film sector while ensuring ongoing development in other sectors.
6. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.
7. Offer to lead the delivery of business-focused workshops at regional trade shows.
8. Build awareness of NBCC activities in each of the Nunavut communities by working with the hamlets and schools.
9. Develop a strategy to seek new business clients by determining sectors or priority areas that require additional targeting.
10. Create a series of practical guides for northern business.
11. Provide a board portal for members including training.
12. Support efforts to increase the loan limit to \$2 million per business enterprise.

## **PRIORITIES FOR 2016-2017**

1. Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.
3. Continue to support community-based sustainable economies, forge strategic partnerships, and work together with other economic development organizations.
4. Broaden its reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new clientele.
5. Assist in the development of the entrepreneurial sector, arts and crafts sector, tourism and the film sector while ensuring ongoing development in other sectors.
6. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.
7. Provide governance training for the Board of Directors.
8. Evaluate loan processing software to determine the best software to meet NBCC needs.
9. Undertake an in-depth three-year review of policies and procedures.

## **PRIORITIES FOR 2017-2018**

1. Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.
3. Continue to support community-based sustainable economies, forge strategic partnerships, and work together with other economic development organizations.
4. Broaden reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new clients.
5. Assist in the development of the entrepreneurial sector, arts and crafts sector, tourism and the film sector while ensuring ongoing development in other sectors.
6. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.
7. Conduct a comprehensive review of the *NBCC Act* to assess the relevance of NBCC's existing mandate to enhance opportunities for Nunavummiut and its role to support the evolving needs of a growing private sector across the Territory
8. Sponsor a business conference in the Territory to assist and encourage small business.





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NUNAVUT DEVELOPMENT CORPORATION  
LA CORPORATION DE DÉVELOPPEMENT DU NUNAVUT  
NUNAVUNMI PIVALLIAJJUTIKHALIRINIRMUT KUAPURIISINGAT

# *Nunavut Development Corporation*

**2015/2016**

**Corporate Plan**

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## **The Purpose**

The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Territorial Corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (“FAA”), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) and the *Business Corporations Act*.

Section 25 of the *Nunavut Development Corporation Act* pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in Sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

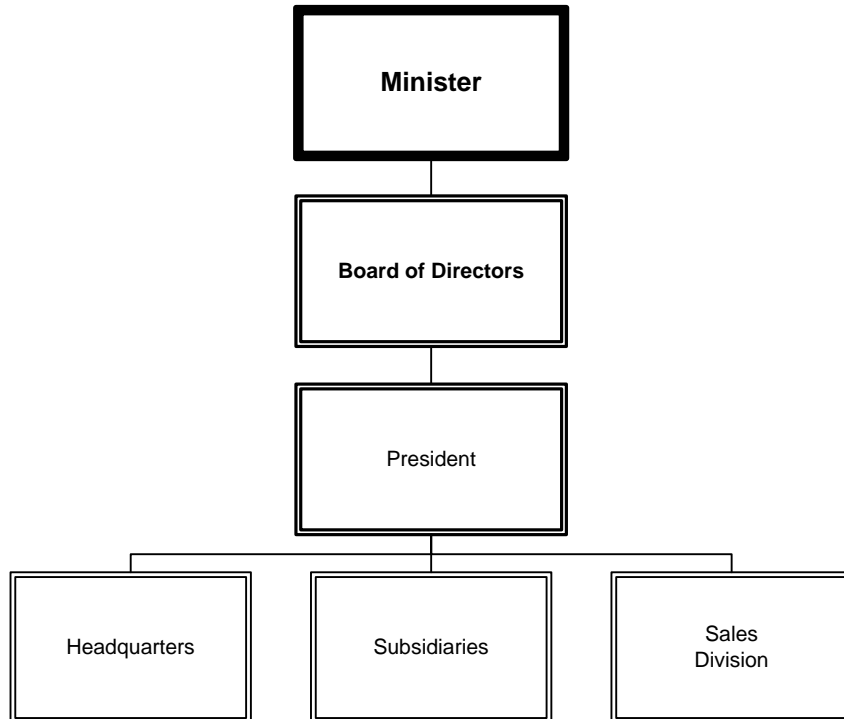
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- “(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, directly or indirectly, within the Corporation in order to:*
- (i) create employment and income for residents of the Territory, primarily in small communities;*
  - (ii) stimulate growth of businesses in the Territory; and,*
  - (iii) promote economic diversification and stability.*
- (b) to invest in business enterprises in order to:*
- (i) stimulate growth of businesses in the Territories; and,*
  - (ii) promote economic diversification and stability; and,*
- (c) promote the economic objectives of the Government of Nunavut.”*

## **Mission**

*To make responsible investments in target Nunavut economic sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification and stability with an emphasis on investing in Nunavut’s smaller communities.*

