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INTRODUCTION

“*Katujjiluta*” 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 *Katujjiluta*, the 2023-2026 Business Plan of the Government of Nunavut is the formal statement of the Government’s goals for the term of the mandate. It includes the plans of eleven departments and five 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 *Katujjiluta*. 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 term of the government.

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.

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.

In addition to providing an update on human resource capacity, departments/corporations also present itemized priorities to support their individual targets and initiatives as part of their Core Business.

The **Core Business** section describes, for all departments and territorial corporations, their business lines, Inuit employment targets and objectives, as well as the corresponding budgets contained in the Government of Nunavut’s 2023-2026 Main Estimates. New priorities for each program are outlined for 2023-2026.

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.

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Katujjiluta

Government of Nunavut Priorities

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Our Vision

We must look back to see where we have come from, even as we prepare to move forward at an accelerating pace.

Our young territory of Nunavut was founded with pride in Inuit identity and a drive for self-determination. We have a legacy of resistance and perseverance as survivors of colonialism, intergenerational trauma, residential schools, forced relocation, and loss of culture and language.

Nunavut is ready for transformational change and our government is confident in our collective ability to achieve it. We are determined to revitalize and realize our shared vision for our territory. We have much to do.

We will invest in providing care for aging Nunavummiut so our grandparents and parents can live their last years in dignity, closer to family in our territory.

Many of our homes are overcrowded and in need of repair. We will invest in new construction methods and partnerships to increase the range of housing options available to Nunavummiut.

Access to healthcare and mental health supports is crucial to well-being. We will invest in training and community-led programs to ensure that more local and culturally relevant services are available.

Our youth have spoken about their hopes and needs. We will invest in the supports that children and youth need to strengthen self-esteem, develop healthier relationships, gain education and employment, and build a meaningful future.

Nunavummiut are capable people with many skills and abilities. We will invest in sustainable local economies that, along with education and training, will provide more job opportunities and enrich our communities.

We are seeing the early impacts of a changing climate in our Arctic home. Inuit have always drawn comfort and strength from our land. We will invest in infrastructure and a diversified economy in ways that preserve our land and protect the wildlife around us.

Inuit are welcoming people. Our land is now home to people from diverse backgrounds who recognize the opportunity in Nunavut and are contributing to a brighter future for our territory.

As your government for the next four years, we will work in unity. We bring new energy, new ideas, and a renewed spirit of collaboration. We know that we are stronger together and cannot achieve our objectives alone.

Our government has unprecedented opportunities to work collaboratively with Inuit organizations and with other levels of government to achieve tangible outcomes. We will be bridge-builders in developing enduring partnerships that will improve the daily lives of Nunavummiut and lay strong foundations for the future.

Inuit Societal Values

As with other governments before us, we will be guided by eight Inuit societal values:

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/Ikajuqtigiinni:

Working together for a common cause.

Qanuqtuurniq:

Being innovative and resourceful.

Avatittinnik Kamatsiarniq:

Respect and care for the land, animals and the environment.

We will also continue to make government more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy.

Our Priorities

We have identified five urgent priorities to achieve meaningful improvement in the lives of Nunavummiut over the next four years and to lay the foundations for transformative change for future generations:

- Aging with dignity in Nunavut;
- Expanding the housing continuum;
- Enabling health and healing;
- Reinvesting in education; and
- Diversifying our local economies.

The issues we must address together are deeply-rooted, inter-related and difficult to resolve. We recognize that these issues have continued to impact Nunavummiut for decades. Previous governments have endeavoured to make progress in each of these areas and our administration will advance this work by:

- Taking bold and practical action;
- Maximizing the opportunities to establish enduring partnerships for initiatives in the short, medium and long term;
- Reviewing and refreshing existing strategies and plans in order to focus efforts and move forward more rapidly on our priorities;
- Emphasizing actions that have the potential for tangible outcomes in more than one priority area; and
- Ensuring that the public service is optimally-structured, staffed and supported to deliver on our priorities.

Progress towards strategic outcomes in each of our priority areas depends on addressing gaps in Nunavut's Inuit labour force and infrastructure. It relies on reclaiming and strengthening our Inuit identity. We will prioritize:

- Inuit language and culture to strengthen our foundations and our resilience;
- Education and training for employment and self-reliance; and
- Innovative construction methods to increase efficiency and decrease the costs of infrastructure for healthy communities and economic development.

Aging with dignity in Nunavut

Strategic outcomes

- Improvement in daily life for Nunavummiut who are aging
- Enhancements to long-term care facilities and supports for independent living
- Fewer Inuit Elders relocated from their home communities
- More Inuit employed as caregivers for Elders
- Better mental health, physical health, and well-being for those who are aging
- Enduring partnerships with Inuit organizations, communities, and the non-profit sector to enable Nunavummiut to age with dignity and care

Actions to make progress towards these outcomes

We will:

- Develop a comprehensive Elder and senior care strategy and implementation plan with broad input from Elders, families, communities, and partners
- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs
- Expand and/or renovate existing continuing care facilities
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities
- Enhance supports to improve daily life in continuing care facilities
- Encourage community-based initiatives to provide Elders/seniors programming and supports for independent or assisted living
- Enable Elders to access more country food

Actions that are already underway:

We will:

- Complete the renovations and reopen the Iqaluit Elders Home to repatriate Elders;
- Build the planned long-term care facility in Rankin Inlet; and
- Accelerate the development of purpose-built housing units for Elders/seniors.

Expanding the housing continuum

Strategic outcomes

- Reduced homelessness
- More family violence shelters, youth shelters, and transitional housing
- At least 1,000 units of all types added to the stock of affordable housing and continuum of housing options
- More Nunavummiut renting or purchasing their own homes
- Increased employment of Inuit in local housing construction and maintenance
- Enduring partnerships with Inuit organizations, the private sector, and other levels of government to expand the housing continuum

Actions to make progress towards these outcomes

We will:

- Identify options for housing those without homes in collaboration with communities and partners in poverty reduction
- Improve the process for allocating social housing units to Nunavummiut
- Review and improve the delivery of Government of Nunavut staff housing
- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own
- Improve and reinvest in home ownership assistance programs
- Renovate or repurpose existing buildings for use in the housing continuum
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs

Actions that are already underway:

We will:

- Continue to add to the stock of affordable, multi-residential housing units with the support of federal funding partners to offset the costs of acquiring land, refurbishing buildings, and constructing the units; and
- Expand trades training and apprenticeships for local housing construction and maintenance.

Enabling health and healing

Strategic outcomes

- Inuit-specific mental health programs and services
- More Inuktitut-speaking counsellors
- More Inuit employed in delivering healthcare, mental health, and addictions programs and services
- Better health and mental health outcomes over time
- Enduring partnerships with Inuit organizations, the non-profit sector, and other levels of government to improve health and mental health programs, services and outcomes for Nunavummiut

Actions to make progress towards these outcomes

We will:

- Investigate and implement trauma-informed practices in healthcare and education
- Encourage and support models of wellness and well-being that are grounded in Inuit identity
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment
- Expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant mental health and well-being programs and services
- Engage and recognize more Elders and other community members as advisors local counsellors for Inuit, and in programming on the land
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services
- Work with communities and partners to extend the hours that mental health services are available
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Reinvigorate health and mental health promotions programs

Actions that are already underway:

We will:

- Develop a long-term mental health and addictions strategy to guide and support phased implementation of the new *Mental Health Act*;

- Build the planned trauma and addictions treatment centre in Iqaluit with Nunavut Tunngavik Inc. (NTI) and federal funding partners;
- Continue to expand the use of technology for virtual health care and virtual mental health support; and
- Implement planned workplace wellness programs and supports for Government of Nunavut employees.

Reinvesting in education

Strategic outcomes

- Stronger childhood foundations for Inuit identity, resilience, and learning over time
- Higher rates of attendance and school completion
- Stronger academic achievements
- Improved linkage between available jobs and post-secondary education and training in the territory
- Higher rates of post-secondary education and employment following graduation
- Enduring partnerships with Inuit organizations, education authorities, and other levels of government to encourage and support early learning, educational attainment, and career development

Actions to make progress towards these outcomes

We will:

- Invest in high quality, affordable, flexible, and inclusive early learning and child care programs and services with federal funding partners
- Prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centred early learning
- Provide more financial, administrative, training, and Inuktut learning resources to support early learning
- Begin a phased rollout of full-day kindergarten programs
- Accelerate work on an the K-12 Inuit language curriculum and Nunavut-specific learning resources
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction
- Enhance and support school meal programs with community-based partners
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners
- Enhance indirect supports for post-secondary learners
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy
- Develop and implement a strategic plan for Inuit language training in the public service

Actions that are already underway:

We will:

- Continue to strengthen the Inuktitut language and education across Nunavut with Nunavut Tunngavik Inc. (NTI) and federal funding partners;
- Implement and expand initiatives to train, recruit and retain Inuit educators with a variety of qualifications;
- Continue to implement improvements in the student-educator ratio; and
- Implement continuing improvements to community learning centres and expand their use for community programming.

Diversifying our local economies

Strategic outcomes

- More communities benefitting from the fishing, harvesting, and tourism sectors
- More local jobs and small businesses
- Increased manufacturing activity in Nunavut
- Increased employment of Inuit in mining and mine-related services
- Increased revenue to artists and craftspeople
- Enduring partnerships with Inuit organizations, the private sector, and other levels of government in economic and labour market development

Actions to make progress towards these outcomes

We will:

- Refresh strategic plans for sustainable economic development and diversification in all sectors
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector
- Identify and promote opportunities for new local businesses and services
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction
- Repatriate fisheries licences and purchase more fishing quota
- Enhance supports for harvesters
- Create an online marketplace for Nunavut arts and crafts
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization

Actions that are already underway:

We will:

- Identify and help to address needs for critical infrastructure and transportation of goods with regional Inuit organizations, federal funding partners, and airlines to enable and support economic development in all sectors; and
- Continue to prepare for devolution of responsibilities for Crown lands and resources.

Reporting on Our Progress

Our mandate establishes the direction for priority actions that will be implemented by the Government of Nunavut's departments and territorial corporations.

The Sixth Assembly developed our government mandate collaboratively at a time when the ongoing COVID-19 pandemic is creating uncertainty for people, governments, industry, and supply chains worldwide. Despite these unpredictable times, we are committed to an ambitious and forward-looking agenda. We are also prepared to adapt and adjust in response to the challenges that we may encounter.

Our government's mandate is a short four years and we may experience challenges along the way. We are, however, confident that Nunavummiut will see tangible progress on all of our priorities.

Departments and territorial corporations summarize their operational priorities and the progress they are making in annual business plans, which are available to Nunavummiut on the Department of Finance's webpage. Annual reports are also required and tabled in the Legislative Assembly for some areas of operation.

We are introducing additional ways of reporting to Nunavummiut on the actions we are taking and our progress towards the strategic outcomes we expect to see over time. While we will continue to provide information about operational priorities in business plans and annual reports, we will communicate our government's accomplishments in more contemporary and accessible ways.

In reporting on our progress, we will:

- Announce specific achievements and initiatives in a timely way;
- Identify and report on meaningful indicators to show tangible outcomes as they occur throughout each year; and
- Table and release formal reports on our progress and accomplishments at the mid-point and end of the Sixth Assembly's time in office.

We welcome this opportunity to demonstrate our accountability to Nunavummiut and funding partners as we begin our journey of transformational change in Nunavut.



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.

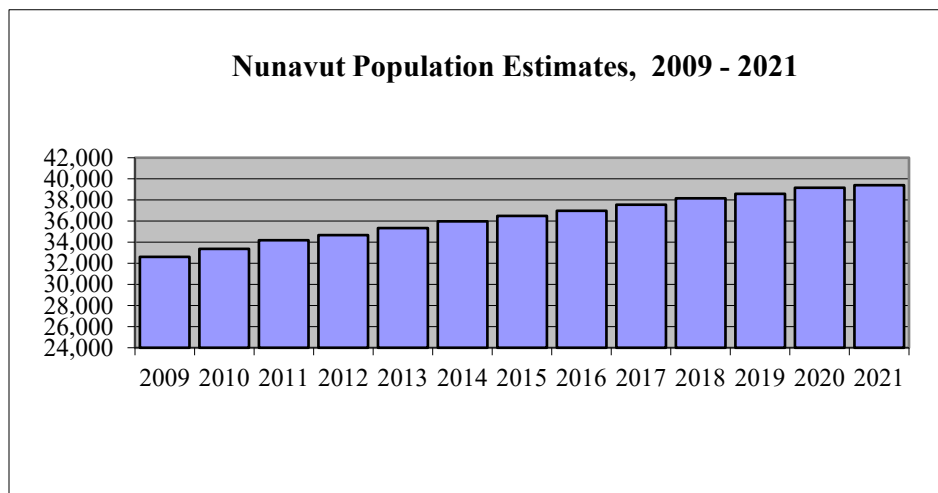
The environmental factors having the most direct impacts on our work include:

- Demographics
- Geography
- The Economy
- Social and Cultural Factors
- The Environment
- Energy and 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 1.7 percent annually since 2008. In total, the population has grown by 20.9% percent over the past 12 years. By comparison, Canada has grown an average of 1.1% annually or by a total of 13.7% over the same period.



Source: Statistics Canada, Demography Division

As of 2021, the median age of the Nunavut population was 26.5 years, compared to 41.1 years in Canada. The youthfulness of Nunavut is apparent, as 31.3% of the population is below the age of 15, compared to 15.7% in Canada. Despite the youthfulness, the number of seniors has increased

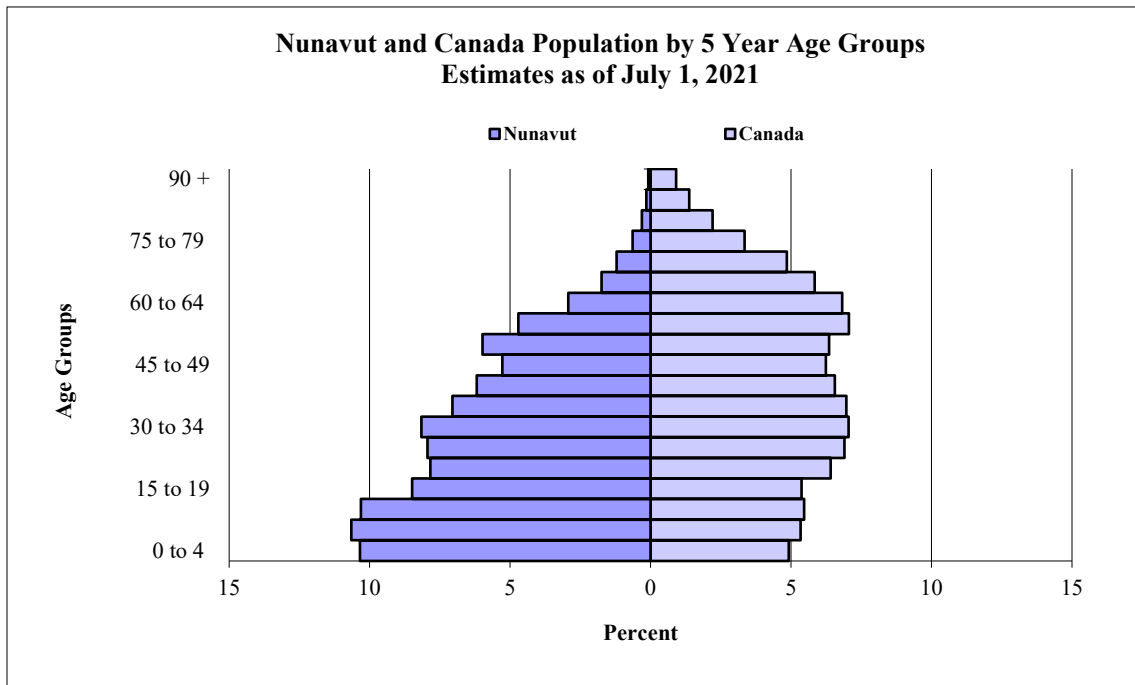
by 66% since 2009. Nunavummiut over 64 make up 4.1% of the population, as compared to 18.5% in Canada.

**Nunavut and Canada Population by age groups
Estimates as of July 1, 2021**

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	12,336	6,018,084	31.3	15.7
15 to 64 years	25,440	25,146,232	64.6	65.7
65 years and over	1,627	7,081,792	4.1	18.5
Total	39,403	38,246,108	100	100

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.



Source: Statistics Canada, Demography Division

Nunavut’s population continues to place new demands on the health, housing 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 39,403 (as of July 1, 2021). This results in a population density of only 0.02 people per square kilometre. By comparison, Canada has a population density of around 3.8 people per square kilometre (based on 9.985 million km², with a population of 38,246,108).

Nunavut Community Population Estimates as of July1, 2019

Iqaluit	8,298	Kugaaruk	1,061
Rankin Inlet	3,056	Taloyoak	1,024
Arviat	2,966	Sanikiluaq	1,006
Baker Lake	2,159	Coral Harbour	968
Cambridge Bay	1,864	Arctic Bay	967
Igloolik	1,853	Sanirajak (Hall Beach)	929
Pond Inlet	1,828	Qikiqtarjuaq	623
Pangnirtung	1,600	Whale Cove	490
Kugluktuk	1,585	Chesterfield Inlet	446
Kinngait (Cape Dorset)	1,526	Kimmirut	419
Gjoa Haven	1,338	Resolute	214
Nauyasat	1,266	Grise Fiord	137
Clyde River	1,157	Unorganized Areas	0

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 understands 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 relatively large public and mining sectors. Other industries hold great potential for growth, such as fisheries, the arts, and tourism.

Economic development in the territory faces many challenges due to the lack of infrastructure, the high cost of reaching suppliers and markets, and the need to build capacity in the workforce. These factors result in high business costs, low employment rates, and economic distortions.

Economic Development and Entrepreneurship

The relative size of the private sector in the economy has expanded rapidly over the past 15 years, led by the mining industry. Local human resource capacity issues limit the growth of the economy generally, and the entrepreneurial sector specifically. Many business opportunities require management skills, capital, and marketing expertise that small business owners and potential entrepreneurs in Nunavut do not possess. There is a need to support the young and growing population of Nunavut by addressing such capacity issues through education, training, and skills development in business. Further, community-based business development that caters to local needs will reduce dependency on government assistance and foster social inclusion.

Mineral and Petroleum Exploration and Development

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral exploration and investment. Nunavut is a significant producer of mineral wealth, retaining its sixth place among the provinces and territories with a record \$2.5 billion in gross production in 2021. This is roughly evenly divided between gold and iron ore. The development of Nunavut's mineral resources has steadily progressed over the past decade and shows great potential for continued growth. In recent years, projects in this sector have resulted in significant benefits to Nunavummiut such as training and employment opportunities.

In the Kivalliq region, Agnico Eagle Mines Limited (Agnico Eagle) operates two gold mines (Meadowbank and Meliadine). In 2018 and 2019, deposit depletion caused a decline in gold production at Meadowbank. Gold production is now on the rise as a result of Agnico Eagle's transitioning of mining activity to the nearby Amaruq Property, which contains the Whale Tail deposit and the V Zone (IVR Zone). Agnico Eagle announced commercial production in September 2019 and in December 2020 for the Whale Tail deposit and the IVR Zone respectively. Agnico Eagle plans include the development of the new Amaruq underground project with commercial production in the second half of 2022.

Operations at Meliadine continue, including the development of the Tiriganiaq deposit. Extraction at the Tiriganiaq deposit is planned to continue until 2027. Other activities by Agnico Eagle near Meliadine include exploration drilling at Normeg, Wesmeg, and Discovery deposits.