# Accounting Structure



| Nunavut Development Corporation - Rankin Inlet<br>Inuit Employment Chart | As of Sept. 30,<br>2014 |            | For March 31,<br>2016 |            |
|--|-------------------------|------------|-----------------------|------------|
|  |                         | Capacity % |                       | Capacity % |
| <b>Total Department Positions</b>  | <b>5</b>                |            | <b>5</b>              |            |
| Total Filled Positions   | 5                       | 100%       | 5                     | 100%       |
| Total Vacancies  | 0                       | 0%         | 0                     | 0%         |
| <b>Total Beneficiaries</b>   | <b>3</b>                | <b>60%</b> | <b>3</b>              | <b>60%</b> |
| <b>Total Executive Positions</b>   | <b>1</b>                |            | <b>1</b>              |            |
| Total Filled Executive Positions   | 1                       | 100%       | 1                     | 100%       |
| Total Vacant Executive Positions   | 0                       | 0%         | 0                     | 0%         |
| Total Beneficiaries in Executive Positions                               | 0                       | 0%         | 0                     | 0%         |
| <b>Total Middle-Management Positions</b>                                 | <b>3</b>                |            | <b>3</b>              |            |
| Total Filled Middle-Management Positions                                 | 3                       | 100%       | 3                     | 100%       |
| Total Vacant Middle-Management Positions                                 | 0                       | 0%         | 0                     | 0%         |
| Total Beneficiaries in Middle-Management Positions                       | 3                       | 100%       | 3                     | 100%       |
| <b>Total Professional Positions</b>                                      | <b>1</b>                |            | <b>1</b>              |            |
| Total Filled Professional Positions                                      | 1                       | 100%       | 1                     | 100%       |
| Total Vacant Professional Positions                                      | 0                       | 0%         | 0                     | 0%         |
| Total Beneficiaries in Professional Positions                            | 0                       | 0%         | 0                     | 0%         |

**Executive - President & CEO**

Darrin Nichol

[darrin@ndcorp.nu.ca](mailto:darrin@ndcorp.nu.ca)

**Middle Management - Business Advisor - Cultural Industries**

Goretti Kakuktinniq (beneficiary)

[goretti@ndcorp.nu.ca](mailto:goretti@ndcorp.nu.ca)

**Middle Management - Business Advisor - Processing & Harvesting**

Kyle Tattuinee (beneficiary)

[kyle@ndcorp.nu.ca](mailto:kyle@ndcorp.nu.ca)

**Middle Management - Manager of Finance & Administration**

Bernadette Tutanuak (beneficiary)

[berni@ndcorp.nu.ca](mailto:berni@ndcorp.nu.ca)

**Professional - CFO**

Balaji Ramamani, CMA

[balaji@ndcorp.nu.ca](mailto:balaji@ndcorp.nu.ca)

## **Sivumut Abluqta**

NDC represents Nunavummiut working together to create jobs, grow business and provide income-earning opportunities for fellow Nunavummiut. NDC prioritizes investment and economic opportunities in Nunavut's arts, harvesting and tourism sectors with an emphasis on Nunavut's smaller communities. NDC believes that Nunavummiut are resourceful and innovative and the Corporation seeks out community-based solutions that help grow local economies. NDC's investing initiatives promote productive choices for Nunavut residents yielding improved self-sufficiency and self-reliance among residents. In assessing NDC investment opportunities, the Corporation seeks to not only advance employment, business and income earning opportunities but also ensure that the goods and services generated by these investments are of benefit to the Nunavut consumer.

## **Operations**

The Corporation is currently invested in nine Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's arts, harvesting and tourism sectors. The Corporation also operates a southern Inuit art marketing division. NDC manages a Venture Equity fund that prioritizes equity investments in qualifying Inuit and Nunavut businesses operating in the priority economic sectors with an emphasis on placing investments that support Nunavut's smaller communities.

## **Critical Issues and Challenges**

- *High Energy Costs*  
NDC subsidiary companies continue to incur high-energy costs that make production expensive at its plants. NDC will work with our subsidiary companies to structure production in a way that promotes the effective use of energy while stressing the importance of ongoing attention to energy conservation, updating existing energy conservation plans and targeting investments that will enhance energy efficiencies and yield cost savings.
- *Aging Infrastructure*  
NDC's subsidiary companies are operating in facilities in excess of twenty years old. In order to remain safe, energy efficient and in good repair, the buildings will require increasing and ongoing investment. A commitment to preventative maintenance and a coordinated maintenance plan targeting areas such as improved energy efficiencies and building safety will form the base of the maintenance program.
- *Changing Wholesale Market Segment*  
The wholesale market segment for Inuit art has become more difficult. Gallery closures, fewer collectors, changing demographics and other external factors are placing downward pressure on this segment. NDC will work with other

wholesalers in an effort to bring about change to have the sector both better serve Nunavut artists and reflect current market conditions.

- *Inuit Staffing*

The small corporate staffing compliment makes succession planning challenging. The inability to access government staff housing for senior staff and subsidiary management can also be problematic in terms of attracting qualified Inuit staff. Filling positions with qualified local Inuit staff is essential both at our subsidiary companies and headquarter offices. A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment.

## **Objectives & Strategic Approaches**

- 1. Subsidiary Companies** - NDC's subsidiary companies are incorporated under the Nunavut *Business Corporations Act*. NDC holds varying equity interests in the subsidiary companies ranging anywhere from 51% to 100% of the common voting shares. NDC makes capital investments in the companies and provides annual operating subsidies under Section 16 of the Nunavut Development Corporation Act – Capital Fund, Subsidy Fund and Capital Reserve Fund. The subsidiary companies primarily support Nunavut's arts, harvesting and tourism sectors generating employment and income earning opportunities through scheduled in-house production and the procurement of fish, caribou, sculpture, sewn goods, muskox, maktaaq and other craft items from local and regional Inuit producers. NDC emphasizes the sale of finished goods back into Nunavut whether locally or into other Nunavut communities. The Nunavut marketplace is where Nunavut produced goods are most appreciated and demand is strongest. The proximity to these markets also allows for mitigated shipping costs and more affordable retail pricing.
- 2. Sales Division** – NDC's Sales Division offers marketing services to our artists and private businesses operating in Nunavut's cultural industries sector. The Division also purchases and markets goods produced from our subsidiary companies. Generally, the Inuit art wholesale segment is under significant financial pressure brought about by a steady decline in sales. Key reasons for the current decline include gallery closures and collectors exiting the sector. The wholesale component of Inuit marketing is unique; it does not exist elsewhere with other forms of art. Historically the sector directly purchased \$10 million dollars of Inuit art annually. This generated \$16 million dollars in wholesale sales, indirectly yielding \$32 million in local, domestic and international retail sales. In recent years though, the trend has been declining sales, elevated inventories and operating losses. There will always be interest in Inuit art and the current market situation opens up opportunities for overdue sector change. The Sales Division will be a catalyst for change as NDC moves away from predominantly a sculpture driven sales offering to carrying a broader selection of sewn and craft goods, jewelry and subsidiary company products. In so doing NDC will look for new marketing opportunities in an effort to further create income and employment opportunities for Nunavut producers and support small businesses operating in Nunavut's Cultural Industries sector. Within the sector, NDC will continue to work with other wholesalers to advance meaningful change in order to have the wholesale sector better reflect the realities of the current marketplace. NDC will reassess its involvement and position in the southern Inuit art segment and will develop a renewed strategy for the Sales Division.
- 3. New Investments** - NDC will continue to seek out new equity investments that help create employment and income for Inuit and investments that support business growth primarily in our smaller communities. NDC will also continue to emphasize investments in the sectors of the arts, harvesting and tourism primarily as the local



economies of Nunavut's small communities can support these essential economic sectors.

Capital Fund, Subsidy Fund, Capital Reserve Fund - Section 16 of the Nunavut Development Corporation Act establishes the Capital Fund, Subsidy Fund and the Capital Reserve Fund. This Section along with the Investment Guidelines of the Corporation both govern and allow for the incorporation, establishment and management of new subsidiary companies in our smaller communities.

Venture Investment Fund, Venture Reserve Fund - Section 17 of the Nunavut Development Corporation Act establishes the Venture Investment and Venture Reserve Fund. This Section along with the Investment Guidelines of the Corporation both govern and allow for minority equity investment in Nunavut or Inuit owned businesses; the Corporation prioritizes venture investments that will benefit our smaller communities.

In recent years, NDC has placed in excess of \$1 million dollars of new Venture Equity Investments in Inuit and Nunavut businesses operating in our tourism and harvesting sectors, with most investment directly supporting business enterprises operating in our smaller communities. NDC's equity investment helps the investee lever additional debt financing, grants and government contributions to start or grow their business.

NDC is prepared to incorporate and establish new subsidiary companies in our smaller communities that will help support local economic development by taking advantage of a community's own natural resources, skills as well as the community's vision for its future. Keys to success in the establishment of new subsidiary companies include local partnerships, good planning and community support. NDC will work with other agencies and directly with small communities to consider opportunities and potential proposals supporting the incorporation and establishment of new subsidiary companies.

- 4. Headquarters** - NDC's Headquarter offices located in Rankin Inlet consist of five essential staff members. These five staff members provide a variety of essential business supports and corporate services throughout the organization.

NDC HQ provides ongoing operational support, strategic planning, budgeting, cash flow management, production planning, financial monitoring, onsite review, human resource support, board support, corporate registry filings, corporate minute book maintenance, human resource support, project management and legal support to the subsidiary companies. These central services provide efficient value to the subsidiary portfolio.

For new investment proposals, HQ undertakes in house proposal reviews, communicates with the potential investees, liaises with other Nunavut funding agencies, prepares Requests For Decisions for the NDC Board, drafts investment

approval letters, coordinates with the investee in the drafting of Unanimous Shareholders Agreements and Share Subscription Agreements and provides ongoing maintenance, tracking and investment follow-up.