In the Qikiqtaaluk region, operations at Baffinland Iron Mines Corporation's (Baffinland) Mary River mine continue. The high grade of the ore produced at the Mary River project allows for direct shipping without further treatment, it also commands a premium on the market. In 2021, a total of 5.61 million tonnes (Mt) of ore was shipped from the Project's Milne Port to international markets (July–October). As of December 31, 2021, the Mary River Project had 2,628 employees, as 1,278 direct employees and 1,350 contractors. This included 381 Inuit employees, as 201 direct employees and 180 as contractors, making Baffinland one of the largest private employers of Inuit in Nunavut.

The Nunavut Impact Review Board (NIRB) recommended against Baffinland's Phase 2 Expansion proposal, which was confirmed by Federal Minister Vandal. Approval of this proposal would have entailed a doubling of production to 12 Mt per year, improving port facilities at Milne Inlet and the construction of an ore-hauling rail system along the existing road corridor.

In the Kitikmeot region, Agnico Eagle owns the Hope Bay project and property which includes the Doris Mine, the Doris deposit, the Madrid deposit, and the Boston deposit. Agnico Eagle acquired the Hope Bay project from TMAC Resources Incorporated (TMAC) in February 2021 and halted all further production in Q4 of 2021 and all of 2022 from the mine complex in order to focus on further understanding the deposit characteristics and potential at Doris North, Madrid and Boston.

Nunavut's petroleum potential is believed to be significant. Spanning more than one-fifth of Canada's land mass, the territory is estimated to hold approximately one-fourth of Canada's total petroleum resource endowment. Historical geological data suggest vast resources in Nunavut's three dozen sedimentary basins which could hold significant economic potential for future exploration and development. For example, estimates of undiscovered and discovered conventional resources from the Geological Survey of Canada range from 18 to 267 billion barrels of oil and 180 to 1,228 trillion cubic feet of gas. However, as most current knowledge is dated, significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential.

The Government of Nunavut acknowledges that this industry has the potential to provide for greater energy security, self-sufficiency and significant economic benefits for Nunavut, if permitted to develop under favourable market conditions. Currently, a federal moratorium on offshore oil and gas leasing in Canada's Arctic waters is in place until December 31, 2022.

Marine Resources and Fisheries:

Nunavut comprises 42% of Canada's marine coastline and subsequent adjacent marine waters. Nunavut's marine waters contain diverse, unique, and productive marine environments that host vibrant, diverse, and healthy stocks. All communities in Nunavut are adjacent to water bodies, with all but one community being coastal. As such, communities rely on their local waters for important subsistence foods such as seals, clams, and fish.

Additionally, all Nunavut communities either has an on-going commercial (for sale) fishery or has the potential to create one. Nunavut's fisheries are the territory's most significant renewable resource. Fisheries in Nunavut include inshore fisheries of fish and benthic invertebrates (e.g., sea cucumbers and clams) and significant offshore fisheries for Greenland Halibut (Turbot) and Northern Shrimp.

The offshore fisheries in Nunavut's adjacent water between Baffinland and Greenland annually land catch estimates of up \$200 million – with Turbot being worth up to \$130 million and shrimp approximately \$70 million (Fisheries and Oceans Canada, Economic Evaluation). These fisheries offer a variety of annual and seasonal employment opportunities for Nunavummiut and efforts are being taken to increase Inuit employment. Recent estimates indicate that approximately 40% of these jobs are filled by Inuit (Nunavut Fisheries Associated Economic Scope).

In communities, inshore fisheries for Arctic Char, Lake Trout and Turbot are providing much needed local employment opportunities to fishers. These fisheries support both commercial and subsistence activities.

A main challenge to the development of Nunavut's fisheries is insufficient federal investment in the areas of research, access to adjacent water quota, and marine infrastructure. Addressing these issues is crucial and requires attention and collaborative action between relevant partnerships inside and outside of the Government of Nunavut.

Sealing is important part of Inuit culture as it helps produce food, clothing, fuel, and connection with the land; additionally, sealing can provide economic opportunities to Nunavummiut. Supporting all aspects of the sealing economy from harvesting to use of post hunt products (e.g., coats, earrings, meat) for both subsistence and commercial purposes, in a way that is beneficial to Nunavummiut and culturally respectful is essential.

Currently, the sealing sector faces challenges including misinformation on sealing sustainability, international bans on seal products and general lack of information on the importance of this sector. Efforts to educate and properly inform the public is critical to providing Nunavummiut a chance of having a meaningful and respectful economic sector.

Tourism and Cultural Industries

From soapstone carvings to the production of feature films, Inuit knowledge and creativity has demonstrated success in many artistic media. Inuit and arctic themes enjoy wide recognition and appeal to North American and global markets. However, marketing of locally produced authentic products faces many hurdles. On the supply side, Nunavut businesses and artists need to become export-ready, to develop value-added components, and build the capacity to enter markets outside of the territory. 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's distinctive attractions, such as Inuit cultural activities, the arctic environment and wildlife could form the basis of entrepreneurial activities that help create sustainable livelihoods for Nunavummiut through the development of tourism. Tourism brings external capital into the territory, promotes Inuit culture, and enhances Nunavut's reputation in Canada and abroad.

The economic impact of tourism in Nunavut is also on the rise. Looking at cruise ships in 2019, prior to COVID shutdowns, over \$721,000 were spent in the communities by tour operators. This is in addition to personal spending of the 4,611 passengers that disembarked and visited the communities. For the 2022 sailing season these numbers are estimated to be 5% greater (data is still being reported). Coordination and combined promotion of the arts and tourism industries has potential to increase external revenue streams.

While air travel costs and access remain the main obstacles impacting the growth of this sector, Nunavut remains a lesser-known destination. Further work is required to build awareness of Nunavut as a tourist destination that offers its visitors opportunities to experience authentic and unique indigenous culture.

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 September 2022 to November 2022, the number of employed people in Nunavut was estimated at 14,300, which was up from the same period in the previous year. Also, on average for September 2022 to November 2022, the employment rate stood at 55.5%, while the unemployment rate was estimated at 13.1%.

In the short-term, over the past 12 months, employment for Inuit showed a increase and Non-Inuit residents has been showing the same. The Inuit employment rate increased 0.4 percentage points or from 46.1 to 46.5%. For Non-Inuit, the rate went down by 3.1 percentage points and currently stands at 90.2%.

Career Development

As of December 13, 2022, there were 90 active apprentices and 11 trade qualifiers, people who are in the process of applying for journeyman status in Nunavut based upon prior experience. Registration levels have held relatively consistent in the past seven years, indicating the industry's continued support for apprenticeship.

Based on current demographic information, labour market information and statistics regarding the educational attainment rates of young Nunavummiut, there is a growing need for targeted youth programs, for Nunavummiut who are not in school and between the ages of 15-30. As a result, new youth labour market training initiatives continue to be developed and delivered to enhance current youth programming. Ongoing partnerships and programming for youth include land based, holistic and technology focused programming.

Persons with disabilities remain the most underrepresented group in the workforce across Canada, with many social and economic challenges that stand in the way of obtaining and keeping employment.

Income Assistance

Income Assistance encompasses programs of financial support for Nunavummiut, to meet basic needs related to shelter, food, and clothing, and to assist in the transition towards employment. These programs include Income Assistance, the Senior Fuel Subsidy, the Senior Citizens Supplementary Benefit, and the Daycare Subsidy.

With CERB/CRB applications closed as of December 2021 income assistance applications have returned to pre-pandemic levels.

Inflation in Canada is at a 30-year high. In 2022, inflation is approximately 6.9 percent. This means people are paying more for the daily items such as food, shelter, household equipment, clothing and footwear, transportation, education and health and personal care. Income assistance rates have not kept up with Canada's inflation rate.

Poverty Reduction

Poverty in Nunavut is amongst the highest in Canada. The Nunavut Roundtable for Poverty Reduction's Makimaniq Plan defines poverty as a situation that exists today in Nunavut when people cannot access the supports they need to maintain their connection to the land or to participate fully in the wage-based economy *Makimaniq Plan II: A Shared Approach to Poverty Reduction (2017-2022)*, brings together partners under a joint commitment and shared accountability to work towards reducing poverty in the territory. *Makimaniq Plan II* expresses what communities have said is needed to reduce poverty and identifies 8 long-term outcomes for reducing poverty, including increasing food security, strengthening local economics, increasing community decision-making, and increasing access to housing. Public engagement for the development of *Makimaniq III* will take place in 2023.

In 2018, the median income in Nunavut was \$28,270 with 25% of Nunavummiut earning less than \$10,000. In 2022, on average 26% of Nunavut's population were in receipt of Income Assistance. As of 2021, 77,6% of Inuit in Nunavut over the age of 15 reported their household was food insecure. According to the 2017/18 Canadian Community Health Survey, 79% of Nunavut's children live in food insecure households and 57% of households in the territory are food insecure and homelessness affects one's health, wellbeing, food security, and can force individuals into unsafe situations.

While the purpose of homeless shelters is to provide short-term shelter in the event of an emergency, most shelter clients are long-term or recurring residents. In 2021-22, there were 101 different adults, on average per month, accessing the territory's four homeless shelters. On average per month, 137 adults were turned away from shelter services.

It is important to note that shelter occupancy statistics do not capture hidden homelessness in the territory (i.e., couch surfers), nor does it capture the Nunavummiut who live in shacks, boats, or other places not meant to be housing. The *Blueprint for Action* states that thirty-eight percent of social housing tenants live in overcrowded conditions. In communities outside of Iqaluit, this can be as high as 72%¹. Overcrowding is a stressor that has resulted in an increase in violence, substance abuse, conflict and suicide.

The 2018 Hidden Homelessness Survey was conducted in Gjoa Haven, Arviat, Clyde River and Pond Inlet. It identified that:

- 20 to 33% of surveyed dwellings reported having more than 2 people per bedroom.
- 9-33% of dwellings shelter 7 or more people.
- About half of respondents reported that in their dwellings, at least one room that is not a bedroom is used for sleeping with 8 to 13% of dwellings using at least 2 other areas for sleeping.
- 5-11% of children were identified as housing insecure.

¹ Government of Nunavut (2016). *The Blueprint for Action on Housing*.

Social and Cultural Environment

Culture and Heritage

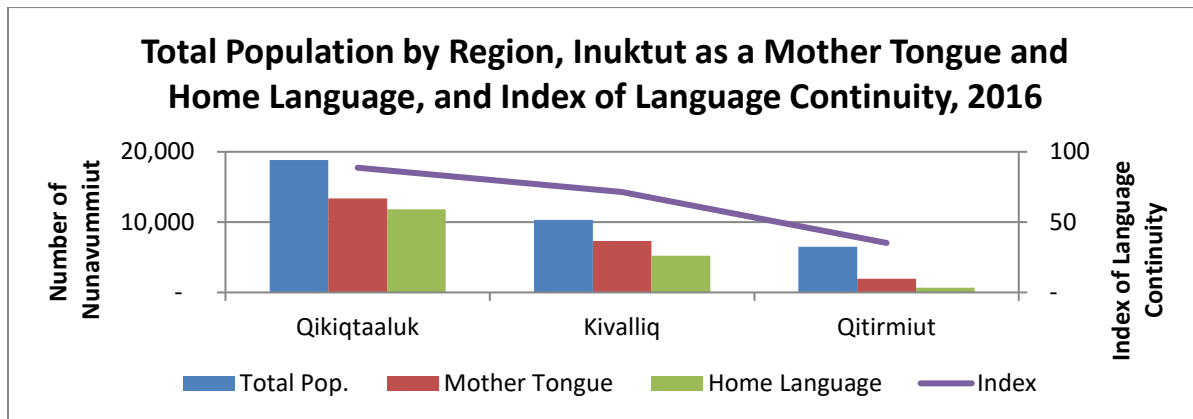
Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to work to integrate Inuit Societal Values in all government’s policies, programs, and workplaces, make progress towards a representative level of Inuit employment, and strengthen and enhance the use of the Inuktitut.

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

Language

The protection and promotion of Inuit culture was identified as one of the most important goals of the creation of Nunavut, and language is considered a critical element of that culture. Inuktitut is highly valued and is seen as a powerful symbol of Inuit identity.

The 2016 Census revealed approximately 62% (from 68% in 2011) of Nunavummiut reported Inuktitut as their mother tongue, and about 50% (from 52% in 2011) identified it as their main language used at home.



The Qikiqtaaluk region has the largest population and number of Inuktitut speakers, followed by the Kivalliq and Qitirmiut (Figure 1). Qikiqtaalummiut were also more likely to continue using their first language at home (6 out of 10 people), followed by Kivallirmiut (5 out of 10 people) and Qitirmiut (1 out of 10 people).

If people have Inuktitut as their first language, but do not use it at home, then their children will likely not learn it at an early age, jeopardizing language continuity and/or language transmission. Strong and positive action is required to ensure that Inuktitut remains at the forefront of Inuit society. In 2008, Nunavut adopted unique and historic legislation to protect and promote Inuktitut. The language Acts are unprecedented in their scope and scale; they represent a bold and unique framework for the protection of languages and, more broadly, a stepping-stone towards the creation of a distinct and modern society.

Nunavut's *Official Languages Act* was approved by the Legislative Assembly in 2008 and came into force on April 1, 2013. The 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 indigenous 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.

The *Inuit Language Protection Act* was approved a decade ago. This 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 continues to be committed to implementing its language legislation. Uqausivut 2.0, the government's comprehensive language implementation plan, was approved in 2018. The Government of Nunavut will review, evaluate and update the Uqausivut 2.0 Plan to implement the provisions of the language laws, and set out detailed areas of focus and strategies that are key to achieving Nunavut's language goals.

Inuit Societal Values

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. Through Katujjiluta, the government will make its legislation and policy more effective and relevant by using Inuit Qaujimagatuqangit and Inuit Societal Values. Iviqtippalliajut, gives the government the foundation it needs to create programs, policies and services that are culturally relevant and meet the needs of Nunavummiut. Iviqtippalliajut provides a road map for the GN on what is required to ensure that Inuit Societal Values are in the forefront of every government decision. Iviqtippalliajut will be assessed during this mandate to identify areas for improvement.

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

Inuit language and culture are our foundation and strengthen our resilience. Community-based Inuit Societal Values' initiatives promote Inuit Qaujimagatuqangit and strengthen the role of Elders in cultural reclamation and revitalization in Nunavut. These programs identify gaps in and help address community and social wellness as well as transmit language and culture to younger generations.

Youth

Youth make up more than 50% of the population in Nunavut. Traditional activities are important to youth as they develop, and opportunities to participate in these activities are being fostered and supported by communities, government, families and Elders. Elders have stressed the increasing importance of giving youth a connection with culture, traditional values and skills.

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 that can have negative impacts on the self-esteem of our youth. The suicide prevention strategy draws attention to the most alarming of these challenges, and the new action plan will build on the successes and evaluation of the current and previous action plans.

Elders

The majority of elderly people in Nunavut are unilingual Inuktitut speakers who face challenges in accessing programs and services provided by governments and other organizations. This further highlights the urgency to focus on using Inuktitut 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, museum 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. The Government of Nunavut has made steps to ensure the proper care of its heritage collections until such time as Nunavut has its own heritage infrastructure. Nunavut's community libraries are a vital part of the information environment of Nunavut and its residents.

Educational Needs

Nunavut education is continuously improving and strongly supported by the strengths of the territory including Inuit Societal Values, projected population growth over the next two decades, elders with traditional knowledge, a stable political system, and an experienced labour force. According to the recent *Nunavut Inuit Labour Force Analysis Report 2018*, Nunavut also has high demand Inuit employment opportunities available.

A continuous competition for teachers across Canadian jurisdictions imposes significant pressures on availability of adequate educators, especially in Nunavut. Geography also continues to affect 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 often results in a lack of adequate infrastructure and other resources such as human resource capacity needed by the education sector and occupations. This directly leads to higher costs for essential resources needed for the delivery of educational programming and places constraints on the development and implementation of new projects and initiatives. As many students in the communities rely on distance education to take advanced courses, such as math and science for post-secondary studies, the challenges related to information technology infrastructure and bandwidth continues to create disparities in course offerings.

These challenges provide opportunities for improving the Nunavut education system through policy and innovative programmatic planning and service responses to support students towards graduation and increased participation in the labour force. Other opportunity areas being explored include the availability of daycare spaces in schools, trades and apprenticeship training, the Getting Ready for Employment and Training (GREAT) Program, the Summer Employment for Nunavut Students initiative, the Nunavut Teacher Education Program and enhanced collaboration with partners and stakeholders.

Early Learning and Child Care

The availability of affordable childcare is critical as Nunavut seeks to increase the median level of education of its citizens. With increasing graduation rates and a greater number of post-secondary graduates, more Nunavummiut are prepared to participate in the labour force. However, the lack of licensed childcare in communities creates barriers for the labour market and to further studies. The capacity to provide licensed childcare services is affected by availability of space, the high cost of operating childcare centres, and a lack of adequate childhood educators.

The availability of space for building childcare centres is a significant barrier to affordable daycare as few non-governmental organizations have adequate resources to support capital projects. (Source: Childcare Resource and Research Unit, *Early childhood education and care in Canada* 2016, 11th edition, April 2018). Availability of licensed childcare spaces are limited, and some childcare centres have long waitlists, particularly in Iqaluit.

Despite efforts to train new early childhood educators and enhance the skills of existing educators staff turnover is still an issue.

For the revitalization of the childcare sector, the Government of Nunavut signed the Canada-Wide Early Learning and Child Care Agreement with the Federal Government on January 24, 2022. This agreement aims to ensure childcare is accessible, high quality, affordable and inclusive of all children aged 0-6. Key objectives of this agreement will support more children accessing licensed childcare services. Parental fees have been reduced to \$10/day for licensed centres, while initiatives have started to increase the number of licensed spaces, to develop of a wage grid for the sector, to plan for inclusion, and to enhance training supports to improve quality of childcare services.

In recognition of the importance of supporting parents and families, the Government of Nunavut and the Government of Canada renewed the Canada-Nunavut Early Learning and Child Care

Bilateral Agreement for a four-year term ending in 2025. With this bilateral agreement, the governments agreed to work together to address some of the key Early Learning and Child Care (ELCC) issues in the territory.

The Department of Education is continuously engaging with partners and stakeholders to identify and address areas for further investment, including the creation of new childcare spaces in underserved communities, territory wide ELCC training and the development of culturally relevant educational programming resources in all of Nunavut's official languages.

Kindergarten to Grade 12 (K-12) Schools

The Nunavut K-12 system continues to make incremental progress as the number of graduates has risen approximately 10% annually since the inception of the territory. Despite these modest gains, Nunavut remains the jurisdiction with the lowest proportion of graduates across Canada.

The Department of Education continues to address issues that impact the magnitude and quality of graduation in Nunavut including attendance, assessment, bilingual education, inclusive education, curriculum, parental and stakeholders' involvement. The department is proactively working to improve literacy outcomes for Nunavut students by supporting a range of initiatives, including guided reading programs in all four languages; training for teachers, learning coaches, student support teachers and school administrators; and investments in student assessment and reporting systems. Increasing the quality of instruction in the early years provides a strong opportunity for reducing dropout rates.

The Department is actively taking steps to strengthen its system of inclusive education, including allocating additional resources, developing tools and enhancing the knowledge and skills of school staff. Soundfield systems have been installed in all classrooms to better support students with hearing loss. The Department hosts annual principal, student support teacher and Ilinniarvimmi Inuusilirijit conferences to provide continuous training and in-servicing on best practices in inclusive education. Training and supports are offered on an ongoing basis for school educators and staff to strengthen the professional practice of educators so that instructional, assessment and inclusive schooling practices are of the highest standard possible.

Nunavut's school average attendance rate was 57.7% in 2020/21 and this affects student achievement. 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, and the Department of Education is exploring an integrated approach to document and promote strategies that will increase parental and community engagement with schools, including the development of a Family Engagement Strategy, and a Registration and Attendance Toolkit for District Education Authorities, and the Commission scolaire francophone du Nunavut.