For the Sales Division HQ staff provide strategic planning, human resource support, budgeting support and financial monitoring. HQ provides policy support and makes onsite visits to verify inventory volumes and ensure policy compliance.

Corporately, HQ staff undertake strategic planning, prepare the annual business planning and main estimates, and prepare regular reports required by EDT, the Dept of Finance, the Public Agency Council and the Auditor General of Canada. The Corporation prepares the consolidated financial statements and oversees the reconciliation and elimination of related company balances and finalizes the annual report for tabling in the Legislative Assembly. HQ, working with the Board, provides all of its own human resource administration and undertakes all corporate policy work; HQ staff also represent the Corporation at trade events within Nunavut and beyond. NDC provides ongoing support to the NDC Board of Directors preparing and coordinating board meetings.

- 5. Transparency & Accountability** – NDC places a high value on financial reporting. NDC takes seriously the trust imposed upon our organization through the Nunavut Government’s appropriation of public funds to support the Corporation’s objectives. NDC remains committed to effective and efficient financial reporting and the transparent and accountable use of public funds.

## **NDC's Subsidiary Companies**

Section 16(2) of the Act enables the Corporation to make capital investments in subsidiary companies controlled by the Corporation. Section 16(4) of the Act enables the Corporation to pay annual operating subsidies to its subsidiary companies up to the prescribed maximums or as approved by Financial Management Board.

Presently the Corporation has nine operating subsidiary companies located in six Nunavut Communities maintaining the equivalent of 80 full-time positions. A summary of their operations follow:

### **Ivalu Ltd – Rankin Inlet**

Ivalu will carry a growing line of Nunavut produced goods ranging from knitted qiviut, prints, drawing, sculpture, sealskin garments and jewelry. The company will also carry sewing supplies and other craft items to support local producers. Ivalu Online will operate through this company and will promote a variety of Nunavut produced art and craft items. The company will also serve as a wholesale distribution point to support other Nunavut and Northern retailers who are interested in carrying Inuit craft items for resale.

### **Jessie Oonark – Baker Lake**

Jessie Oonark (JOL) will continue to incorporate a micro-leasing approach to assist in offsetting the company's high operating costs while providing commercial space for small local businesses or agencies on a month-to-month basis. JOL will continue to build its retail product line offered through its local gallery ensuring a wide selection of Nunavut art and craft items are available for sale. The company will offer local embroidery and screen-printing services and purchase local arts and crafts.

### **Kiluk – Arviat**

Kiluk will design, produce and manufacture its evolving sealskin product line incorporating its digital embroidery capacity. The company will work in partnership with Agnico-Eagle Mines to provide services such as tailoring and garment repair. Kiluk will continue its production partnership with the Maplelea Doll Company producing accessories for the company. Kiluk is a popular stop for visitors to Arviat and they will continue to carry a wide variety of Inuit produced goods in their gift shop including locally-produced products and other arts and crafts.

### **Kitikmeot Foods – Cambridge Bay**

Kitikmeot Foods Ltd (KFL) will work with fishers to harvest commercial char from rivers and lakes in the Cambridge Bay area. Under the hub and spoke model supporting commercial harvesting in Nunavut the company will endeavor to work with other Kitikmeot communities to supply arctic char to the facility while also trying to build stronger sales and distribution links back into Nunavut communities. The company will build local selling opportunities both with retail partners and directly from the plant. The company is Nutrition North Canada registered and

applies the subsidy to inter-Nunavut sales. Muskox harvesting is a priority for the company but herd sustainability and proximity of the herd to the community must be conducive to supporting a commercial harvest. KFL will also work to support regional social agencies and community organizations to assist in getting quality country food to these groups.

#### Kivalliq Arctic Foods – Rankin Inlet

Kivalliq Arctic Foods (KAF) will work with fishers to harvest commercial char quota from both the Kivalliq Region and Qikiqtani. Under the hub and spoke model, supporting commercial harvesting in the Territory, the company will continue to work with communities from across Nunavut to supply arctic char to the plant while also working to build stronger sales and distribution links within Nunavut. The company will streamline its product line and produce products specifically sought by Inuit consumers. Using Nutrition North Canada food subsidy the company will also continue to develop innovative product approaches building on the success of the popular “Nunavut Country Food Packs”. The company will undertake a regional caribou harvest purchasing caribou from hunters in Arviat, Whale Cove, Chesterfield Inlet and Rankin Inlet for resale and distribution within Nunavut. KAF will also work to support regional social agencies and community organizations to assist in getting quality country food to these groups.

#### Pangnirtung Fisheries - Pangnirtung

Pangnirtung Fisheries (PFL) will support and invest in the development of the Cumberland Sound inshore summer and winter turbot fishery. The employment and economic returns associated with the local turbot fishery are anticipated to grow especially with the recent completion of Pangnirtung’s small craft harbor, ongoing fisheries research and increased investment in suitable, locally owned vessels. PFL will continue to purchase arctic char from local fishers during the summer and winter fisheries.

PFL will continue to work closely with Cumberland Sound Fisheries under the Partnership Agreement to develop a broad range of fishery related opportunities of benefit to Pangnirtung and the Nunavut fishery as a whole. PFL is a registered food processor and distributor under Nutrition North’s food subsidy program.

NDC remains a minority shareholder in PFL holding a 24.5 % equity interest in the company. NDC will continue to guarantee PFL’s operating line of credit which helps finance the purchase of up to 750,000 lbs. of winter turbot from local fishers.

#### Papiruaq Fisheries – Whale Cove

The Papiruaq Fisheries plant (Whale Cove) will open in July and August supporting a local summer char fishery. Although primarily supplied by Whale Cove fishers, harvesters from Arviat and Rankin Inlet occasionally deliver fish to the facility as well; Papiruaq anticipates seasonal landings of 12,000 pounds of arctic char. In order to maintain efficiencies Kivalliq Arctic Foods will continue to administer plant operations and will take all fish into inventory for further processing and

marketing. Papiruaq Fisheries, the Issatik HTO and Kivalliq Arctic Foods plan to continue harvesting qinalugaq / maktaa through the facility as well.

#### Taluq Designs – Taloyoak

Taluq Designs will produce its well-known slipper and mitt products. The company will also continue generating local income by having seamstresses produce from home its line of packing dolls. The company will operate its local arts and crafts retail store that carries a variety of art and craft items along with other Nunavut produced goods.

#### Uqqurmiut Arts & Crafts – Pangnirtung

Uqqurmiut Arts & Crafts (UAC) will continue to seek new streams of revenue to help support ongoing art and crafts production at the Centre. UAC's new partnership with Canada Post to operate the local postal outlet (established in 2014) and the company's long-standing partnership with Qiniq to act as local internet provider are important local services offered through UAC and generate important revenues for the Centre. The additional revenues help offset the high operating costs associated with running the Centre. Pangnirtung has some of the most prolific jewelry producers in Nunavut; UAC will continue to advance this local skill set through elevated purchases of from local producers. The company is planning to release a 2015 print collection and operate the tapestry studio to support popular product lines such as hats, scarves, blankets and mitts while still seeking out opportunities for custom tapestry production for corporate clients and public organizations. The craft shop will offer art and craft items produced by artists from Pangnirtung.

## Measures of Success Efficiency, Economy and Effectiveness

| <b>Financial Reporting</b>                            | <b>*2015-16</b> | <b>* 2014-15</b> | <b>2013-14</b> | <b>2012-13</b> |
|---|-----------------|------------------|----------------|----------------|
| Date of board approval - audited financial statements | July 31         | July 31          | July 24        | Aug 09         |
| Compliant - Sec100 FAA Submission of Annual Report    | Yes             | Yes              | Yes            | Yes            |
| Audit Qualifications                                  | None            | None             | None           | None           |

\* identifies forecasted estimate

| <b>Employment created or maintained</b> | <b>*2015-16 Forecast</b> | <b>*2014-15 Forecast</b> | <b>2013-14 Actual</b> | <b>2012-13 Actual</b> |
|---|--------------------------|--------------------------|-----------------------|-----------------------|
| Ivalu                                   | 2.50                     | 2.50                     | 3.30                  | 2.14                  |
| Jessie Oonark                           | 4.40                     | 4.40                     | 4.38                  | 6.93                  |
| Kiluk                                   | 4.50                     | 4.50                     | 5.35                  | 4.59                  |
| Kitikmeot Foods                         | 10.00                    | 10.00                    | 9.06                  | 10.41                 |
| Kivalliq Arctic Foods                   | 12.00                    | 12.00                    | 11.44                 | 12.49                 |
| Pangnirtung Fisheries                   | 35.00                    | 35.00                    | 27.97                 | 42.71                 |
| Taluq Designs                           | 2.10                     | 1.90                     | 1.82                  | 3.07                  |
| Uqqurmiut Arts & Crafts                 | 10.00                    | 10.00                    | 11.09                 | 9.10                  |
| Venture Investments                     | 20.00                    | 20.00                    | 10.05                 | 15.03                 |
| NDC                                     | 12.00                    | 12.00                    | 13.50                 | 24.50                 |
| <b>Total</b>                            | <b>112.50</b>            | <b>112.30</b>            | <b>97.96</b>          | <b>130.97</b>         |

\* identifies forecasted estimate

| <b>Diversifying Investments</b> | <b>*2015-16 (\$000)</b> | <b>*2014-15 (\$000)</b> | <b>2013-14 (\$000)</b> | <b>2012-13 (\$000)</b> |
|---------------------------------|-------------------------|-------------------------|------------------------|------------------------|
| New Venture Investments         | 500                     | 500                     | 475                    | -                      |