Adult Education

Adult education in Nunavut has evolved over the past number of years as all sectors of the territory have continued to put pressure on the public sector to ensure that the adult population is equipped with the essential skills to participate in the social and economic development of Nunavut. This

has translated directly into greater pressure on the K-12 system to produce more graduates with the literacy and numeracy skills required by diverse sectors in Nunavut.

This pressure has also provided an opportunity for the Department of Education and Nunavut Arctic College to enhance the quality and number of programs delivered at the post-secondary and academic readiness levels in order to support advanced learning. In recognition of the need to provide adult learners with an alternate pathway to attain their secondary school diploma, the Pathway to Adult Secondary School (PASS) program has been developed and currently has 48 active learners from eleven communities enrolled in the program.

The Department of Education and Nunavut Arctic College are collaborating on the review and renewal of the Nunavut Teacher Education Program (NTEP) to better support post-secondary learning at the community level. The program has recently been renewed under a 10-year partnership agreement between Nunavut Arctic College (NAC) and Memorial University of Newfoundland (MUN). The refocused program takes a ladder approach to teacher training in the territory and is expected to strengthen Inuit language and culture in schools.

The Department of Education is committed to supporting Nunavummiut to pursue post-secondary education through the Financial Assistance for Nunavut Students program (FANS). The program is currently supporting 398 students in pursuing their education. Reducing barriers faced by Nunavut's post-secondary students will ensure that students have the supports needed to succeed in post-secondary education and increase the future workforce in Nunavut.

Health Status of Nunavummiut

There are many unique challenges to delivering health care in Nunavut as compared to the rest of Canada, including the high cost of health service delivery in rural, northern, and remote communities, the reliance on medical travel and limited technology capacity in the Canadian Arctic. In addition to these infrastructure-related challenges, social determinants of health such as lack of housing, food insecurity, and rapid cultural and linguistic change have a major impact on health outcomes. For these reasons, issues like substance use, addiction, suicide and tuberculosis (TB) remain a serious concern in Nunavut. The health status of Nunavummiut remains below the national average and overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are nearly five times higher in Nunavut.

The Government of Nunavut recognizes the importance of improving the health and wellbeing of Nunavummiut and continues its focus on healthy living and injury prevention. The Department of Health continues to be proactive in its messaging on the importance of eating nutritious foods and reducing the harms of substance use—tobacco, alcohol, and other drugs as the foundations of health promotion and prevention. The Government of Nunavut's health promotion programs continue to engage Nunavummiut and develop community programming aimed at reducing these stated harms while promoting food security and nutrition.

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 encouraging Nunavummiut to maintain or regain their health and well-being. Healthy living also closely relates to investments in infrastructure that support wellness. This includes the right to safe

drinking water, safe and adequate housing, and access to recreational activities, accessible education, economic development, healthy community and family ties, and above all, quality of life.

In addition to existing services, programming, and promotion and prevention initiatives, the Department of Health develops legislation to improve Nunavummiut's quality of life and health, as demonstrated by the enactment of the *Tobacco and Smoking Act* and the *Mental Health Act* in Spring 2021. Legislation such as the *Mental Health Act* will, among other things, improve suicide prevention and postvention services. Other important projects such as the Addictions and Trauma Treatment system will contribute to improving quality of life. The opening of the Nunavut Recovery Centre will result in safer care for people with addictions and trauma, and address Inuit-specific needs.

TB continues to be an issue facing Nunavummiut. In 2021, there were 77 cases of TB in Nunavut. Nunavut's TB rate is approximately 50 times higher than the national average. Tuberculosis rates in Nunavut are exacerbated by multiple overlapping factors. Social determinants of health, including housing conditions and income levels, affect Nunavummiut's overall health outcomes. For TB, overcrowded housing, smoking, and long winters necessitating more time indoors, are particular concerns.

Sustainability of the Health System

Despite the challenges faced by Nunavut's health care system, efforts are continuously made to strengthen the resiliency of individuals, families, and Nunavut communities when it comes to their health and wellbeing. These efforts include the Department of Health's investments in the following areas:

- Working with key stakeholders to establish in-territory long-term care facilities and approaches to addictions and trauma treatment, as demonstrated by the Nunavut Recovery Centre;
- Providing culturally-appropriate care closer to home for elders through the development of options for long-term care facility in each region of Nunavut;
- Actively undertaking initiatives to reduce the impacts of nursing staffing shortages, which was exacerbated by the COVID-19 pandemic.
- Public and population health, recognizing that increasing health resources for health promotion and prevention now will help reduce the high cost of chronic diseases and acute care services in the future;
- Taking a proactive approach to patient-centered, innovative health solutions through technology and quality of care to ensure that clinical expertise and services are available to Nunavummiut;
- Recognizing the health system must reflect the vibrant cultures of the communities it serves through regular community engagement, quality of care and patient safety, investments in care providers, and cultural competence training.

Health Information

The Department of Health's Interoperable Electronic Health Record program called MEDITECH is used in all 25 Nunavut communities and two referral centres in Ottawa and Winnipeg.

MEDITECH provides the Department with a modern, precise and secure clinical information system that allows healthcare providers quick access to patient records for more coordinated and efficient healthcare services, while ensuring enhanced privacy and security of personal health information, regardless of where the patient was seen in, or even outside, the territory.

The Health Information Unit serves as the primary structure for the creation, management, protection, and utilization of health information resources within the Department of Health. The Unit is continuing to expand the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas and establish new services. This includes access to virtual mental health services and specialist clinics. Health is also working on health privacy legislation.

Family Wellness

The provision of Child and Family Services programmes by the Government of Nunavut is premised on the recognition that decisions concerning children should be made in accordance with the best interests of children, with recognition that Inuit cultural values and practices must be respected in those determinations. Both children and their families are entitled to be informed of their rights and involved in decisions affecting those rights and their lives.

As of August 2022, there were approximately 140 approved foster homes in Nunavut. Of all children/youth (216) currently supported by the Department of Family Services, 180 are receiving foster care services. Of the 180 children and youth in foster care, 31 are in placement with extended family.

The Government of Nunavut continues to focus on prevention, early intervention and permanency in the area of child and family services. The Government of Nunavut is working to strengthen Inunnguiniq parenting initiatives across the territory and engaging with communities and stakeholders to deliver this program. Inunnguiniq has been defined as ‘a process that Inuit commit to pursuing with each child over a lifetime, with the goal of making capable and contributing human beings. It is the process that ensures that a person has the values and beliefs to guide him or her in using skills for the common good.’

The rate of family violence in Nunavut is 10 times the national average. The Government of Nunavut continues to provide community-level support to those experiencing family violence through services delivered by Community Social Services Workers, Family Resource Workers, Family Violence Shelters, and Safe Homes across the territory. Family Violence Prevention funding is also provided to support community driven solutions on the issue of family violence.

Justice & Crime Prevention

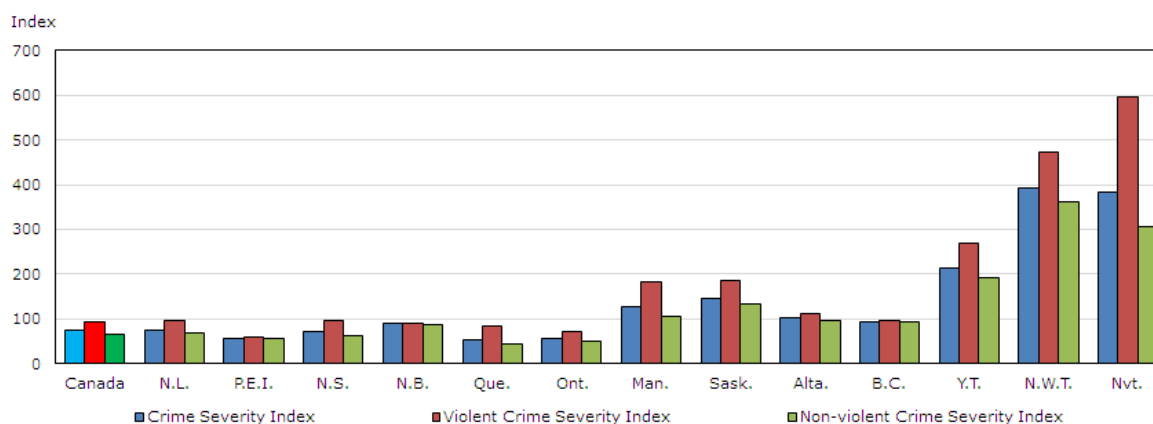
A number of factors create unique challenges for the administration of justice in Nunavut. These include a high incidence of crime (particularly violent crime), addiction, mental illness, and the resultant strain on the resources of the courts, corrections and police.

Crime Severity

The crime severity index is used by Statistics Canada to measure the rate and seriousness of the average crime reported by taking into account the harm caused and sentence imposed. The crime

severity index for Nunavut in 2021 was 384.1, which is slightly below the Northwest Territories (391.3), but well above the national average of 73.7.

Police-reported Crime Severity Indexes, by province and territory, 2021



Many factors contribute to the rate of crime in Nunavut, including lower overall education attainment, overcrowded homes, and poverty. However, it appears that the majority of crime in Nunavut is committed while the offender is under the influence of intoxicating substances such as alcohol or drugs. Substance abuse is a major factor in criminality in the territory.

Addictions and mental health concerns have had, and continue to have, an impact on a considerable segment of the population. Many offenders have themselves been victimized or suffer from mental illnesses or disabilities such as Fetal Alcohol Spectrum Disorder. This underscores the necessity for a coordinated approach to addressing addiction and mental illness and promoting healthy and safe communities.

Addressing the root causes of crime through community driven and culturally appropriate initiatives is essential. The Community Justice Division of the Department of Justice is implementing various community-based programs for offenders to successfully reintegrate in their communities, as well as programs and services for victims. In partnership with Justice Canada and Nunavut Tunngavik Inc, Community Justice division developed Therapeutic Justice Program as an Indigenous led alternative measures to the criminal justice system. The Department of Justice, in collaboration with Legal Services Board, is working to provide independent legal advice and legal representation for victims of intimate partner violence and sexual assault.

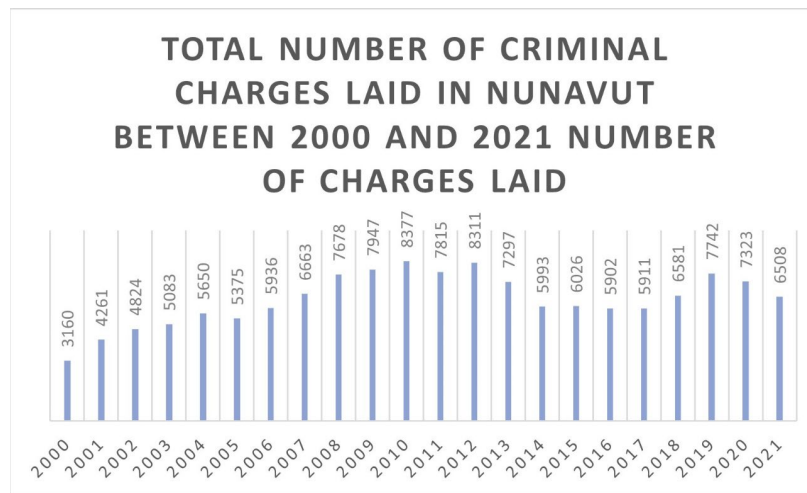
Corrections

The Government of Nunavut is making progress in its corrections role. Over the last decade the Department of Justice opened four new correctional facilities including the Aaqqigiarvik Correctional Healing Facility which opened in two phases in 2021 and 2022. Aaqqigiarvik is a modern facility that meets or exceeds the highest standards of corrections. These new facilities have helped to alleviate corrections overcrowding and have given Nunavut Corrections the capacity to keep the majority of offenders in Territory. Increased modern facility space has facilitated the better separation of minimum, medium, and maximum-security inmates and allowed for a greater focus on programming for our offenders.

Courts

High crime rates place pressure the court system. Criminal cases continue to consume a substantial proportion of the Nunavut Court of Justice’s time and resources. The Nunavut Court of Justice, as Canada’s only unified trial level court, presides over all summary and indictable criminal matters from homicides and attempted murder charges to less serious criminal charges. There are currently five resident judges with the Nunavut Court of Justice and two vacancies. The Court also has a roster of deputy judges. Judges of the Supreme Court of the Northwest Territories and Supreme Court of Yukon are included in this number as they are *ex-officio* judges of the Nunavut Court of Justice by virtue of their status as Superior Court Judges in the two other territories.

The following chart illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2021.



Alternatives to the formal court process, such as restorative justice and community justice, as well as programs that focus on the root causes of criminal activity are important tools to reduce the number of accused who become involved in the justice system and end up before the Court.

Policing

The Government of Nunavut continues to work diligently to ensure public safety and security in Nunavut Communities. This work is done primarily in collaboration with RCMP “V” Division as the police force of jurisdiction in Nunavut. V Division has 173 positions under the territorial contract, with officers in all 25 communities across Nunavut.

The Government and RCMP continue to focus efforts on increasing community policing initiatives in all communities. The implementation of the First Nations and Inuit Policing Program in Nunavut will further expand on capacity to build stronger community relationships between the RCMP and the communities they serve. This work helps to identify at-risk individuals and implement preventative measures to stop crime before it happens.

The Government continues to prioritize the care and protection of vulnerable persons. The RCMP are working to enhance their capacity to investigate sexual assault and other crimes involving

vulnerable persons through the work of their community policing section, special investigation team, as well as the Family Violence Coordinator.

The Department of Justice and the RCMP agree that police should represent the community they seek to protect. Therefore, both parties agree recruitment of Inuit officers and the promotion of Inuktitut among officers must be a priority. Inuktitut training, increased community involvement, youth programming, and a dedicated recruiting unit have been implemented to promote the force and encourage Inuit to consider a career in policing.

Access to Justice

Access to legal services and the courts is a fundamental right of all Canadians. The Department of Justice and the Nunavut Legal Services Board (“LSB”) work in partnership to ensure that Nunavummiut who qualify for legal aid services receive quality legal representation in the areas of criminal, family and civil law.

Staff lawyers are based in three regional clinics - Maliganik Tukisiniarvik Legal Services (Iqaluit), Kivalliq Legal Services (Rankin Inlet), and the Kitikmeot Law Centre (Cambridge Bay). In addition to the staff lawyers, LSB employs an executive management team, which consists of a Chief Executive Officer, a Chief Operations Officer, and a Comptroller. LSB also employs a director for each region. In the Gjoa Haven office there are three Government of Nunavut employees assigned to the LSB - Finance/Office Manager, the Senior Statute Administrator and a Finance & Operations Analyst/Statue Clerk.

There are also Court Workers working in all 25 communities. Court Workers provide clients with a critical link to the justice system and give lawyers an important cultural connection to the communities and clients they represent and serve. Court Workers carry out such tasks as coordinating legal aid applications, arranging for interpretation, and arranging meetings between clients, witnesses and lawyers.

Trends

Nunavut’s young demographic and rapid population growth will continue to put a strain 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, recreation, and employment opportunities for young people are essential keeping youth on the right side of the law.

Additionally, resource development and an 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 the private sector to prepare for the social and judicial consequences of increased economic activity.

Those involved in the justice system in Nunavut must be able to look forward and anticipate developing trends in crime. The illegal importation of prescription drugs, the abuse and trafficking of heavier narcotics (such as cocaine and heroin), money laundering and fraud are examples of crimes not yet prevalent in the Territory but which the RCMP has noted occurrences of in recent

years. It is important for all justice stakeholders to anticipate and respond to any increase in new types of crime that could seriously affect the health and safety of our communities.

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 many opportunities for development. Without careful consideration of potential impacts, our fragile ecosystems can be damaged irreparably.

Communities

Many communities are 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 limited. 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 Agreement*, land and resource management in Nunavut is based on an innovative co-management structure, which ensures that Nunavut Inuit play a significant role in preserving traditions, cultures, and establishing goals.

While this process can be slow, expensive, and time-consuming, the Government of Nunavut is committed to working with our partners to continually evolve the process, with the goal of improving efficiency and communications. At the same time, the *Nunavut Agreement* also allows the Minister of Environment to take interim action in "urgent and unusual circumstances" when wildlife populations are at risk. In some locations in Nunavut, the demand for harvesting opportunities is exceeding the available supply resulting in restrictions on harvesting.

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 perspectives. 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:

- Significant changes to the sea ice including its distribution, timing of freeze-up and thaw, and coverage;
- Ongoing impacts to traditional transportation routes for hunting;
- 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.

A significant portion of infrastructure in Nunavut is built on permafrost, requiring the Government of Nunavut to actively participate in efforts to reduce climate change impacts, and also take active steps to prepare for and adapt to it.

Energy and Infrastructure

Energy

Qulliq Energy Corporation (QEC) is the Territory's only power utility whose mandate is to generate electricity in a safe, reliable, and efficient manner. QEC operates in the most difficult environmental conditions and locations in Canada because of weather and distance, affecting operations and maintenance. Each community has its own standalone energy grid due to Nunavut's vast land mass and lack of roads connecting its widely dispersed communities to one another. Currently, Nunavut relies on imported fossil fuels for nearly all of its energy requirements. Nunavut imports approximately 215 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.

Diversification of the energy supply mix can alleviate dependency on imported fossil fuel and help address diesel-related environmental concerns. Initiatives such as the Federal Government's Pan Canadian Framework on Clean Growth and Climate Change present a new opportunity for increased renewable energy generation and energy efficiency improvements in Nunavut. To this end, 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. QEC has started implementing renewable energy programs

that allow power producers to generate electrical power from renewable energy sources and sell it directly to QEC. Integrating renewable energy systems in the territory's energy grid enables the territory to reduce carbon emissions and promote energy self-reliance.

Nunavut's energy needs have been increasing over time. The price of energy in Nunavut is subsidized. To provide energy to all Nunavummiut, there is a growing requirement to allocate additional funding from Nunavut's budget. As the economy and population of the territory grow, so too does the demand for imported fuels. The Government of Nunavut's Capital Plan to upgrade, expand and replace infrastructure in communities is one driver to increase electricity demand. In order to plan accordingly, QEC relies on its relationship with the Government of Nunavut to gather information on upcoming major projects. In addition to territorial and federal government-driven projects, newly built houses and private enterprise initiatives are adding to the electricity demand in each community.

Transportation

Nunavut's economy is dependent on the importation of goods and services from outside of the territory. As such, a reliable and efficient transportation system is essential to help meet the needs of Nunavummiut.

At present, air transportation is the only year-round means of accessing Nunavut's communities and traveling to and from southern Canada. Currently, many of Nunavut's airports require improvements for safety, security, and maintenance purposes, and need to accommodate emerging federal regulations and newer and more efficient aircraft. A major runway and airport lighting project is underway for Sanirajak, and mobile equipment shelters are being planned for seven communities. Projects for the replacement of air terminal buildings in Rankin Inlet, Chesterfield Inlet, Nauyasat, Kugluktuk, Whale Cove and Kimmirut are also underway.

All Nunavut communities depend on access to the sea for annual re-supply and or participation in traditional harvesting. Some communities rely on this access for an emerging and increasingly important commercial fishery. Most communities lack adequate marine facilities, and this impacts 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 of stronger logistical systems throughout Nunavut.

The Government of Canada now recognizes the need for federal investments in Nunavut's marine infrastructure. In recent years, the federal government has provided funding for major marine infrastructure projects in Iqaluit and Pond Inlet. In 2021, federal funding was approved for Qikiqtarjuaq's deep-water port through the National Trade Corridors Fund. Additionally, harbour projects, associated with the federal Tallurutiup Imanga National Marine Conservation Area, are planned for Arctic Bay, Clyde River, Resolute and Grise Fiord. Four harbours associated with other proposed federal marine protected areas are also under consideration. Finally, through contributions from the federal Oceans Protection Plan, the Government of Nunavut is undertaking a scoping study of marine infrastructure opportunities and priorities across the territory, as well as sealift and fuel re-supply infrastructure improvement projects in nine communities.