\* identifies forecasted estimate

| <b>Government Funding</b> | <b>*2015-16 (\$000)</b> | <b>2014-15 (\$000)</b> | <b>2013-14 (\$000)</b> | <b>2012-13 (\$000)</b> |
|---------------------------|-------------------------|------------------------|------------------------|------------------------|
| Government of Nunavut     | 3,358                   | 3,358                  | 3,358                  | 3,188                  |

\* identifies forecasted estimate

| <b>Financial Performance</b> | <b>*2015-16 (\$000)</b> | <b>*2014-15 (\$000)</b> | <b>2013-14 (\$000)</b> | <b>2012-13 (\$000)</b> |
|------------------------------|-------------------------|-------------------------|------------------------|------------------------|
| Net sales                    | 4,895                   | 4,840                   | 5,198                  | 6,056                  |
| Profit (loss)                | 178                     | 142                     | 279                    | (436)                  |

\* identifies forecasted estimate

## **Fund Summary**

Section 16(1) of the Act requires the Corporation to establish a Subsidy Fund, a Capital Fund and Capital Reserve Fund. Section 17(1) further requires the Corporation to establish a Venture Investment Fund and a Venture Reserve Fund. The Corporation also maintains a General Operating fund.

### **Prescribed Maximum**

It is the maximum amount payable each year from the Subsidy Fund, Capital Fund, Capital Reserve Fund, Venture Investment Fund and/or Venture Reserve Fund for each job created or maintained in a subsidiary, project or business enterprise.

### **Subsidy Fund**

Allows the Corporation to pay an operating subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

| <b>Subsidiary Company</b> | <b>Subsidiary Forecasted Employment 2015-16</b> | <b>Prescribed Maximum at \$37,997 / job</b> | <b>Operating Subsidy Budgets 2015-16</b> | <b>Within Prescribed Maximum</b> |
|---------------------------|---|---|--|----------------------------------|
| Ivalu                     | 2.50  | 95,000                                      | -  | Yes                              |
| Jessie Oonark             | 4.40  | 167,000                                     | 165,000                                  | Yes                              |
| Kiluk                     | 4.50  | 171,000                                     | 140,000                                  | Yes                              |
| Kitikmeot Foods           | 10.00   | 380,000                                     | 330,000                                  | Yes                              |
| Kivalliq Arctic Foods     | 12.00   | 456,000                                     | 260,000                                  | Yes                              |
| Pangnirtung Fisheries     | 35.00   | 1,330,000                                   | -  | Yes                              |
| Taluq Designs             | 2.10  | 80,000                                      | 70,000                                   | Yes                              |
| Uqqurmiut Arts & Crafts   | 10.00   | 380,000                                     | 238,000                                  | Yes                              |

### **Capital Fund**

Allows the Corporation to pay a capital subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

| <b>Subsidiary Company</b> | <b>Subsidiary Forecasted Employment 2015-16</b> | <b>Prescribed Maximum at \$37,997 / job</b> | <b>Capital Subsidy Budgets 2015-16</b> | <b>Within Prescribed Maximum</b> |
|---------------------------|---|---|--|----------------------------------|
| Ivalu                     | 2.50  | 95,000                                      | 2,000                                  | Yes                              |
| Jessie Oonark             | 4.40  | 167,000                                     | 30,000                                 | Yes                              |
| Kiluk                     | 4.50  | 171,000                                     | 36,000                                 | Yes                              |
| Kitikmeot Foods           | 10.00   | 380,000                                     | 33,000                                 | Yes                              |
| Kivalliq Arctic Foods     | 12.00   | 456,000                                     | 69,000                                 | Yes                              |
| Pangnirtung Fisheries     | 35.00   | 1,330,000                                   | -                                      | Yes                              |
| Taluq Designs             | 2.10  | 80,000                                      | -                                      | Yes                              |
| Uqqurmiut Arts & Crafts   | 10.00   | 380,000                                     | 50,000                                 | Yes                              |

**Capital Reserve Fund**

Ten percent of the sum paid from the Capital Fund is to be directed to the Capital Reserve fund. The Capital Reserve fund can be used to make additional investments or as short term financing to provide a subsidiary with sufficient sums to carry on its business up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

**Venture Investment Fund**

Allows the Corporation to purchase shares or otherwise invest in a business enterprise up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

**Venture Reserve Fund**

Ten percent of the sum paid from the Venture Investment Fund is to be directed to the Venture Reserve Fund. The Venture Reserve Fund can be used to make additional investments in a business enterprise in which it has invested in return for shares or a larger proportion of ownership in the business enterprise or as short-term or long-term financing in an amount up the prescribed maximum or in an amount greater with the approval of the Financial Management Board.