With respect to the potential for road transportation, the Kitikmeot Inuit Association remains committed to advancing the Grays Bay Road and Port Project. Additionally, the Government of Nunavut, with partial funding through the National Trade Corridors Fund, is initiating a major study in support of a proposed all-weather road to connect between five communities in the Kivalliq region.

Communications

The Government of Nunavut is on the threshold of a vital digital transformation in technology. With opportunities such as undersea fibre, Low Earth Orbit Satellites (LEOS), cloud-based technologies, there is opportunity to help improve and enhance government programs and services. Canadian Radio-Television and Telecommunications (CRCT) has stated that to close the digital divide, broadband is an essential service and have mandated 50/10 Mbps.

In addition, there has been a global shift in technology due to the Covid-19 pandemic. Enormous leaps in technology to enable people to work from home, complete post-secondary curriculum online, attend appointments through video and audio conferencing. These great leaps in technology have the opportunity to enhance and develop the quality of life for Nunavut's remote 25 communities and help keep us connected.

Improved broadband for residents and businesses is critical to the health and sustainability of Nunavut communities, and many critical services for Nunavut will depend on the governments' ability to increase telecommunications capacity across the territory. Nunavut's population is young, with 48% of residents being under the age of 24, for this demographic, access to quality broadband is essential for economic and social prosperity.

The benefits of increasing Nunavut's broadband capacity are infinite. Nunavummiut will have access to a wider range of health care that is not yet available due to a result of limited capacity. Health will be able to conduct online appointments, enhanced telehealth, reduced medical travel and much more. Education will have opportunities to improve their service delivery from grade school to college and university programs by accessing online specialists and additional resources for students i.e.: speech therapists, tutors, and counsellors. The ability to access cloud-based services and other digital technologies will enable new business opportunities and improve operations in all sectors of our economy including mining, data centres and the service industry. Family Services will have the ability to do conduct counselling programs, meet with clients, connect families virtually and access mental health support services.

The Government of Nunavut IM/IT's Telecommunications Strategy will meet the growing telecommunication needs for all Nunavut communities by providing equitable, reliable, affordable high-speed internet services that enable equal access to all 25 communities.

Support for Municipalities

Financial reporting for Nunavut municipalities has been improving, however recruitment and retention of staff within municipalities continues to be a challenge. Improving the capacity and stability of senior staff remains the key to keeping communities financially sound.

Community and Government Services is assisting and supporting municipalities with the challenges of asset management and maintenance. Part of this initiative includes setting up Asset Planner, a computerized maintenance management system, specifically for municipalities to replace the older and outdated system currently in place.

Along with this system, the department is providing training to municipalities in both the usage of the new system and in proper facility management. Current maintenance management standards will help the local governments better maintain buildings, vehicles, roadways and more, thus extending the life and cutting down on expensive unplanned repairs or replacements of municipal assets.

The department will continue its municipal support surrounding Asset Planner. This support will be beneficial to the municipalities by fostering better management of operation and maintenance budgets – allowing funding to go further and allowing municipalities to supply more services to the community at large. Facilities will last their full lifecycle, an average of 25-30 years, without the need for extensive renovation or complete replacement before their time.

Community Infrastructure

The challenge of mobilizing construction resources in communities in combination with short building seasons and a limited labour market continues to escalate the costs of developing and maintaining municipal and government infrastructure. In addition, meeting changing regulations adds additional complexity to new infrastructure. Growing community populations and the use of facilities beyond their expected lifecycle have placed an increased demand on already aging facilities. Innovative infrastructure design, such as multi-use facilities and more rigorous planning towards sustainable community growth, has helped position the Government of Nunavut for more effective use of limited capital resources. Nunavut communities also need staffing resources to sustain the operation and maintenance on municipal infrastructure especially water treatment plants and solid waste facilities. Building the human resource capacity to maintain and operate new facilities will be an important element of community support.

Integrated Community Sustainability Plans were established in 2011 and continue to be used to support the development of the municipal capital plan to be included in the Government of Nunavut 5-year capital plan and to help municipalities create and measure long-term goals for infrastructure development. These plans have now evolved into living documents through the integration of an online webtool, which provides each municipality with the ability to annually update their infrastructure priority list. The use of web-based Asset Management tools helped communities to reduce their overall maintenance cost by proactively scheduling the maintenance and replacement of municipal infrastructure.

Federal funding is critical for the development of infrastructure in communities, but available funding is limited and the infrastructure deficit in Nunavut is great. The Government of Nunavut continues to encourage community participation, input through the Integrated Community Sustainability Plans, open dialogue, fair and transparent project prioritization, and accountability in the capital planning process. CGS continues to ensure communities are consulted on their infrastructure requirements.

Federal funding is critical for the development of infrastructure in communities, but available funding is limited with regards to the infrastructure deficit in Nunavut. The Government of Nunavut continues to refine the capital planning process to have greater emphasis on community participation, input through the Integrated Community Sustainability Plans, open dialogue, fair and transparent project prioritization, and accountability.

Municipal Capacity

The Government of Nunavut supports municipalities in building their human resource capacity through the Municipal Training Organization. The Municipal Training Organization has 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 to enhance every aspect of municipal operations. The Municipal Training Organization is a non-profit school for community government with a Board of Directors made up of the senior administrators of municipalities.

The Municipal Training Organization conducts ongoing assessment of its training programs and courses to ensure they continue to be relevant and appropriately engaging for municipal staff. Municipal staff, GN staff and adult education experts provide constructive feedback and technical expertise on Municipal Training Organization courses. The Municipal Training Organization will continue to review and update all courses periodically to ensure they are relevant and specific for municipal operations.

The Municipal Training Organization also provides targeted training in areas such as class 3A airbrake and heavy equipment operator courses for municipal drivers, ground search and rescue training, and firefighting training for Nunavut's municipal fire departments, water plant operator training, office administration, finance and management.

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

The Government of Nunavut (GN) is committed to providing services to Nunavummiut guided by Inuit Societal Values and in a fiscally responsible manner. A strong, representative and sustainable

public service leads to an efficient government, as such the GN is dedicated to attracting, developing, and retaining skilled and engaged employees. The GN offers a suite of training and development initiatives and programs to ensure a well-skilled and effective public service. However, the high demand for talent in today's highly mobile and stiffly competitive global labour market, a small skilled and qualified labour pool, critical shortage of staff housing and the impact of the COVID-19 global pandemic are some of the challenges facing the GN in its efforts to reach full staffing capacity.

The GN is pursuing various strategic activities to build and improve capacity. These include reviewing and improving the delivery of GN staff housing refreshing the GN Master Inuit Employment Plan and the departmental Inuit Employment Plans; developing the next Human Resource Strategy; exploring the feasibility of flexible workplace policy; partnering with Nunavut Tunngavik Inc. and Government of Canada to develop a tripartite Inuit Pre-Employment Training Plan Strategy; conducting promotional activities for Summer Student Employment Equity Program in all regions to increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year; promoting the GN as an employer of choice; identifying Inuit role model employees as brand ambassadors; working with departments and public bodies to fill long-term and hard-to-fill vacancies; targeting and prioritizing the needed skills; reviewing and improving the staffing processes; targeted training and career development for Inuit employees and a comprehensive review of its salary structure.

As of September 30, 2022, GN departments and public bodies had an average capacity of 63%. This number varies from community to community, for example, Kimmirut, Coral Harbour and Kugaaruk were at 73%, whereas Resolute Bay was at 49%.

The demand for skilled and qualified labour force and retaining such talent is a global challenge. The GN's compensation and total rewards package to attract and retain employees includes subsidized staff housing, household allowance, Nunavut northern allowance, health and dental benefits, continuous service bonuses, recognition of long-term service, bilingual bonuses (Inuktitut and French), holiday closure days etc. The GN is also committed to continued investment in the professional and career development of all employees, with an emphasis on increasing Inuit employment in professional and leadership roles in the public service.

Inuit Representation in the Public Service

The Government of Nunavut, under Article 23 of the Nunavut Agreement, has an obligation to achieve a workforce that is representative of the population of Nunavut across all employment categories. This presents a significant challenge to most departments and public bodies within the GN. To help achieve Inuit representation, the GN developed and implemented a Master Inuit Employment Plan 2017-2023 and departmental Inuit Employment Plans (IEPs) with short, medium, and long-term goals and action plans to achieve these goals. The GN is refreshing the IEPs and initiatives to amend goals, targets, and actions to the end of the 2025-2026 fiscal year. In addition, the GN continues to develop and support programs and tools to train, develop and engage Nunavut Inuit.

The Sivuliqtiksat Internship and the Hivuliqtikhanut Leadership Development Programs continue to produce graduates who are ready to take on new opportunities. The new ongoing Inuit Executive

Leadership Program and the other existing programs targeted at Nunavut Inuit employees (Amaqtaarniq Education Leave Program, Policy Development Program, Career Broadening Program, and Training Travel Fund), are showing encouraging results. Priority Hiring, Restricted Competitions and Direct Appointments are some of the policy tools used to increase and enhance Inuit employment in the GN.

As of September 30, 2022, overall Inuit representation across all employment categories in the public service was 52%. There were 5,509 GN positions, with Nunavut Inuit occupying 1,792 of the 3,461 filled positions. Forty-one percent of the positions are in Iqaluit, while the remaining 59% are in other communities across Nunavut. Representation of Nunavut Inuit is 35% in Iqaluit and ranges from 43% in Resolute Bay to 75% in Clyde River.

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 and procedures are continually updated to ensure transparent and sound procurement is provided and to evolve to meet emerging needs. Procurement and Contracting Services continue to provide training and support to all Government of Nunavut departments and corporations to ensure fair, ethical, and transparent procurement and contracting is followed.

The *Nunavummi Nangminiqagtunik Ikajuuti Implementation Act* and regulations, the Government of Nunavut's preferential procurement policy mandated by the Nunavut Agreement, is integrated into virtually all Government of Nunavut procurement activities. The Government of Nunavut co-chairs a review committee with Nunavut Tunngavik Incorporated to conduct periodic reviews (quarterly or as deemed necessary by the co-chairs) to review and update the *Act*. The *Nunavummi Nangminiqagtunik Ikajuuti Implementation Act* and regulations came into effect April 1, 2017 and reflects changes and improvements to the government's preferential procurement system.

Petroleum Products

The Petroleum Products Division plays a key role in Nunavut's energy strategy as it is responsible for all functions related to the supply and delivery of the petroleum in Nunavut. The division continues to face challenges with respect to evolving standards and regulations, particularly in its infrastructure and ground operations, and is undergoing an organizational review to ensure it is positioned to address these challenges.

The price that the Petroleum Products Division pays for fuel products is affected by supply and demand for oil on the world markets, as well as currency exchange rates. Crude oil and refined petroleum product prices continue to be volatile due to political instability, adverse weather, terrorism, and surging demand from developing countries.

It is unclear the impacts of the future price of oil, and the impacts this will have on the Government of Nunavut, residents and businesses within Nunavut. The Division continues to utilize financial instruments such as futures contracts, in order to achieve savings in fuel products. However, given the volatile nature of oil prices, and the territory's dependence on fuel products for its energy needs, the price for oil continues to play a significant role in the Government of Nunavut's long-term fiscal planning.

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 on federal transfers and targeted funding initiatives. Canada renewed the TFF transfers for five years (from April 1, 2019 to March 31, 2024), and has committed to the Canada Health Transfer and the Canada Social Transfer until at least 2024. 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

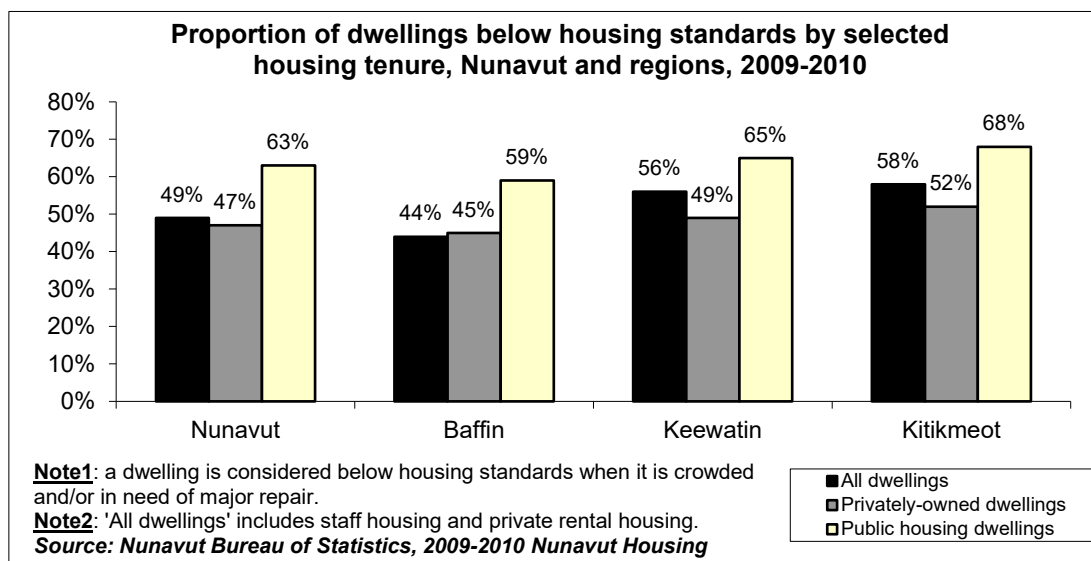
According to the 2021 Canadian Census, there are 9,925 households in Nunavut. The majority of Nunavummiut live in public housing. As of March 31, 2022, the government, through the Nunavut Housing Corporation, maintains approximately 5,992 public housing units (of which approximately 5,772 are Nunavut Housing Corporation-owned and 220 are leased). Furthermore, the Nunavut Housing Corporation maintains approximately 1,735 staff housing units (of which 592 are owned and 1,143 are leased) and holds mortgages for approximately 125 homeowners. At a total of 7,852 units, this represents a significant majority of Nunavut's total housing stock and makes Nunavut Housing Corporation the largest housing provider in the territory. The remaining 2,073 housing units include privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and income support-funded units.

In October 2010, the Nunavut-wide Housing Needs Survey revealed details of a known shortage of housing for Nunavummiut:

- 35 % of Nunavut homes were overcrowded;
- 23% of Nunavut homes were in need of major repairs;
- Approximately 4% of the population (1,220 individuals) was “homeless” – including those living temporarily in another person's dwelling.

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.



Considering the rapid population growth and the construction rates of the last decade, these numbers have only slightly improved since the survey was carried out. The 2021 census data from Statistics Canada shows that 32.9% of the households in Nunavut are in core housing need, down 3.6% from 36.5% in 2016. However, this is still over 3 times as high as the national average which is 10.1%. A household is in core housing need when one’s dwelling is considered unsuitable, inadequate, or unaffordable, and their income levels are such that they could not afford alternative suitable and adequate housing in their community. In all, 76% of those living in public housing and over the age of 18 earn less than \$33,280 a year.

Nunavut also has the highest level of overcrowding. According to the census data of 2021, 33.4% of homes in Nunavut are overcrowded. As of March 31, 2022, there were 5,992 public housing units across the territory, with an estimated gap of approximately another 3,000 units. Moreover, just to keep up with population growth in the territory, the Nunavut Housing Corporation estimates that an additional 90-100 new units are needed each year. To help address this gap, the Nunavut Housing Corporation announced a new plan for housing called *Igluliuqatigiingniq: Building Houses Together*, also known as the Nunavut 3000 Strategy, which targets the construction of up to 3000 housing units of all types across the territory by 2030.

Governance

Nunavut Agreement

The *Nunavut Agreement* 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 Crown-Indigenous Relations and Northern Affairs to continue to implement the Nunavut Agreement. Working with all partners to implement obligations of the Nunavut Agreement will support enabling and expanding participation of Inuit 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 the 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 need to collaborate to balance consensus government with these existing systems of public administration.

Intergovernmental Relations

Compared with 30 years ago 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 has expanded exponentially.

Nunavut takes every 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. Our participation in regional, national and international forums fosters important opportunities to educate and advocate others about the unique qualities that Nunavut brings to Confederation.

Nunavut works closely with the other territories on mutually prioritized issues, such as climate change, healthcare, and infrastructure. These relations are especially important to gain a common front when advocating for additional needs and resources.

Intragovernmental Relations is just as important as Intergovernmental relations. Ensuring a whole of government approach on issues that affect Nunavummiut and having a stronger and consistent approach establishes a stronger collective at Intergovernmental Forums.

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 Agreement* 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 employment categories.

Nunavut Agreement 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.*”

The Government of Nunavut departments and public bodies 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 Inuit and non-Inuit by region, community, department and employment category.

The following table is a snapshot of the public service as of September 30, 2022 by employment category:

September 30, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	34	3	31	91%	12	39%
Senior Management	161	36	125	78%	28	22%
Middle Management	430	143	287	67%	84	29%
Professional	1764	625	1139	65%	339	30%
Paraprofessional	1004	410	594	59%	364	61%
Administrative Support	1457	612	845	58%	721	85%
TOTALS	4850	1829	3022	62%	1548	51%

Note: The table above only reports on established positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development 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 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Inuit Employment Plan - Departments

The following table is a snapshot of the public service as of September 30, 2022 by department:

September 30, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	466	190	276	59%	120	43%
Culture and Heritage	109	44	64	59%	47	73%
Economic Development & Transportation	160	74	86	54%	56	65%
Education	1440	321	1118	78%	551	49%
Environment	137	42	95	69%	52	54%
Executive & Intergovernmental Affairs	97	41	56	58%	44	79%
Family Services	247	85	162	66%	103	64%
Finance	230	80	150	65%	66	44%
Health	1381	700	682	49%	344	50%
Human Resources	117	43	74	63%	40	54%
Justice	467	208	259	55%	126	49%
TOTALS	4850	1829	3022	62%	1548	51%

Note: The tables above only reports on established positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development, 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 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 respectfully and cooperatively towards a representative workforce in the spirit of *Katujjiluta*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and public bodies.

Human Resources 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 public bodies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

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

Carrying out these initiatives across the departments and public bodies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2024.

The following identifies the targets by employment category:

March 31, 2024	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	34	2	32	94%	15	47%
Senior Management	163	21	142	87%	38	27%
Middle Management	429	98	331	77%	113	34%
Professional	1806	559	1247	69%	416	33%
Paraprofessional	1004	319	686	68%	451	66%
Administrative Support	1476	480	996	67%	851	85%
TOTALS	4912	1478	3434	70%	1883	55%

Note: The table only reports on funded positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development, 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 Sivuliqtiksats 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, 2024 by department:

March 31, 2024	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Community & Government Services	468	156	312	67%	152	49%
Culture and Heritage	111	25	86	77%	69	80%
Economic Development & Transportation	160	63	97	61%	64	66%
Education	1494	258	1236	83%	650	53%
Environment	137	32	105	77%	60	57%
Executive & Intergovernmental Affairs	97	28	69	71%	58	84%
Family Services	255	86	169	66%	107	63%
Finance	233	48	185	79%	84	45%
Health	1368	577	791	58%	436	55%
Human Resources	117	18	99	85%	57	58%
Justice	473	187	286	60%	147	51%
TOTALS	4912	1478	3434	70%	1883	55%

Note: The table only reports on funded positions of the 11 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Nunavut Business Credit Corporation, Nunavut Development, 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 Sivuliqtiksats intern positions. The table above reflects the aggregated total of full time and part time positions.

Initiatives Specifically Designed for Inuit

The following initiatives are available specifically for Inuit to enhance 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 Inuit. Inuit 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 public bodies. 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.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. This process supports the GN's commitment to the Priority Hiring Policy. *Inuit Only* competitions is a type of restricted competition that is available to Inuit enrolled under the Nunavut Agreement only, wherever they may reside. Another type of restricted competition available to Inuit only is *Inuit by Location* who are ordinarily resident in a specific targeted location on the closing date of a competition.

Sivuliqtiksat Internship Program

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for Inuit to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department/public body. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional employment 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 Inuit employees. These vary in length depending on the position and the skill level of the individual. Departments and public bodies initiate such trainee/internship positions and fund them internally.

Inuktitut as a First Language

Inuktitut 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.

Policy Foundations Series

The Policy Foundations Series is the foundational series in the Policy Skills Development Program, which is a comprehensive training program that will enable Inuit employees of the Government of Nunavut to explore the perspectives, knowledge and skills needed for a career in public policy.

Amaqtaarniq Education Leave Program

The aim of Amaqtaarniq is to remove barriers to post-secondary education for eligible Inuit employees and to help the Government of Nunavut to fill specialized positions with qualified Inuit. Amaqtaarniq sponsors long-term post-secondary education leave for Government of Nunavut (GN) Inuit employees who wish to qualify for a hard to fill job or profession in the GN that is not found in their home department.

Career Broadening Program

The Career Broadening Program provides on the job experience for Government of Nunavut (GN) Inuit employees so that they can gain the knowledge and skills needed for a successful career in the GN. The Career Broadening Program provides opportunities for employees to:

- Acquire or broaden their work-related skills.
- Develop management skills and experience that will help them to successfully compete for a first management position, or to move from manager to director level.
- Develop public service skills and experience needed to successfully compete for indeterminate positions.
- Fill special project leadership roles.

Training Travel Fund

The goal of the Training Travel Fund is to increase both the number of Inuit employees who take job and career related training and the amount of training they access. The program has been set up to pay the travel costs of Government of Nunavut Inuit employees who must leave their home communities in order to attend job and career related training.

Inuit Executive Career Development Program

The Inuit Executive Career Development Program is designed to increase Nunavut Inuit leadership capacity within the Government of Nunavut. This program supports Inuit career development and advancement into senior management and executive positions.

Over a three-year period, the program supports GN employees through the completion of a Graduate Diploma in Leadership and Management. It also provides wraparound support to participants, such as study tours, access to Elder and subject-expert mentors, and customized Inuktitut language training.

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 Inuit employment and support departmental Inuit Employment Plans:

Policy Skills Development Program

The Policy Skills Development Program is a comprehensive training program that will enable Inuit employees of the GN to explore the perspectives, knowledge and skills needed for a career in public policy. It deepens the knowledge, skills and competencies of GN policy professionals through a comprehensive Policy Training and Advanced Policy Training Series.

Hivuliqtikhanut Leadership Program

The Hivuliqtikhanut Leadership Development Program is designed to build and sustain leadership capacity within the Government of Nunavut. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Graduates of the program have advanced standing with Nunavut Arctic College's Management Studies Diploma program and Dalhousie University's Masters of Public Administration and Information Management programs.

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 public bodies.

Learning and Development Courses

Human Resources coordinates the general learning and development training courses that are available for all GN employees. These 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. HR collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

Training Fund

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

Mentorship

The Government of Nunavut has a mentorship program open to all GN employees to support their professional and personal growth. Participation in the program is voluntary and initiated by the employee. Mentors for example can be provided to nurses graduating from the Nunavut Nursing Program or to participants in training programs. 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 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 tool used for internships and trainee positions.

Occupational Certificate Training Programs

Human Resources 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.. Public Service Training has delivered occupational programs such as the Human Resource Learning Series, the Master's Certificate in Project Management, the Diversity and Inclusion Program, and the Mediation and Facilitation Certificate Program.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. *Internal competition* is a type of restricted competition that is available to current indeterminate, term, casual and relief GN employees only who are employees on the closing date of a competition.

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. Inuit 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 and a 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**

2023-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Directorate	10,991	9,857	9,857	9,857
Strategic Planning	2,896	3,909	3,827	3,827
Intergovernmental Affairs	5,067	5,493	5,493	5,493
Devolution Secretariat	2,695	2,712	2,712	2,712
TOTAL	21,649	21,971	21,889	21,889

Katujjiluta

The Department of Executive and Intergovernmental Affairs provides a central coordination role in the implementation of Katujjiluta mandate actions, with the goal of ensuring the Government of Nunavut meets strategic outcomes envisioned in the mandate.

The department's responsibilities include specific leadership for the following mandate commitments of the 6th Legislative Assembly:

- Lead (on an interim basis) the development of a comprehensive elders and senior care strategy with broad input from elders, families, communities, and partners.
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.

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. It also supports the Senior Personnel Secretariat function and provides administrative support to the Utility Rates Review Council.

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.
- Provide leadership and support to ensure that Katujjiluta priorities are implemented.

Department of Executive and Intergovernmental Affairs

- Collaborate with other departments on joint efforts to achieve mandate objectives.
- Coordinate the government communication strategies and ensure consistent messaging.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Premier’s Office		1,261	1,641	1,641	1,641
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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.

Ministers’ Offices		3,771	4,039	4,039	4,039
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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.

Commissioner’s Office		335	351	351	351
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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.

Deputy Minister		695	860	860	860
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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.

Corporate Services		1,191	1,278	1,278	1,278
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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.

Utility Rates Review Council		339	345	345	345
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The Utility Rates Review Council 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.

Communications	1,732	1,174	1,174	1,174
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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.

Senior Personnel Secretariat	-	169	169	169
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The Senior Personnel Secretariat is responsible for providing oversight of DM and Associate DM recruitment and staffing, onboarding, learning plans/training /mentoring, performance management, and administrative support.

COVID-19 Secretariat	1,667	-	-	-
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As a centralized function, the COVID-19 Secretariat provides support to government departments and agencies to ensure and sustain an effective, coordinated, and timely pandemic response.

Total, Directorate	10,991	9,857	9,857	9,857
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Priorities (2022-23)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and develop an outcome-based performance plan to show progress towards achieving mandate objectives.
Status: The department coordinates the implementation of Katujjiluta priorities, ensuring proper supports and structures are in place to advance initiatives. An outcome-based performance plan will be developed in collaboration with departments and corporations to show progress towards achieving mandate objectives. The department will develop a performance report and provide updates on an annual basis.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
Status: The Government of Nunavut and Nunavut Tunngavik Incorporated signed a Partnership Declaration which commits the organizations to work together to advance interests of Inuit in Nunavut. Workplans will be developed to focus work on shared priorities established by the Nunavut Partnership Committee, which consists of Cabinet Ministers and Board Members of Nunavut Tunngavik Incorporated.
- Review existing departmental strategies and plans in order to focus efforts and move forward more rapidly on government priorities.
Status: Existing departmental strategies and plans will be reviewed in consideration of Katujjiluta mandate priorities. The department has established an updated policy development process which includes reviews by new Deputy Minister Committees and Cabinet Committees to provide oversight of mandate priorities and initiatives.

- Through the department's central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
Status: The department will coordinate the review of draft initiatives proceeding through the policy development process and provide support to departments that are leading interdepartmental initiatives which may include outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
Status: The department, through their central agency role, will provide advice and support to departments and corporations regarding their organizational structure and staffing capacity to deliver on Katujjiluta priorities and objectives.
- Review and explore opportunities to improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.
Status: The department will work with the Department of Human Resources to initiate a review of the decentralization of department and corporation offices in communities. A report will be developed to present findings, observations, and recommendations to meet increasing demand for programs and services in Nunavut.
- Undertake a broad analysis of the implementation of Article 23 of the Nunavut Agreement to identify opportunities to support strategic outcomes in Katujjiluta.
Status: The department will initiate a broad analysis of Article 23 implementation (Inuit employment) and work with the Department of Human Resources to identify opportunities to increase Inuit employment to support strategic outcomes in Katujjiluta.
- Review the organizational structure of the Department of Executive and Intergovernmental Affairs to ensure capacity to support implementation of Katujjiluta priorities. This will include review of the Nunavut Statistics Bureau.
Status: The department reviewed their current organization structure and will reorganize to strengthen organizational capacity to provide increased central agency support and cross government coordination of Katujjiluta priorities.
- Lead the development of a comprehensive elders and senior care strategy with broad input from elders, families, communities, and partners.
Status: In collaboration with departments, the department developed a strategic framework based on a review of current context, programs and services. In preparation for broad consultations, the department also developed a plan to engage and consult with Elders groups, committees, societies, Inuit Qaujimagatuqangit Katimajit, Tuttarviit, partners, and stakeholders.
- Implement government-wide communications review recommendations designed to ensure consistent standards of service across departments.
Status: The department continues to work with departments to implement consistent standards of service across the government and will continue to review the recommendations and discuss

ways in which all departments can collaborate on implementation. The department will continue to lead by providing ongoing training.

- Conduct a process analysis of the central communications function to ensure effective supports to departments and territorial corporations.
Status: The department is working with departments and corporations on the process analysis of the central communications function to ensure effective supports to departments and territorial corporations.
- Upgrade and update the GN web platform and GN website.
Status: The platform upgrade is complete and content migration is expected to be at a sufficient completion level (minimum 80% in all languages, with priority on most visited pages), with an anticipated launch before the end of the fiscal year.
- Ongoing development, implementation, and monitoring of pandemic communications by the COVID-19 Communications Group.
Status: The COVID-19 Communications Group wound down and the department handed responsibility for pandemic communications to the Department of Health, with continued support from EIA.
- Ongoing oversight of a government-wide response to the pandemic by the COVID –19 Secretariat through working with all departments to address the needs of Nunavummiut.
Status: The Public Health Emergency was no longer in effect on April 11, 2022; however, the department continued to monitor trends and impacts of COVID-19 and provide oversight for GN wide responses and lead work on lessons learned from the pandemic.
- The Utility Rate Review Council expects to receive a Qulliq Energy Corporation’s General Rate Application along with new major project permits to replace aging power plants.
Status: Completed the 2022/23 General Rate Application, Utility Rates Review Council of Nunavut’s Report 2022-02. The Utility Rate Review Council also completed reviews of other applications which include:
 - *Major Capital Project Permit Applications Respecting Construction of New Power Plant at Kugaaruk, Utility Rates Review Council of Nunavut’s, Report 2022-01.*
 - *Major Capital Project Permit Applications Respecting Construction of New Power Plant at Chesterfield Inlet, Utility Rates Review Council of Nunavut’s, Report 2022-01.*
 - *Heat Rate Formula Revision Application, Utility Rates Review Council of Nunavut’s, Report 2022-03.*

Priorities (2023-24)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.

- Refresh existing departmental strategies and plans in order to focus efforts and move forward more rapidly on government priorities.
- Through the department's central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
- Finalize the decentralization review, consider recommendations to meet increasing demand for programs and services including opportunities for further decentralization of the Government of Nunavut.
- Based on the broad analysis of the implementation of Article 23 of the Nunavut Agreement, identify opportunities and initiatives to support strategic outcomes in Katujjiluta.
- Conduct consultations, engage partners and stakeholders, to develop a draft elders and senior care strategy. Finalize the strategy with broad input from elders, families, communities, and partners and begin development of an implementation plan.
- Finalize implementation of the government-wide communications review recommendations designed to ensure consistent standards of service across departments.
- Ensure training opportunities are provided for the Utility Rate Review Council to remain at the forefront of regulatory issues.
- The Utility Rate Review Council expects to receive applications from the Qulliq Energy Corporation.
- Update the Utility Rates Review Council's *Rules of Procedures and Practices and rate settings Guidelines March 2007*.

Priorities (2024-25)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- Ensure departmental plans are implemented to ensure that efforts are focused and move forward more rapidly on government priorities.
- Through the department's central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.

- Ensure that the public service is optimally-structured, staffed and supported to deliver on Katujjiluta priorities.
- Develop and implement a decentralization plan to meet increasing demand for programs and services throughout Nunavut.
- Ensure implementation of Article 23 of the Nunavut Agreement which includes initiatives to support strategic outcomes in Katujjiluta.
- Finalize the implementation plan and begin implementation of initiatives outlined in the comprehensive elders and senior care strategy.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- In our central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- Ensure that the public service is optimally-structured, staffed and supported to deliver on government mandate priorities.

Priorities (2025-26)

- Provide government-wide coordination on the implementation of Katujjiluta priorities and implement an outcome-based performance plan to show progress towards achieving mandate objectives.
- Continue to implement or provide support for the implementation of initiatives outlined in the comprehensive elders and senior care strategy and implementation plan to support strategic outcomes of Katujjiluta.
- Ensure that the government maximizes opportunities to establish enduring partnerships for Katujjiluta initiatives in the short, medium and long term.
- In our central agency role, emphasize actions that have the potential for tangible outcomes in more than one priority area in Katujjiluta.
- The Utility Rates Review Council expects to receive a new general rate application from the Qulliq Energy Corporation.

Strategic Management

The Strategic Planning branch provides broad advice on government business planning, strategies, policies, and legislation, and provides support for reviews of programs and services. The branch

ensures that the government has current and accurate statistical information on Nunavut. The branch also provides advisory services regarding Access to Information and Privacy Protection issues, and administrative support to government departments and agencies.

Objectives

- Provide 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.
- Manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Policy and Planning		1,995	1,800	1,718	1,718
This division provides policy support and advice to Cabinet Committees and government departments, as well as liaises with other organizations at the policy level. The division provides central coordination of legislative, policy, and regulation development processes to ensure implementation of Article 32 of the Nunavut Agreement.					
Cabinet Secretariat		-	645	645	645
This division provides advice and support to Cabinet and government departments regarding Cabinet submissions. The division provides objective analysis and strategic advice on government wide priorities, strategies, and initiatives.					
Statistics		608	683	683	683
<i>Nunavut Kiglisiniaqtiit</i> (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. <i>Nunavut Kiglisiniaqtiit</i> is also Statistics Canada's statistical focal point for Nunavut, and as such represents Nunavut's interests within the national statistical system.					
Access to Information and Protection of Privacy		293	781	781	781
This division ensures compliance with the <i>Access to Information and Protection of Privacy Act</i> (ATIPP) and provides coordination of all ATIPP issues, activities and training. The division also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.					
Total, Strategic Management		2,896	3,909	3,827	3,827

Priorities (2022-23)

- Coordinate the development of a government-wide workplan to implement shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.

Status: *The department has been working with Nunavut Tunngavik Incorporated to establish shared priorities and have coordinated the development of a draft government-wide workplan in collaboration with departments and corporations. The draft workplan will be reviewed by the Nunavut Partnership Committee.*

- Develop and maintain a calendar of planned initiatives for potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.

Status: *The department coordinated the development of a calendar of planned initiatives based on feedback from GN departments and corporations. The calendar was shared with Nunavut Tunngavik Incorporated as required under the Article 32 Katujjiqatigiinniq Policy.*

- Renew the Government of Nunavut business plan format to incorporate a performance-based system designed to improve transparency and show progress toward achieving objectives.

Status: *The Government of Nunavut business plan format has been updated to identify lead and support departments responsible for implementation of specific Katujjiluta priorities. The department will also coordinate the development of a separate mandate performance plan with key performance indicators and report regularly on progress.*

- Work with the Department of Culture and Heritage to establish a formalized process to engage Tuttarviit and the Inuit Qaujimagatuqangit Katimajiit on policy and legislative development.

Status: *The department worked with the Department of Culture and Heritage to identify various options for establishing a formalized process to engage Tuttarviit and the Inuit Qaujimagatuqangit Katimajiit on policy and legislative development.*

- Lead the development of a capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut.

Status: *The department worked with GN departments and corporation on a policy capacity building initiative and with Nunavut Tunngavik Incorporated to increase the number of Inuit working in the policy field within the Government of Nunavut.*

- Work with the Department of Finance, and the Department of Culture and Heritage to develop and establish criteria for evaluating vulnerable population considerations in funding allocation processes and planning forecasts.

Status: *The department worked with the Department of Finance, and the Department of Culture and Heritage to explore the development of an evaluation framework to be used in funding allocation processes and planning forecasts. The department will work with the Department of Finance to finalize development of an evaluation framework for funding allocation processes.*

- Work with the Department of Finance to develop a website with up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.

Status: *The department will work with the Department of Finance to develop a website with up-to-date information on public agencies and their boards, including upcoming board vacancies and applications once the project has been initiated by the Department of Finance.*

- Revise and update the resources public bodies use to maintain ATIPP compliance.

***Status:** Enhancements to the human resource capacity of the Territorial ATIPP Office are underway. Shifts from manual to automated ATIPP procedures are being completed. Guidelines and manuals are updated monthly. Modern software solutions are being explored. A Standing Offer Agreement is at the evaluation stage for a list of vendors that will be able to provide fast tracked support to all public bodies in regards to privacy breaches, privacy impact assessments, training and general consulting services.*

Priorities (2023-24)

- Maintain and ensure implementation of a government-wide workplan to implement shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.
- Work with the Department of Culture and Heritage to implement a formalized process to engage Tuttarviit and the Inuit Qaujimajatuqangit Katimajiit on policy and legislative development.
- Complete development of capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut and develop an implementation plan.
- Work with the Department of Finance to ensure up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.
- Create modern training modules for ATIPP authorities regarding ATIPP requests, privacy impact assessments, privacy breaches, and monitoring of departmental ATIPP compliance.
- Create a mandatory training regime for Government of Nunavut employees at each organizational level regarding their ATIPP obligations and responsibilities.

Priorities (2024-25)

- Ensure effective implementation of the government-wide workplan on shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinniq Policy.
- Implement objectives in the capacity building initiative to increase the number of Inuit working in the policy field within the Government of Nunavut.
- Modernize ATIPP interfaces for the public (ex. website) and for the public service (ex. intranet).

Priorities (2025-26)

- Ensure effective implementation of the government-wide workplan on shared priorities as outlined in the Partnership Declaration with Nunavut Tunngavik Incorporated.
- Maintain a Government of Nunavut calendar of planned initiatives and ensure potential engagement with Nunavut Tunngavik Incorporated as outlined in the Article 32 Katujjiqatigiinni Policy.
- Conduct a review of the ATIPP Act for potential updates.

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 indigenous, circumpolar, and related international organizations. It coordinates matters related to programs and services for immigration. It is also responsible for the establishment of and support for the network of Government Liaison Officers in communities throughout Nunavut.