**General Operating Fund**

This fund allows the Corporation to fund its Headquarter and Sales Division operating activities. The Corporation identifies its General Operating Fund requirements annually in the corporate plan.



## Use of Government Contribution

### Three-Year Forecast (\$000)

|                                | <b>Budget<br/>2017/18</b> | <b>Budget<br/>2016/17</b> | <b>Budget<br/>2015/16</b> | <b>Total</b>  |
|--------------------------------|---------------------------|---------------------------|---------------------------|---------------|
| Opening Balance                | 0                         | 0                         | 0                         | 0             |
| <b>Sources of Cash</b>         |                           |                           |                           |               |
| GN Contribution                | 3,358                     | 3,358                     | 3,358                     | 10,074        |
| <b>Uses of Cash</b>            |                           |                           |                           |               |
| Ivalu                          | -                         | -                         | -                         | -             |
| Jessie Oonark                  | 165                       | 165                       | 165                       | 495           |
| Kiluk                          | 140                       | 140                       | 140                       | 420           |
| Kitikmeot Foods                | 330                       | 330                       | 330                       | 990           |
| Kivalliq Arctic Foods          | 260                       | 260                       | 260                       | 780           |
| Pangnirtung Fisheries          | -                         | -                         | -                         | -             |
| Taluq                          | 70                        | 70                        | 70                        | 210           |
| Uqqurmiut Arts & Crafts        | 238                       | 238                       | 238                       | 714           |
| Subsidiary Operations          | 1,203                     | 1,203                     | 1,203                     | 3,609         |
| Headquarters                   | 1,455                     | 1,455                     | 1,455                     | 4,365         |
| Sales Division                 | 200                       | 200                       | 200                       | 600           |
| Total Operational Use of Funds | 2,858                     | 2,858                     | 2,858                     | 8,574         |
| Capital Expenditures           | 190                       | 190                       | 230                       | 610           |
| Venture Equity                 | 310                       | 310                       | 270                       | 890           |
| Total Use of Cash              | <b>3,358</b>              | <b>3,358</b>              | <b>3,358</b>              | <b>10,074</b> |
| Closing Balance                | 0                         | 0                         | 0                         | 0             |

## Main Estimates - Operating Budget - Vote 1

|                           | Operating<br>Budget<br>2017/18 | Operating<br>Budget<br>2016/17 | Operating<br>Budget<br>2015/16 | Revised<br>Operating<br>Budget<br>2014/15 | Operating<br>Budget<br>2014/15 | Actual<br>Expenditures<br>2013/14 |
|---------------------------|--------------------------------|--------------------------------|--------------------------------|---|--------------------------------|-----------------------------------|
| Compensation & Ben.       | 911,000                        | 901,000                        | 896,000                        | 879,500                                   | 853,000                        | 860,996                           |
| Grant & Contributions     | 1,403,000                      | 1,403,000                      | 1,403,000                      | 1,327,500                                 | 1,327,500                      | 1,307,057                         |
| Travel & Transport        | 235,000                        | 235,000                        | 240,000                        | 230,000                                   | 260,000                        | 197,204                           |
| Materials & Supplies      | 15,000                         | 15,000                         | 15,000                         | 15,000                                    | 15,000                         | 11,246                            |
| Purchased Services        | 182,000                        | 192,000                        | 197,000                        | 202,000                                   | 177,000                        | 179,390                           |
| Utilities                 | 26,000                         | 26,000                         | 26,000                         | 28,500                                    | 23,500                         | 20,411                            |
| Contract Services         | 55,000                         | 55,000                         | 60,000                         | 85,000                                    | 100,000                        | 104,520                           |
| Fees & Payments           | 22,000                         | 22,000                         | 22,000                         | 20,000                                    | 7,000                          | 14,253                            |
| Other Exp./ (Income)      | 9,000                          | 9,000                          | (1,000)                        | (5,000)                                   | (19,000)                       | (28,577)                          |
| <b>Total O&amp;M</b>      | <b>2,858,000</b>               | <b>2,858,000</b>               | <b>2,858,000</b>               | <b>2,782,500</b>                          | <b>2,744,000</b>               | <b>2,666,500</b>                  |
| Capital Expenditures      | 190,000                        | 190,000                        | 230,000                        | 160,000                                   | 160,000                        | 272,000                           |
| Venture Equity            | 310,000                        | 310,000                        | 270,000                        | 415,500                                   | 415,500                        | 475,000                           |
| <b>Total Expenditures</b> | <b>3,358,000</b>               | <b>3,358,000</b>               | <b>3,358,000</b>               | <b>3,358,000</b>                          | <b>3,319,500</b>               | <b>3,413,500</b>                  |

## **Priorities and Objectives**

### **Priorities and Objectives 2014-15 (update)**

1. Place investments totaling \$500,000 with qualifying business enterprises operating in Nunavut's Commercial Harvesting, Cultural Industries and Tourism Sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification.