Objectives

- Enhance and foster strong working relationships with other governments, including provincial, territorial, federal and foreign.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations and participate in federal, provincial and territorial meetings that relate to intergovernmental affairs, Indigenous issues, Arctic and northern issues, and others.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated and Regional Inuit Organizations.
- Coordinate GN implementation of the *Nunavut Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the GN's relationship with Crown-Indigenous Relations and Northern Affairs Canada, Global Affairs Canada and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions including Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping indigenous land claims and their implementation.
- Coordinate GN positions and participation in federal, provincial, territorial, and National Indigenous Organization initiatives and meetings.
- Provide the public and all levels of government with an initial government point-of-contact in every community.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Intergovernmental Relations		541	593	593	593
<p>Intergovernmental Relations liaises with other GN departments, and territorial, provincial and federal governments. It coordinates, negotiates and work with other governments and organizations on a variety of mandated issues and priorities. Intergovernmental Relations lead preparations for intergovernmental activities such as the Northern Premiers’ Forum, Western Premiers’ Conference, Council of the Federation, First Ministers’ meetings, as well as interprovincial-territorial and bilateral activities. It also supports the Government of Nunavut’s participation in the development of FPT work.</p>					
Indigenous & Circumpolar Affairs		579	671	671	671
<p>Indigenous Affairs manages and advises on government policies and positions relating to the implementation of the <i>Nunavut Agreement</i>; the implementation of the Nunavik Inuit Land Claims Agreement, and the Eeyou Marine Region Land Claims Agreement; and the negotiation of the two Denesuline overlap agreements in Nunavut. It also coordinates, advises, and/or works with relevant GN departments on federal-provincial-territorial initiatives pertaining to Indigenous issues such as the National Inquiry into Missing and Murdered Indigenous Woman and Girls, as well as relations with the federal, provincial and territorial governments on other Indigenous issues as they arise. 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. It serves the GN by being point-of-contact for the development and implementation of Canada’s Arctic and Northern Policy Framework.</p>					
Government Liaison		3,647	3,782	3,782	3,782
<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.</p>					
Immigration		-	147	147	147
<p>The office will lead and support the creation and delivery of immigration and related programs and services in Nunavut.</p>					
Protocol		300	300	300	300
<p>Protocol provides organizational support and first point-of-contact services for visits from foreign dignitaries and government officials. Protocol also provides advice on international protocol practices, visits, table of precedence, the diplomatic and consular corps, titles, flag etiquette, symbols, ceremonial dress, and customs. Protocol is also responsible for the development of territorial protocol and procedures to be followed at events organized by the territorial government.</p>					
Total, Intergovernmental Affairs		5,067	5,493	5,493	5,493

Priorities (2022-23)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
Status: The department coordinates and participates in Nunavut Implementation Panel meetings, which are held four times a year, to monitor and discuss implementation activities of the Nunavut Agreement. Negotiations have begun on the 2023-2033 Nunavut Agreement Implementation Contract renewal and an independent review of Nunavut Agreement Article 23.
- Explore options to strengthen the central coordination of intergovernmental affairs for the Government of Nunavut.
Status: Intergovernmental Relations has been engaging with policy shops within departments on files of concern for the department. Intergovernmental Relations also participates on the Policy Officials Committee.
- Establish strategic partnerships with Inuit organizations and federal/provincial/territorial governments to meet the needs of our communities and advance the goals and aspirations of Nunavummiut.
Status: Intergovernmental Relations participate on numerous federal/provincial/territorial (FPT) fora and are working on creating a position that will lead FPT tables for the Government of Nunavut. The department also provides annual funding support to the Inuit Circumpolar Council, Arctic Council's Sustainable Development Working Group, and the Arctic Inspiration Prize.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
Status: The Government Liaison Officer Program provided ongoing support to Government of Nunavut to serve Nunavummiut with information on all government programs including motor vehicle services. The Officers are bilingual and act as delivery agents for 3rd party funding. The Government Liaison Officers assisted with the delivery of information related to federal programs.
- Coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.
Status: Premier has attended the Council of the Federation 2022 summer meeting and the Northern Premiers' meeting in spring of 2022.
- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of circumpolar, Indigenous affairs and other intergovernmental meetings.
Status: The department coordinates the government's attendance at various fora with Inuit organizations under Katujjiluta, and advances Nunavut's interest under Canada's Arctic and Northern Policy Framework. The GN will begin participations in a renewed Federal-Provincial-Territorial-Indigenous Forum.

- Continue to actively participate on the Implementation Committees of the Nunavik Inuit Land Claims Agreement and Eeyou Marine Region Land Claims Agreement, and in the finalization of Denesuline overlap treaties in the Kivalliq their implementation plans, and subsequent Nunavut Agreement amendments.

***Status:** The department works with legal counsel from the Department of Justice, and with input from relevant GN departments and guidance from Premier and Cabinet, to participate in the negotiations for the finalization of the Athabasca Denesuline and Ghotelnene K'odtineh Dene out-of-court settlement agreements. The department also holds a seat on the Implementation Committees for the Eeyou Marine Regional Land Claims Agreement and Nunavik Inuit Land Claims Agreement.*

Priorities (2023-24)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Implement initiatives to strengthen the central coordination of intergovernmental affairs for the Government of Nunavut.
- Continue to nurture strategic partnerships with Inuit organizations and federal/provincial/territorial governments to meet the needs of communities and advance the goals and aspirations of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.
- Continue to actively participate in intergovernmental fora at the executive level and officials' level in the areas of circumpolar, Indigenous affairs and other intergovernmental meetings.
- Continue to actively participate on the Implementation Committees of the Nunavik Inuit Land Claims Agreement and Eeyou Marine Region Land Claims Agreement, and in the finalization of Denesuline overlap treaties in the Kivalliq their implementation plans, and subsequent Nunavut Agreement amendments.

Priorities (2024-25)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Continue to nurture strategic partnerships with Inuit organizations and federal/provincial/territorial governments and to advance the goals and aspirations of Nunavummiut.

- Provide enhanced one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Continue to coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.
- Chair and host the Northern Premiers' Forum in Nunavut, in 2024.
- Continue to actively participate in intergovernmental fora at the executive level and officials' level in the areas of circumpolar, Indigenous affairs and other intergovernmental meetings.
- Continue to actively participate on the Implementation Committees of the *Nunavik Inuit Land Claims Agreement* and *Eeyou Marine Region Land Claims Agreement*, and in the finalization of Denesuline overlap treaties in the Kivalliq their implementation plans, and subsequent Nunavut Agreement amendments.

Priorities (2025-26)

- Provide government-wide coordination to ensure the government fulfills its obligations under the Nunavut Agreement.
- Continue to nurture strategic partnerships with Inuit organizations and federal/provincial/territorial governments and to advance the goals and aspirations of Nunavummiut.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Continue to coordinate Premier's attendance and participation at national and regional meetings such as Council of the Federation, Western Premiers' Conference, Northern Premiers' Forum, and First Ministers' meetings.
- Continue to actively participate in intergovernmental fora at the executive level and officials' level in the areas of circumpolar, Indigenous affairs and other intergovernmental meetings.
- Continue to actively participate on the Implementation Committees of the *Nunavik Inuit Land Claims Agreement* and *Eeyou Marine Region Land Claims Agreement*, and if finalized, the two Denesuline agreements.

Devolution Secretariat

The Devolution Secretariat leads the GN's preparation for and participation in negotiations with the Government of Canada and Nunavut Tunngavik Incorporated towards the conclusion of a Devolution Agreement. The transfer of administration and control of Crown lands, rights in respect

of waters, and resources in Nunavut is a priority of the GN and essential for the territory’s long-term political and economic development. The Devolution Secretariat will also be responsible for coordinating the implementation of a final agreement.

Objectives

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

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Devolution Secretariat		2,695	2,712	2,712	2,712
The Devolution Secretariat leads the GN’s preparation for and participation in negotiations with the Government of Canada and Nunavut Tunngavik Incorporated towards the conclusion of a devolution agreement.					
Total, Devolution Secretariat		2,695	2,712	2,712	2,712

Priorities (2022-23)

- Continue or complete, as required, the negotiations for a final devolution agreement and direct and coordinate devolution implementation for the Government of Nunavut.

***Status:** Negotiations are progressing well. Completion timeline is influenced by the Government of Canada’s required consultation processes with impacted (neighbouring) Indigenous Groups.*

Priorities (2023-24)

- Complete, as required, the negotiations of a Devolution Agreement and/or subsequent agreements resulting from the Devolution Agreement, and direct and coordinate devolution implementation for the Government of Nunavut. Prepare for negotiations of any subsequent agreements (e.g. offshore).

Priorities (2024-25)

- Lead the negotiations of any subsequent agreements resulting from the Devolution Agreement, as required; direct and coordinate devolution implementation for the Government of Nunavut to prepare for the transfer date.

Priorities (2025-26)

- Continue or complete negotiations of any subsequent agreements, as required; direct and coordinate devolution implementation for the Government of Nunavut to prepare for the transfer date.

Financial Summary

Branch	2022-2023 Main Estimates		2023-2024 Main Estimates		2024-2025 Planned		2025-2026 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	3,748	26.0	2,890	17.0	2,890	17.0	2,890	17.0
Grants & Contributions	-		-		-		-	
Other O&M	1,876		936		936		936	
Subtotal	5,624		3,826		3,826		3,826	
Strategic Planning								
Compensation & Benefits	2,780	24.0	3,793	32.0	3,711	30.0	3,711	30.0
Grants & Contributions	-		-		-		-	
Other O&M	116		116		116		116	
Subtotal	2,896		3,909		3,827		3,827	
Nunavut Cabinet								
Compensation & Benefits	3,454	20.0	3,945	21.0	3,945	21.0	3,945	21.0
Grants & Contributions	-		-		-		-	
Other O&M	1,578		1,735		1,735		1,735	
Subtotal	5,032		5,680		5,680		5,680	
Commissioner of Nunavut								
Compensation & Benefits	187	1.0	203	1.0	203	1.0	203	1.0
Grants & Contributions	10		10		10		10	
Other O&M	138		138		138		138	
Subtotal	335		351		351		351	
Intergovernmental Affairs								
Compensation & Benefits	4,193	37.0	4,564	38.0	4,564	38.0	4,564	38.0
Grants & Contributions	250		325		325		325	
Other O&M	624		604		604		604	
Subtotal	5,067		5,493		5,493		5,493	
Devolution Secretariat								
Compensation & Benefits	1,820	10.0	1,837	10.0	1,837	10.0	1,837	10.0
Grants & Contributions	-		-		-		-	
Other O&M	875		875		875		875	
Subtotal	2,695		2,712		2,712		2,712	
Total	21,649	118.0	21,971	119.0	21,889	117.0	21,889	117.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Executive and Intergovernmental Affairs	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	97		97	
Total Filled Positions	56	58%	69	71%
Total Vacancies	41	42%	28	29%
Total Inuit	44	79%	58	84%
Total Executive Positions	5		4	
Total Filled Executive Positions	3	60%	3	75%
Total Vacant Executive Positions	2	40%	1	25%
Total Inuit in Executive Positions	3	100%	3	100%
Total Senior-Management Positions	8		11	
Total Filled Senior-Management Positions	6	75%	9	82%
Total Vacant Senior-Management Positions	2	25%	2	18%
Total Inuit in Senior-Management Positions	4	67%	5	56%
Total Middle-Management Positions	9		10	
Total Filled Middle-Management Positions	4	44%	7	70%
Total Vacant Middle-Management Positions	5	56%	3	30%
Total Inuit in Middle-Management Positions	3	75%	6	86%
Total Professional Positions	32		36	
Total Filled Professional Positions	13	41%	17	47%
Total Vacant Professional Positions	19	59%	19	53%
Total Inuit in Professional Positions	7	54%	12	71%
Total Paraprofessional Positions	7		5	
Total Filled Paraprofessional Positions	3	43%	4	80%
Total Vacant Paraprofessional Positions	4	57%	1	20%
Total Inuit in Paraprofessional Positions	2	67%	3	75%
Total Administrative Positions	36		31	
Total Filled Administrative Positions	27	75%	29	94%
Total Vacant Administrative Positions	9	25%	2	6%
Total Inuit in Administrative Positions	25	93%	29	100%

Note: The department will receive funding for a total of 119 PYs in 2023-24. Of this total, 22 are excluded from the EIA Chart: 21 Cabinet Staff, and 1 Commissioner of Nunavut Staff.

Capacity

As of September 30, 2022, 79% of total 56 filled positions were held by Nunavut Inuit. This is a 5% increase from the 74% Inuit representation in September 2021. The goal of the department in the coming year is to increase the Inuit representation to 84% with an increase in capacity from 58% to 71% by March 31, 2024. The 84% target would be reached with 58 out of 69 positions filled by Inuit.

It was a challenging year with respect to staffing. The department's focus is to retain or increase Inuit employment percentages by recognizing our middle management and professional level Inuit employees who would like to move up to our senior and executive level team as well as middle management categories, by providing professional development agreements supported with training plans. The department will continue to run the competitive process to fill the vacancies that are left as a result of our Inuit employees moving into more senior positions.

Inuit Employment Plans

As of September 2022, the department's capacity was 58% and Inuit employment at 79%. Inuit representation was higher in departmental positions located in communities outside Iqaluit at 92%, in contrast to 68% Inuit employment in positions located in Iqaluit.

The department's vacancies are partly addressed through the use of casual employees and relief workers. As of September 2022, EIA had 10 casuals, 8 of which are Inuit.

Inuit representation in the department has been consistently higher in Administrative Support and Paraprofessional employment categories. EIA maintains higher Inuit representation in these employment categories than the GN mainly due to the Government Liaison Officers which reside in each community and are restricted to Nunavut Inuit.

Priorities 2022-23

- Ensure that vacant positions are filled with Nunavut Inuit.
Status: The department continues to prioritize Inuit when filling indeterminate and casual positions. Eight out of 10 casuals are Inuit as of September 30, 2022. We just hired one Inuk indeterminate staff as Administrative Services Manager, and three Inuit Indeterminate Government Liaison Officers in Pangnirtung, Coral Harbour, and Nauyasat. We are planning to direct appoint two Inuit; one as HR Coordinator, and another as Finance Officer. Priority hiring is encouraged among senior managers.
- Evaluate vacant positions within decentralized communities to attract local Nunavut Inuit by creating learning plans to support growth within the department.
Status: We continue to evaluate the vacant positions and encourage Inuit Casuals to take advantage of the training provided by Department of Human Resources. We continue to support Inuit employees career advancement by putting them in acting managerial assignment.
- Continue to support learning plans and create opportunities for Nunavut Inuit for career laddering with the department either through internal assignments or through professional development.
Status: We support training plans for all Inuit staff. We have supported an Inuk employee in her desire to obtain a four-year degree through the Amaqtaarniq Education Leave program. We also have one senior manager in the Inuit Executive Career Development Program /Inuit Leadership Management Program; a GLO officer in an Advanced Policy Training program; and one Inuk in Career Broadening Program. We continue to support Inuit employees in their educational pursuits to expand opportunities and increase their representation in management role in government.

- Review and update the revised departmental Inuit Employment Master Plan with short, medium, and long-term targets and supporting actions.
Status: We continue to update the Inuit Employment Plan Progress Report with the departmental comments on progress and the status of action plan goals.
- Help ensure Inuit Qaujimajatuqangit (IQ) and Inuit Societal Values (ISV) principles are observed and implemented.
Status: The department has recently hired an Inuk Administrative Service Manager to lead in coordinating, planning, and managing social events such as the implementation of the IQ Programs in the department. We promote cultural awareness in the workplace.
- Continue to work on the removal of barriers such as housing and education requirements in order to increase Nunavut Inuit within the workplace.
Status: We have supported an Inuk employee in her desire to obtain a four-year degree through the Amaaqtaarniq Education Leave program. We also have one senior manager in the Inuit Executive Career Development Program /Inuit Leadership Management Program; a GLO officer in an Advanced Policy Training program; and one Inuk staff in Career Broadening Program. We continue to support Inuit employees in their educational pursuits to expand opportunities and increase their representation in management role in government.

Priorities 2023-24

- Retain Inuit employees in the department by ensuring a healthy and respectful workplace environment for Inuit and non-Inuit employees.
- Ensure that Inuit employment is priority in EIA by incorporating Inuit employment goals into managers performance plans.
- Enable career development through the design of organizational structures and jobs. The department can develop “stepping stones” to support career development.
- Maintaining the departmental IEP up-to-date through retention strategies and the recruitment of Inuit into positions.

Department of Finance

Business Plan

2023-2026

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CORE BUSINESS

The Department of Finance operates across four branches:

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Corporate Management	4,576	4,496	4,496	4,496
Fiscal Management	6,201	6,580	6,580	6,580
Comptrollership	20,366	24,066	24,497	24,497
Centrally Administered Funds	71,810	73,144	73,144	73,144
TOTAL	102,953	108,286	108,717	108,717

Katujjiluta Mandate Priorities

As a central agency, the Department of Finance broadly supports Katujjiluta through financial review, analysis and budgeting recommendations aimed at implementing mandate objectives.

The department will provide specific support for the following mandate commitments of the 6th Legislative Assembly:

- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services.

Corporate Management

The Corporate Management Branch supports the Minister of Finance and provides overall management and direction to the Department of Finance. The Branch is responsible for ensuring other branches and divisions are meeting their mandates by overseeing, guiding and coordinating department activities.

Corporate Management is carried out by the Directorate, which includes the offices of the Deputy Minister, Assistant Deputy Minister, Comptroller General, and the Assistant Comptroller General, as well as the Corporate Policy division.

The Branch is responsible for coordinating strategic planning, leading the development of legislation and policy, communications, liquor and cannabis management, liaising with and providing assistance to public agencies, as well as providing direct support services to the Nunavut Liquor and Cannabis Board.

Objectives

- Provide a financial leadership role to all deputy heads across the Government of Nunavut.

Department of Finance

- Provide liaison, assistance and guidance to public agencies.
- Provide leadership and support to branches and divisions to ensure that *Katujjiluta* priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Directorate		1,936	1,986	1,986	1,986
Led by the Deputy Minister, the senior leadership of the department includes the Comptroller General, the Assistant Deputy Minister, and the Assistant Comptroller General. Working together, these individuals provide leadership, monitor department goals and objectives, and ensure the department fulfills its mandate.					
Corporate Policy		2,640	2,510	2,510	2,510
Corporate Policy supports and liaises with the Minister's office, and manages overall communications, including maintaining the departmental website. The division is also responsible for legislation and policy development for the department, coordinates Finance's central agency review of Cabinet submissions, and leads liquor and cannabis management and enforcement. Corporate Policy also manages the <i>Access to Information and Protection of Privacy Act</i> process for the Department of Finance and leads the department's Inuit societal values initiatives.					
The Corporate Policy division advises the Minister of Finance with respect to public agencies and assumes an operational role with respect to liaising with and providing assistance to public agencies in Nunavut, as well as providing direct support services to the Nunavut Liquor and Cannabis Board.					
Total, Corporate Management		4,576	4,496	4,496	4,496

Priorities (2022-23)

- Undertake a review of the Nunavut Household Allowance program as a tool to encourage employees to move from Government of Nunavut staff housing into private market rental units or homes of their own.
Status: Deferred to 2023-2024.
- Develop an updated and comprehensive communications strategy for the Department of Finance.
Status: Finance reviews and updates its departmental communications strategy on an on-going basis to identify areas for improvement and is participating in government-wide communications initiatives such as transitioning to a new GN website.
- Work with GN departments and agencies to complete an internal review of the *Liquor Act* and prepare for external stakeholder consultations.
Status: Work on the Liquor Act review is proceeding as scheduled. Finance is developing materials for internal consultations with GN departments and agencies. These will serve as a foundation for external and public consultations set to begin in 2023-24.

- Explore various electronic inspection methods that would increase efficiency of liquor and cannabis inspections.
Status: Finance reviewed available digital collaboration tools and found that the additional costs of digital tools are not justified at this time.
- Introduce improvements to liquor import permit forms, process and regulations, including exploring electronic payment option for selling liquor permits online.
Status: Finance will be introducing territory-wide liquor import limits and is working with the Department of Justice to develop regulations for the new import limits, as well as increasing the cost of permits and changes to forms. This work is on schedule and Finance anticipates implementing the improvements this fiscal year.
- Develop and establish criteria, in consultation with the departments of Executive & Intergovernmental Affairs and Culture & Heritage, for evaluating vulnerable population considerations in funding allocation processes and planning forecasts (e.g., business cases for 3-Year-Forecasts).
Status: A section for “Gender-Based Analysis (GBA+) and Impacts on Vulnerable Populations Considerations” was added to the business case template for the GN’s internal 3-Year Forecast process. As GBA+ is an emerging field of policy analysis, Finance is looking to approaches developed by stakeholders on Inuit-specific methods of GBA+ analysis for best practices and methodologies to incorporate into financial considerations.
- Work with Executive and Intergovernmental Affairs to develop a website with up-to-date information on public agencies and their boards, including upcoming board vacancies and applications.
Status: Work to create a new website to advertise board vacancies has been postponed until the Manager of Public Agencies position at Finance has been filled, and they can work with EIA to develop a webpage on the new GN website.

Priorities (2023-24)

- Work closely with the departments of Community and Government Services (CGS), Economic Development and Transportation (EDT), and Human Resources to develop options related to the realignment of EDT and CGS.
- Establish formal memoranda of understanding between all territorial corporations and the Government of Nunavut to ensure efficient and effective administration of operations.
- Engage in stakeholder and targeted community consultations informed by the internal review of the *Liquor Act* and begin the legislative amendment processes.
- Facilitate/host a Public Agency Conference in Iqaluit to offer training, skills development and networking opportunities for board members.
- Begin the legislative review of the Nunavut *Cannabis Act* required five years after its Assent, while also participating in and monitoring the outcomes of the federal cannabis legislative

review occurring at the same time.

- Review the Nunavut Household Allowance program as one of the tools to encourage employees to move from Government of Nunavut staff housing into private market rental units or homes of their own.

Priorities (2024-25)

- Explore improved alcohol beverage service training and testing for servers in licensed premises, including electronic training and tracking tools.
- Undertake a review of current Public Agency contribution agreements with the Government of Nunavut, with the aim of creating standardized agreements.
- Implement changes to the Nunavut Household Allowance program based on the results of the review.

Priorities (2025-26)

- Explore ways to better collect and use data across Government of Nunavut departments and stakeholders to monitor and assess impacts of liquor and cannabis legislation and policy on Nunavummiut.
- Explore options for improving public agency reporting requirements.

Fiscal Management

The Fiscal Management Branch is organized across three divisions: Fiscal Policy, Expenditure Management, and Corporate Services. Together, they support the responsible management of public money by helping the government coordinate and implement financial plans and decisions. The branch also supports the day-to-day operations of the Department of Finance and oversees the Nunavut Liquor and Cannabis Commission.

Objectives

- Support the Minister of Finance and the Financial Management Board so they may make informed decisions about the best use of public resources.
- Provide timely, objective, and expert advice on matters of fiscal importance.
- Administer Nunavut's tax system with knowledge, diligence, and fairness, by enforcing legislation, reviewing and developing tax policy and rates, and delivering related programs.
- Administer Nunavut's *Insurance Act* to govern the insurance industry and protect Nunavummiut.
- Support the operations of the department.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Fiscal Policy		2,243	2,318	2,318	2,318
Two sections make up the Fiscal Policy Division. The Fiscal and Economic Policy section forecasts revenues, manages the GN's credit rating, monitors Nunavut's overall fiscal and economic health, and represents the Government of Nunavut to other Canadian governments on several fiscal and economic initiatives. The Taxation and Insurance section administers the territory's tax system by enforcing tax legislation, developing tax policy and rates, and delivering related programs. The section also regulates the territory's insurance industry by licensing insurance professionals and companies.					
Expenditure Management		1,995	2,210	2,210	2,210
Expenditure Management advises and supports the Minister of Finance, the Financial Management Board, departments, and public agencies. The division coordinates the Government of Nunavut's budget development processes, including capital planning. Through its treasury function, the division forecasts cash flow requirements and invests surplus cash.					
Corporate Services		1,963	2,052	2,052	2,052
Corporate Services supports the department's day-to-day operations by providing a range of financial, administrative, and human resource services. The division works with directors to develop and manage the department's budgets, including those it administers centrally, and oversees the Government's insurance portfolio through its risk management function.					
Total, Fiscal Management		6,201	6,580	6,580	6,580

Priorities (2022-23)

- Publish a mid-year update of the Government's fiscal position and key indicators.
Status: A mid-year update is in the final stage of drafting. Once complete, it will be shared internally and then made available to the public on Finance's website.
- Review the *Tobacco Tax Act* and the *Petroleum Products Tax Act* for potential updates.
Status: Finance completed a review of the Petroleum Products Tax Act and intends to introduce amendments in 2023-24, including renaming the Act as the Fuel Tax Act. Finance will be reviewing the Tobacco Tax Act in late 2022-23 to recommend possible legislative amendments in 2023-24.
- Introduce a *Liquor Tax Act* to align with the review of the *Liquor Act*.
Status: Bill 4 - the Liquor Tax Act – received assent on November 8, 2022.
- In collaboration with the Qulliq Energy Corporation, review the *Nunavut Electricity Subsidy Program* for residential and commercial customers.
Status: Finance provided supporting materials and statistical analysis on the Nunavut Electricity Subsidy Program as part of the QEC General Rate Application in 2022.

Department of Finance

- Formalize the GN's approach to managing its treasury (cash, investments, debt, etc.).
Status: Finance has worked with our banking partners to develop a framework to guide our investing activities. We have developed early drafts of investment policies and identified potential legislative changes required to expand the suite of investment options available.
- Promote the role and services of the risk management function to client departments.
Status: Vacant positions in the Risk Management section are currently posted for staffing. As an important operational function of government, risk management is actively promoted internally through interdepartmental working groups, and through our delivery of risk management services and advice to client departments.
- Pursue the digitization and electronic management of departmental financial and HR records.
Status: The new Enterprise Resource Planning system may digitize and automate these functions. Departmental needs will be reviewed during the implementation of the new system.
- Review the Government of Nunavut's Carbon Rebate Program and determine if any changes are necessary.
Status: Due to changes in the federal carbon pricing regime, Nunavut was forced to cancel the Nunavut Carbon Rebate Program. Finance will introduce amendments to the Income Tax Act to create a new refundable tax credit for individuals to replace the Nunavut Carbon Rebate Program.

Priorities (2023-24)

- Modernize the Government of Nunavut's insurance / risk management information system.
- Finalize treasury-related policies and any necessary legislative amendments for introduction.
- Review and consider potential updates to the *Borrowing Authorization Act*.
- Support the roll out of the Enterprise Resource Planning system.
- Introduce amendments to the *Petroleum Products Tax Act*, including renaming the Act as the *Fuel Tax Act*.
- Complete the review of the *Tobacco Tax Act*.
- Pursue the digitization and electronic management of historic Financial Management Board records.
- Implement new carbon revenue recycling program to replace the Nunavut Carbon Rebate (NCR).

Priorities (2024-25)

- Modernize the Government of Nunavut's tax database and related technology in the context of Enterprise Resource Planning.

- Pursue the digitization and electronic management of tax records.
- Support the roll-out of the Enterprise Resource Planning system.
- Review and improve the enforcement of tax legislation.

Priorities (2025-26)

- Modernize the Government of Nunavut’s licensing system for insurance providers.

Nunavut Liquor and Cannabis Commission

The Nunavut Liquor and Cannabis Commission (NULC) is a public agency established under the *Liquor Act* and authorized by the *Cannabis Act* to sell and distribute liquor and cannabis products in Nunavut. Due to its operational mandate and unique budgetary requirements, the Commission operates within a revolving fund, separate from usual government operations and budgets. For details on the NULC’s budget see the Public Agencies section of the Main Estimates.

Priorities (2022-23)

- Begin the process to provide local access to lower-alcohol content products (such as beer, wine, ciders and coolers) in Cambridge Bay.
Status: NULC is researching an agency store model appropriate for Cambridge Bay to begin retailing lower alcohol content beverages in their community.
- Research and develop agency store agreements to explore new ways to serve smaller communities.
Status: NULC is researching and developing agency store models that can be used to serve smaller communities that choose to have local access to lower-alcohol content products.
- Take steps to further implement recommendations from the “Halting the Harm” report relating to the responsible sales of liquor.
Status: NULC is working with Finance to implement changes related to the sale of liquor import permits, including new territorial daily limits, and new import forms and fees.
- Promote and implement the Ujjiqsuqta Community Grants and Contribution policy and funding to community organizations in an effort to broaden harm reduction initiatives and promote public education initiatives at the local level.
Status: NULC budgeted \$290,000 in funding for community groups, schools and organizations through its Ujjiqsuqta Community Grants and Contribution policy and continues to review and receive proposals.
- Modernize the Nunavut Liquor and Cannabis Commission’s approach to procurement.
Status: NULC, in cooperation with CGS, implemented new measures during the 2022-23 sealift season, including focused tracking on proof of deliveries, stronger receiving procedures and

location-specific purchase order segregation, to improve and modernize procurement approaches.

Priorities (2023-24)

- Develop an operations manual to support the Nunavut Liquor and Cannabis Commission's operations and improve the employee onboarding process.
- Take steps to reduce the environmental footprint of the Nunavut Liquor and Cannabis Commission.

Priorities (2024-25)

- Review the Ujjiqsuqta Grants and Contributions Policy and recommend any changes or expiration of the program.

Priorities (2025-26)

- Modernize the Commission's inventory management system to better track and control liquor products.

Comptrollership

The Comptrollership Branch includes: Internal Audit Services; Financial Systems Management; Financial Reporting and Controls; Financial Operations; Compensation and Benefits; Business Transformation and Development; and Regional Operations.

Together, these divisions design, maintain, and implement the financial framework, rules, procedures, and systems that enable departments to deliver the Government of Nunavut's mandates with accountability. Among its responsibilities, the branch administers employee pay, manages revenue collections, develops and maintains core financial and administrative systems, establishes and manages the form and content of the financial records, and prepares the Public Accounts.

Objectives

- Develop, operate, maintain and monitor the government-wide accountability framework, financial information systems and related processes, and provide accounting and financial operations support services to Government of Nunavut departments and public agencies.
- Ensure that the Financial Administration Manual is current and responds to the needs of users.
- Ensure sound financial decision making throughout the Government of Nunavut through the provision of timely, accurate and meaningful financial management tools.
- Produce the annual Public Accounts in compliance with statutory requirements.
- Conduct various types of audit engagements to assist the departments and public agencies in the effective discharge of their responsibilities by providing independent and objective assurance and advisory services.

- Provide professional payroll and benefits services to employees.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Financial Operations		3,312	3,237	3,237	3,237
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Financial Operations provides leadership in accounting support services to Government of Nunavut departments and public agencies to ensure the accuracy, compliance and confidentiality of accounting records. The division also provides 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 the central coordination of the employee relocation process.

Financial Reporting and Controls		1,797	1,806	1,806	1,806
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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.

Financial Systems Management		2,772	6,374	6,374	6,374
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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 Free Balance, e-Personality, Access Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Internal Audit Services		1,071	1,177	1,177	1,177
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Internal Audit Services supports Government of Nunavut departments and public agencies by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. Internal Audit Services activity helps the Government of Nunavut accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of Government of Nunavut policies, practices, procedures, and controls and makes recommendations for improvements.

Compensation and Benefits		3,661	3,803	4,234	4,234
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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

Department of Finance

Management.

Regional Operations	6,748	6,629	6,629	6,629
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Regional Operations manages accounts payable, accounts receivable, collection activities, account reconciliation and the payroll and benefit services to the Government of Nunavut's decentralized offices located in Cambridge Bay, Rankin Inlet and Igloolik. The program performs regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

Business Transformation and Development	1,005	1,040	1,040	1,040
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The division is responsible for developing, implementing, coordinating, and managing transformational changes to the Government of Nunavut's core financial processes and administrative systems. In particular, the division supports the multi-year roll-out of the Enterprise Resource Planning (ERP) system and related changes to government processes.

The division is also responsible for designing and delivering training and development activities to build financial capacity across the government, with an emphasis on increasing Inuit participation in financial careers. In particular, the Financial Management Development Program is a structured and supportive collection of courses designed to help employees improve their competencies related to essential skills, leadership, and financial management.

Total, Comptrollership	20,366	24,066	24,497	24,497
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Priorities (2022-23)

- Collaborate with all departments to develop a comprehensive Accounts Receivable collection strategy.
Status: The Accounts Receivable Working Group was re-established and Finance is currently working on tools (manual, process documents, templates) to assist departments in their collection efforts.
- In collaboration with the Department of Health, develop an employee survey for employee medical travel to help improve effective delivery of the benefit and to reduce controllable expenses.
Status: Deferred to 2023-24.
- Roll out the Financial Management Development Program.
Status: Initial courses were redesigned and grouped into modules that together address core financial concepts in a GN-specific context. A course about the foundations of financial management within the GN is expected to be launched by year end.
- Procure an Enterprise Resource Planning system.
Status: The Government of Nunavut is on track to select a vendor for the Enterprise Resource Planning platform by the end of 2022.

- Implement an electronic signature system for the Government of Nunavut.
Status: Contract negotiations with a system provider have been finalized. Standardized process workflows and training materials are being developed to facilitate acceptable use of electronic signatures on financial documents. The Financial Administration Manual Directive 802-1 Financial Signing Authorities will be updated accordingly.
- Review and revise the Government of Nunavut’s approach to honoraria payments under Financial Administration Manual Directive 810: Honoraria.
Status: Financial Administration Manual Directive 810: Honoraria was revised and approved by FMB. The new honoraria rates are effective January 1, 2023.
- Update the Government of Nunavut’s approach to grants and contributions, through a review of Financial Administration Manual Directive 801: Grants & Contributions.
Status: Finance has completed its internal review of this directive and is consulting with departments to ensure that the directive will support departmental initiatives under Katujjiluta.
- Conduct an operational review of the Internal Audit Division and its functions.
Status: An operational review of the Internal Audit Division is underway. The transition to an Enterprise Resource Planning platform will impact audit methodology and approach.

Priorities (2023-24)

- Develop a strategy to link existing public service training with financial management training activities.
- In consultation with the Department of Health, develop an employee survey for employee medical travel to guide improvements in program delivery.
- Initiate GN-wide review of Specimen Signature records.
- Develop a program to support professional finance and accounting designations for new and existing employees across government.
- Roll out the Enterprise Resource Planning system with increasing focus on training, testing, design, and implementation.

Priorities (2024-25)

- Finalize implementation of the Enterprise Resource Planning platform and begin transition towards long-term operations (“sustainment”).
- Explore opportunities to expand e-commerce and payment methods.

Priorities (2025-26)

- Undertake an internal assessment of improvements to the GN’s overall financial capacity since the implementation of the Enterprise Resource Planning platform.

Centrally Administered Funds

Through its Centrally Administered Funds Branch the Department of Finance pays for various Government of Nunavut-wide programs.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Employee Benefits		42,010	42,423	42,423	42,423
Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, employee medical travel, and other benefits for Government of Nunavut employees.					
Government of Nunavut Insurance		10,100	10,100	10,100	10,100
Government of Nunavut Insurance, which provides liability insurance coverage for Government of Nunavut activities and assets, is a component of the Government of Nunavut's risk management function.					
Energy Subsidies		17,600	18,521	18,521	18,521
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; it also includes the Nunavut carbon revenue recycling programs.					
Nunavut Child Benefit		2,100	2,100	2,100	2,100
Nunavut Child Benefit is a non-taxable amount paid monthly to qualifying families with children under 18 years of age, which is funded fully by Nunavut.					
Total, Centrally Administered Funds		71,810	73,144	73,144	73,144

Financial Summary

Branch	2022/23		2023/24		2024/25		2025/26	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	3,636	20.0	3,546	20.0	3,546	20.0	3,546	20.0
Grants & Contributions								
Other O&M	940		950		950		950	
Subtotal	4,576		4,496		4,496		4,496	
Fiscal Management								
Compensation & Benefits	5,713	74.0	5,920	76.0	5,920	76.0	5,920	76.0
Grants & Contributions								
Other O&M	488		660		660		660	
Subtotal	6,201		6,580		6,580		6,580	
Comptrollership								
Compensation & Benefits	18,303	137.0	18,347	137.0	18,778	137.0	18,778	137.0
Grants & Contributions								
Other O&M	2,063		5,719		5,719		5,719	
Subtotal	20,366		24,066		24,497		24,497	
Centrally Administered Funds								
Compensation & Benefits	17,060		17,619		17,619		17,619	
Grants & Contributions	19,700		20,621		20,621		20,621	
Other O&M	35,050		34,904		34,904		34,904	
Subtotal	71,810		73,144		73,144		73,144	
Total	102,953	231.0	108,286	233.0	108,717	233.0	108,717	233.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Finance	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	230		233	
Total Filled Positions	150	65%	185	79%
Total Vacancies	80	35%	48	21%
Total Inuit	66	44%	84	45%
Total Executive Positions	4		4	
Total Filled Executive Positions	4	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	13		12	
Total Filled Senior-Management Positions	11	85%	11	92%
Total Vacant Senior-Management Positions	2	15%	1	8%
Total Inuit in Senior-Management Positions	0	0%	1	9%
Total Middle-Management Positions	30		31	
Total Filled Middle-Management Positions	28	93%	26	84%
Total Vacant Middle-Management Positions	2	7%	5	16%
Total Inuit in Middle-Management Positions	6	21%	6	23%
Total Professional Positions	50		50	
Total Filled Professional Positions	25	50%	34	68%
Total Vacant Professional Positions	25	50%	16	32%
Total Inuit in Professional Positions	6	24%	7	21%
Total Paraprofessional Positions	87		90	
Total Filled Paraprofessional Positions	56	64%	74	82%
Total Vacant Paraprofessional Positions	31	36%	16	18%
Total Inuit in Paraprofessional Positions	29	52%	45	61%
Total Administrative Positions	46		46	
Total Filled Administrative Positions	26	57%	36	78%
Total Vacant Administrative Positions	20	43%	10	22%
Total Inuit in Administrative Positions	25	96%	25	69%

Inuit Employment Plan

Capacity

As of September 30, 2022, the department is at 44% Inuit representation. Of 230 total positions (including positions based within the Nunavut Liquor and Cannabis Commission), 66 are filled by Inuit and 80 (35%) positions are vacant.

For March 31, 2024, Inuit Employment Target Positions will be a total of 84.

Priorities (2022-23)

- Promote the Financial Management Development Program to help Inuit within the Department and across the GN acquire and develop transferable skills related to financial management.
Status: The Financial Management Development Program has progressed slower than planned. The initial courses were redesigned, grouped into modules that together address core financial concepts in the GN's specific context. A course about the foundations of financial management within the GN is expected to be launched by year end.
- Embed specific Inuit employment goals in performance management goals for senior managers.
Status: This priority has been postponed as HR currently lacks the capacity to liaison with the Dept. of Human Resources to assess the feasibility of making changes to the GN's performance management framework.
- Develop a detailed orientation process for on-boarding new employees to the department.
Status: The Corporate Services Director, Human Resources Manager and Corporate Policy Director have had some preliminary discussions of how the Iviqtipalliajut Implementation Advisor can collaborate on on-boarding initiatives.
- Monitor, evaluate and propose program enhancements to Inuit candidate succession planning, training and internship programs within the department.
Status: The program is pending re-evaluation following a series of unsuccessful placements.
- Identify opportunities to better “ladder” the organizational structures of teams within the Department, to allow and encourage progression of Inuit employees.
Status: Work with the Department of HR to broaden awareness of HR IE Initiatives to increase Inuit employment within Finance.

Priorities (2023-2024)

- Implement advanced, executive-gear and finance-specific training opportunities to help prepare Inuit for senior management opportunities within the department.
- Update departmental Inuit Employment Plan 10-year strategic plan (2023-2033).

Department of Finance

- Contribute to the Government of Nunavut's update of the 10-year Inuit Employment Plan implementation contract (i.e., Inuit Employment Master Plan).

Priorities (2024-25)

- Develop an outreach strategy to promote finance-related careers to Nunavut youth and post-secondary students.

Priorities (2025-26)

- Position the department as an advanced education sponsor for Inuit employees wishing to pursue career specializations in finance.

Department of Human Resources

Business Plan

2023-2026

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CORE BUSINESS

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Directorate	2,682	2,889	2,930	2,930
Policy, Planning, and Communications	1,354	957	974	974
Sivumuaqatigiit	4,234	3,230	3,279	3,279
Public Service Training	4,694	6,217	6,250	6,250
Staffing	9,760	10,359	10,442	10,442
Employee Relations and Job Evaluation	3,988	3,308	3,347	3,347
Wellness	1,130	2,151	2,169	2,169
TOTAL	27,842	29,111	29,391	29,391

Katujjiluta Mandate Actions

The department is responsible for providing leadership for the following mandate commitment of the 6th Legislative Assembly:

- Review and improve the delivery of Government of Nunavut staff housing.
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities.
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.
- Work with communities and partners to extend the hours that mental health services are available.
- Develop and implement a strategic plan for Inuit language training in the public service.
- Review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.