*NDC has approved a new \$375,000 venture capital investment for a business enterprise operating in a non-decentralized community.*

2. Continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Explore other possible harvesting and processing options for traditional food products such as maktaaq and underutilized fish species.

*In partnership with the Issatik HTO maktaaq is being processed at Papiuruq Fisheries in Whale Cove facility for distribution throughout Nunavut.*

3. Continue to seek out new business opportunities and production efficiencies that will improve the financial performance of the subsidiary companies portfolio.

*Subsidiary companies continue to seek out new local revenue opportunities through viable commercial partnerships that support employment and provide a service to the community. Examples of such partnerships include commercial partnerships with Canada Post, Agnico-Eagle, Qiniq and local micro-leasing initiatives.*

4. Adapt the Corporation's overall arts & crafts marketing approach to help ensure complementary alignment of the Corporation's Nunavut (Northern), Southern and Online marketing approach.

*Work is ongoing to realign the most efficient selling, production and commitment framework for the arts and craft subsidiary companies.*

5. Build linkages with Nunavut communities and organizations to draw in art and craft items for distribution through the subsidiary companies and to a broader audience through the Sales Division.

*NDC will be present at to the Nunavut Arts and Crafts Festival (Cambridge Bay), the Nunavut Tradeshow (Iqaluit), Iqaluit Arts and Crafts Market, the Kivalliq Tradeshow (Rankin Inlet) and the Kitikmeot Tradeshow(Cambridge Bay) to meet and network with Nunavut artists. NDC draws in arts and crafts from artists producing in many Nunavut communities while at the same time also supports private Nunavut companies also operating in Nunavut cultural industries sector.*

6. Transfer NDC's controlling equity interest in Pangnirtung Fisheries Ltd. to its Joint Venture Partner Cumberland Sound Fisheries.

*The Nunavut Development Corporation officially divested of its controlling interest in Pangnirtung Fisheries Ltd. CSFL assumed the majority equity position in the company effective October 1 2014 while NDC and Niqitaq Fisheries Ltd assumed equal minority common shareholdings in the company.*

7. Implement the Corporation's communication strategy.

*New airport signage is planned for Iqaluit, Rankin Inlet and Cambridge Bay; the NDC website is being revised and more thorough translations are being incorporated. The Annual Report is more user-friendly and stronger advertising linkages (common colour schemes and messaging) between HQ, the subsidiaries and our southern operations. The Board formally ratified the Corporation's Communication Strategy at a meeting in November 2014.*

### **Priorities and Objectives 2015-16**

1. Venture Investment Fund - Working within the Corporation's Investment Guidelines, and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non- controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in our smaller Nunavut communities. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.
2. Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.
3. Cultural Industries - Ivalu will carry larger inventory volumes of Nunavut art and craft items for resale locally. Ivalu will also work to establish new wholesale partnerships with retailers in Nunavut and across the north to supply these markets

where demand among visitors and residents is strong. The Sales Division will continue to market to clients in southern Canada, the US and Europe. NDC will work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut. NDC will undertake a review of the Sales Division's involvement in the southern Inuit art wholesale segment and reassess the business strategy of the Sales Division. If deemed necessary, changes will be made to the Division to ensure its marketing services remain relevant to Nunavut business enterprises, NDC's subsidiary companies and individual producers in a market that is going through significant change.

4. Harvesting / Fisheries - NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiuruq Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in the year previous. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will continue working closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.
5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

### **Priorities and Objectives 2016-17**

1. Venture Investment Fund - Working within the Corporation's Investment Guidelines, and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non- controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in our smaller Nunavut communities. NDC will communicate regularly with

organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

2. Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.
3. Cultural Industries – Ivalu will continue to inventory larger volumes of Nunavut art and craft items both to support increased local retail sales and for pursuing wholesaling opportunities with other northern retail clients. The Sales Division will continue marketing to clients in southern Canada, the US and Europe. NDC with its subsidiary companies and community purchasing networks will build stronger Nunavut and northern selling options for Nunavut producers. NDC will continue to work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut.
4. Harvesting / Fisheries – NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiruk Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in the year previous. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will continue work closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.
5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively

support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

### **Priorities and Objectives 2017-18**

1. **Venture Investment Fund - Working within the Corporation's Investment Guidelines, and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non- controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in our smaller Nunavut communities. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.**
2. **Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.**
3. **Cultural Industries - Ivalu will continue to inventory larger volumes of Nunavut art and craft items both to support increased local retail sales and for pursuing wholesaling opportunities with other northern retail clients. The Sales Division will continue marketing to clients in southern Canada, the US and Europe. NDC with its subsidiary companies and community purchasing networks will build stronger Nunavut and northern selling options for Nunavut producers. NDC will continue to work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut.**
4. **Harvesting / Fisheries – NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiruaq Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in earlier years. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will**

continue work closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.

5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.







**Business Plan**  
Government of Nunavut  
& Territorial Corporations

**2015-2018**