Directorate

The Directorate provides overall management and leadership for the department in core areas including operations, strategic planning, Inuit employment planning, policy research and development, communications, financial management, budget development and monitoring, systems reporting, and human resources development ensuring that the specific goals, objectives, and priorities of the department and the government are achieved. This also includes the independent Ethics Officer, whose role is to receive and investigate allegations of wrongdoing in the public service, and make recommendations to address wrongdoing.

The Directorate ensures that Inuit societal values are reflected in the full spectrum of human resource programs and services.

Objectives

- Oversee the strategic management and operations of the department and ensure operations are consistent with organizational needs.
- Provide guidance and direction in the development of human resource strategies for the Government of Nunavut.
- Lead the development of government-wide Inuit employment initiatives, supporting the government in fulfilling its legal obligation under Article 23 of the *Nunavut Agreement*.
- Provide leadership in the development and delivery of effective and responsive human resource policies, programs, practices, and services.
- Provide sound and effective financial, systems, human resources, and administrative services.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Deputy Minister		856	953	966	966

The Deputy Minister is responsible for the effective overall direction of the department's human and financial resources, for overseeing the successful implementation of the Master Inuit Employment Plan under Article 23 of the *Nunavut Agreement*, and for directing the development and consistent application of departmental policies, priorities, standards and procedures for the delivery of human resources programs and services within the Government of Nunavut. The administrative budget for the Ethics Officer is located within the Deputy Minister's budget, but the officer is independent, and reports directly to the Minister Responsible for the *Public Service Act*.

Assistant Deputy Minister, Human Resource Operations		371	522	528	528
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The Assistant Deputy Minister provides leadership and management in employee and union relations, workplace health, safety and wellness, position development, staffing, and retention within the Government of Nunavut.

Assistant Deputy Minister, Strategic Management	345	564	571	571
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The Assistant Deputy Minister provides leadership and management in human resource planning, strategies, policies, legislation, public service training, recruitment, and increasing Inuit employment within the Government of Nunavut.

Corporate Services	1,110	850	865	865
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Corporate Services provides financial and administrative support to the Department of Human Resources. Corporate Services supports the department's day-to-day operations by providing a range of financial, administrative, and human resource services. This division provides department specific human resource support, planning and evaluation, budget development, analysis and control and departmental financial accounting and payment services. This division is responsible for developing, analyzing, and controlling the department's budget.

Total, Directorate	2,682	2,889	2,930	2,930
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Priorities (2022-23)

- Work with Nunavut Tunngavik Inc. and Government of Canada to establish the tripartite Inuit Pre-Employment Training Plan Strategy Committee.
Status: *Completed. The tripartite Inuit Pre-Employment Training Plan Strategy Committee was established consisting of executive and working group level members.*
- Review the 2013-2023 detailed departmental Inuit employment plans and initiatives to amend goals, targets, and actions to the end of 2025-2026.
Status: *Completed. Through the Inuit Employment Steering Committee, Sivumuaqatigiit Division is now leading all departments through a process to review their existing goals, targets and actions and update where needed to the end of 2026. Refreshed Inuit employment plans are anticipated to be tabled in the Legislative Assembly in 2023-24.*
- Monitor and assess human resources policies and programs to increase Inuit employment at all levels of the public service.
Status: *Staffing Review and Appeals Regulations and the related Human Resource Manual directives were amended to improve the staffing process and to remove barriers to increasing Inuit employment.*
- Begin the development of the next Government of Nunavut's Human Resource Strategy 2024-2028.
Status: *Development of the Government of Nunavut's Human Resource Strategy 2024-2028 is underway. The draft Strategy will be completed by end of the 2023 fiscal year.*

Priorities (2023-24)

- Improve the delivery of Government of Nunavut staff housing, in collaboration with Nunavut Housing Corporation.
- Finalize the Government of Nunavut's Human Resource Strategy 2024-2028.

Department of Human Resources

- Refresh the detailed departmental Inuit Employment Plans and initiatives to reach the Government of Nunavut's goals.
- Partner with Nunavut Tunngavik Inc. and Government of Canada to develop the tripartite Inuit Pre-Employment Training Plan Strategy.

Priorities (2024-25)

- Find incentives to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own, in collaboration with Nunavut Housing Corporation.
- Implement the Government of Nunavut's Human Resources Strategy 2024-2028.
- Implement the tripartite Inuit Pre-Employment Training Plan Strategy developed in partnership with Nunavut Tunngavik Inc. and Government of Canada.
- Begin development of the 2026-2033 detailed master Inuit employment plan and departmental Inuit Employment Plans and initiatives.

Priorities (2025-26)

- Focus government-wide attention on ways to increase Inuit employment in the Government of Nunavut through interdepartmental work to finalize the 2026-2033 Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives.
- Continue to implement the Government of Nunavut's Human Resources Strategy 2024-2028.

Policy, Planning, and Communications

Policy, Planning, and Communications coordinates policy and legislative development, strategic planning, business planning, and the communications function for the department. Policy, Planning and Communications also leads in the development of Ministerial briefing materials, coordinates departmental responses to *Access to Information and Protection of Privacy Act* (ATIPP) request, and leads the department's Inuit Societal values initiatives.

Objectives

- Support Directorate and the Minister of Human Resources by providing analysis and briefing materials on human resources topics and issues related to Government of Nunavut human resources.
- Develop and maintain effective and responsive human resource policies for the Government of Nunavut, with an emphasis on Inuit employment.
- Update, maintain, draft, and publish the Government of Nunavut's Human Resource Manual.

Status: *Development of the 2024-2028 Government of Nunavut Human Resource Strategy is underway and will be completed by end of the 2023 fiscal year.*

Priorities (2023-24)

- Finalize and begin implementation of the 2024-2028 Government of Nunavut Human Resource Strategy.
- Develop and implement a flexible/remote work policy.
- Work with divisions to identify, prioritize, review, and update specific human resource policies and directives to remove barriers to increasing Inuit employment at all levels of the public service and facilitate delivery of the department's mandate and priorities.
- Implement the new Collective Agreements by identifying, reviewing, and updating impacted Human Resource Manual directives and developing new directives/policies where needed.
- Draft options in support of Staffing division, Nunavut Housing Corporation, and department of Finance in exploring programs and policies to support employees to move from Government of Nunavut staff housing into affordable rental units or homes of their own.

Priorities (2024-25)

- Gather data and report on results of implementation of the 2024-2028 Government of Nunavut Human Resource Strategy.
- Work with the Department of Finance in identifying Human Resource Manual directives and policies that need re-writing and updating to facilitate the roll-out of the Enterprise Resource Plan (ERP).

Priorities (2025-26)

- Review and update Excluded Employees and Senior Managers Handbooks.
- Continue to implement the Government of Nunavut's Human Resources Strategy 2024-2028.

Sivumuaqatigiit

Sivumuaqatigiit is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the Government of Nunavut.

Sivumuaqatigiit provides support and assistance to departments in implementing their Inuit Employment Plans and offers government-wide Inuit employment training initiatives such as the Sivuliqtiksatsat Internship Program. Sivumuaqatigiit provides support and assistance to departments in the development and delivery of new training programs specifically designed for Inuit employees.

Objectives

- Increase Inuit representation in the public service by supporting and monitoring departments and territorial corporations in the development and implementation of their Inuit Employment Plans.
- Provide leadership in strategic initiatives that are intended to increase Inuit employment.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Inuit Employment Planning		1,623	1,640	1,665	1,665
Inuit Employment Planning assists departments and territorial corporations in developing and implementing their Inuit Employment Plans and provides support in human resources planning.					
Inuit Employment Initiatives		-	-	-	-
Inuit Employment Initiatives assists departments and territorial corporations in identifying and meeting training needs of Inuit employees and provides leadership in initiatives that are intended to increase Inuit employment and succession planning.					
Sivuliqtiksat		2,611	1,590	1,614	1,614
Sivuliqtiksat is an on-the-job internship program designed to increase Inuit employment in management level and specialist positions.					
Total, Sivumuaqatigiit		4,234	3,230	3,279	3,279

Priorities (2022-23)

- Continue to implement and monitor the Master Inuit Employment Plan and departmental Inuit Employment Plans to 2023.
Status: Published Towards a Representative Public Service (TRPS) report on Inuit employment statistics each quarter; conducted a biannual review of departmental progress reports on actions taken and targets met under Inuit Employment Plans; provided support and guidance to departments in implementing their plans; participated in and provided administrative support to committees that oversee implementation and administration of Inuit employment planning and funding.
- Begin evaluation of the Inuit employment initiatives to guide further enhancements to the Master Inuit Employment Plan.
Status: A review of Inuit employment initiatives was completed. The review demonstrated broad satisfaction with the delivery and impact of Sivumuaqatigiit-led Inuit employment initiatives within government, while also identifying opportunities to improve internal administration and streamline interdepartmental use of funding.
- In partnership with other Human Resources divisions, participate at trade shows and career fairs to promote employment opportunities and career paths for Inuit.

Status: *Sivumuaqatigiit participated in trade shows and career fairs alongside the Staffing, Regional Staffing and Public Service Training divisions to promote employment opportunities and career paths for Inuit.*

- Collaborate and support departments which are providing Inuit employment initiatives that will build employee capacity in their mandate priorities.

Status: *Sivumuaqatigiit supported departments to access dedicated funding for Inuit employment initiatives, including funding to the Department of Health for their Educational Upgrade Program and Basic Radiological Technician Program; funding to Nunavut Arctic College for their Nunavut Teacher Education Program, Pre-Health Program, and Practical Nursing Program; and funding to all departments to support Inuit employees to attend relevant training through the Training Travel Fund.*

Priorities (2023-24)

- Create new recruitment and promotional materials to highlight Inuit employment and career development opportunities within government.
- Support Nunavut Arctic College (and/or lead departments) to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.
- Refresh the Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives to update goals, targets and actions where needed for increasing Inuit employment to 2026 in collaboration with all departments.
- Partner with Nunavut Tunngavik Inc. and Government of Canada to develop the tripartite Inuit Pre-Employment Training Plan Strategy.

Priorities (2024-25)

- Implement the tripartite Inuit Pre-Employment Training Plan Strategy developed in partnership with Nunavut Tunngavik Inc. and Government of Canada.
- Lead the development of the 2026-33 Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives in collaboration with all departments.

Priorities (2025-26)

- Finalize the 2026-2033 Master Inuit Employment Plan and detailed departmental Inuit Employment Plans and initiatives in collaboration with all departments.

Public Service Training

The Public Service Training division coordinates public service training opportunities for Government of Nunavut employees, including a variety of training workshops, courses, information sessions and module-based programs.

Objectives

- Provide quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.
- Provide leadership and coordination for training and development activities at the regional and community level.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Public Service Training		1,782	2,305	2,338	2,338
This section, which includes the overall operational budget, designs, develops, and delivers training and development programs including orientation, courses and workshops, occupational training, and accredited learning opportunities.					
Training Programs		2,912	3,912	3,912	3,912
The Training Programs section delivers Public Service Training programs and services across Nunavut.					
Total, Public Service Training		4,694	6,217	6,250	6,250

Priorities (2022-23)

- Complete the development of an onboarding process that will support departments to orient new employees to the workplace, with the goal of increasing engagement and retention.
Status: *Completed. The Onboarding program includes checklists, and information technology, occupational health and safety, training programs, Inuit employment initiatives, the Nunavut Agreement, Nunavut's official languages, and diversity, equity and inclusion.*
- Establish an interdepartmental Training and Development Committee to report to the Department of Human Resources on employee participation in training and to explore options for centrally tracking this data in order to assist departments and territorial corporations in planning for future workforce needs.
Status: *Completed. The Committee has Terms of Reference and members. Public Service Training contributed to the design of the new Enterprise Resource Plan system that will help to track training and development data for the government.*
- In partnership with other Human Resources divisions, participate at trade shows and career fairs to promote employment opportunities and career paths for Inuit.
Status: *Completed. Participated in Government of Nunavut Career Fair in Iqaluit, the Kivalliq Trade show and the Kitikmeot Trade Show. Promoted employment along with training and development opportunities for potential Inuit employees.*

Department of Human Resources

- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.

Status: *Completed. Provided information sessions to all departments to highlight access to the Government of Nunavut Training Fund. Specialized training, wellness and language courses were also made available on the Government of Nunavut Training Calendar. Canadian Mental Health Association facilitated workshops available to all Government of Nunavut employees with the support of Public Service Training. The Government of Nunavut Training Fund supported health-related training initiatives such as the Inuit Mental Health First Aid Program.*

Priorities (2023-24)

- Complete the delivery of the Inuit Executive Career Development Program, and evaluate the outcomes of the program.
- Pilot the new onboarding process to support departments to orient new employees to the workplace, with the goal of increasing engagement and retention.
- Support the Department of Health to provide culturally- and linguistically-relevant training for staff working in continuing care facilities.
- Determine, with the Department of Health, who will be responsible for delivery (resources, vendor, etc.) of Indigenous Cultural Competency Training.
- Support the Department of Culture and Heritage to finalize the Inuktitut Language Training Strategic Plan for implementation beginning 2023-24.

Priorities (2024-25)

- Gather data and evaluate the use and effectiveness of the onboarding program, and based on the feedback, make adjustments to the program.
- Implement the Government of Nunavut Human Resource Strategy 2024-2028.

Priorities (2025-26)

- Implement the training and development objectives set out in Government of Nunavut Human Resource Strategy.

Staffing

Staffing works in collaboration with government departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the government's Inuit employment priorities. Staffing develops policies and procedures to support the competitive and non-competitive staffing function and manages centralized staffing services for the government, including the employee relocation program.

Objectives

- To promote and ensure compliance with the Priority Hiring Policy.
- To manage a fair and transparent recruitment and staffing process.
- To provide excellence in the quality and timeliness of advice and services to government departments on all recruitment and staffing matters.
- To provide leadership and coordination for the department's regional human resources planning and development activities.
- To ensure that community and regional perspectives are incorporated into departmental initiatives.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Staffing		3,486	3,087	3,124	3,124
The section manages centralized staffing processes and services for the Government of Nunavut, excluding teachers, specialized health care positions, Qulliq Energy Corporation, Nunavut Housing Corporation, and the staff of Nunavut Arctic College. This includes, screening of applications, interviews, and selections of successful candidates, reference checks, job offers, relocation services, and casual and relief employment.					
Regional Staffing		3,152	3,310	3,356	3,356
Regional Staffing delivers departmental programs and services (staffing, employee relocation, training and development, and casual and relief employment) at the regional level and coordinates referrals on other specialized human resources matters to the department's headquarters.					
Relocation		2,137	1,372	1,372	1,372
This program provides relocation services and funding of relocation of government employees, excluding teachers, specialized health care positions, Qulliq Energy Corporation, and staff of Nunavut Arctic College. The relocation program supports the staffing process.					
Summer Student Employment Equity Program		985	2,590	2,590	2,590
This program provides employment opportunities in the public sector for high school and post-secondary students to gain skills, knowledge, and abilities in areas of interest and/or study. The government's Priority Hiring Policy applies to all summer student positions within the program.					
Total, Staffing		9,760	10,359	10,442	10,442

Priorities (2022-23)

- Work collaboratively with Nunavut Housing Corporation to review and improve the delivery of Government of Nunavut staff housing.
Status: Staff Housing has implemented several strategies to improve the delivery of staff housing. At least 29 Inuit employees have been placed in staff housing. There are two working groups now looking at policies and the 'moves of convenience' list.

- Conduct promotional activities for Summer Student Employment Equity Program in all regions to increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
Status: *Deferred to 2023-24. Resources and priority shifted to reviewing the staffing practices across all four regions (Headquarters, Qikiqtaaluk, Kivalliq, and Kitikmeot) to identify ways to increase efficiency and improve service to departments, which was initially a 2024-25 priority.*
- Partner with internal stakeholders to ensure internship and development Inuit employment initiatives graduates are recruited into positions aligned with departmental work plans.
Status: *Staffing continues to work on Sivuliqtiksatsat Internship competitions when they are submitted. Inuit employment initiative participant packages that come to Staffing are processed when submitted. Initiatives at Sivumuaqatigiit are currently under review.*
- In partnership with other Human Resources divisions, participate at trade shows and career fairs to promote employment opportunities and career paths for Inuit.
Status: *Held Government of Nunavut-only career fairs in Iqaluit and Cambridge Bay to promote local hiring. These gave the public an opportunity to learn more about the types of work done by departments and public bodies. More such career fairs across Nunavut are being planned.*

Priorities (2023-24)

- Conduct promotional activities for Summer Student Employment Equity Program in all regions to increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Explore opportunities for supporting Nunavut Arctic College to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional within healthcare, mental health and addictions treatment.
- Review and revise the Staff Housing Policy and allocation procedure.
- Update policies to enable the Summer Student Employment Equity Program to include all-year-round student employment.
- Develop an applicant tracking system that will allow candidates to create a personalized, online profile that can be used to apply for government competitions and also be notified of government opportunities.

Priorities (2024-25)

- Find incentives to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own, in collaboration with Nunavut Housing Corporation.

- Update the staffing process and the Human Resources Manual directives on the hiring process section.
- Implement the all-year-round Summer Student Employment Equity Program (SSEEP).

Priorities (2025-26)

- Support departments to prepare 2026-2033 detailed departmental Inuit employment plans by reviewing casual and relief utilization, status of current staffing competitions, and staff housing allocations and availability.

Employee Relations and Job Evaluation

Employee Relations and Job Evaluation provides professional employee relations advice and services to departments and public bodies. Employee Relations and Job Evaluation is integral to the department's contribution to the government's overall ability capacity to attract, retain, and fairly compensate employees through the collective bargaining process.

Employee Relations and Job Evaluation also administers and interprets collective agreements, manages a culturally sensitive dispute resolution process, provides workplace wellness programs for the benefit of all employees.

Employee Relations and Job Evaluation provides critical advice and assistance to departments and public bodies on organizational design and job evaluation for all (non-teaching) positions in the public service using the Hay Job Evaluation System to promote a consistent and fair classification structure for government employees. Assistance is also provided to departments and public bodies through job description writing training.

The Health and Safety unit provides support and guidance to management in departments and public bodies on occupational health and safety programs, training, and compliance with legislation, and provides ergonomic assessments. Health and Safety also conducts research and advises on codes of practice and national standards, performs periodic safety inspections, conducts serious injury and fatality/incident investigations.

Objectives

- Develop job evaluation and employee relations processes that support and work towards increasing Inuit representation in the government.
- Lead the government in collective bargaining/negotiations internally and represent the government in external negotiations as mandated.
- Lead in the coordination of employee recognition, performance management, and attendance management programs.
- Provide labour relations expertise in the interpretation of human resource policies, legislation, and collective agreement.
- Provide timely and accurate job evaluation services to support recruitment for all government departments, public bodies and corporations.

- Provide support and guidance to management in departments and public bodies on occupational health and safety in the workplace.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Employee Relations and Job Evaluation		3,988	3,308	3,347	3,347
The section provides professional employee relations advice and services to departments and public bodies, and leads collective bargaining for the government as mandated. Through job evaluation, a fair and transparent classification system is maintained for the public service. In addition, job description writing training, bilingual bonus administration, and bargaining unit exclusions are provided by departments, as well as advice on department organizational design.					
Total, Employee Relations and Job Evaluation		3,988	3,308	3,347	3,347

Priorities (2022-23)

- Launch the Government of Nunavut Employee Engagement Survey.
Status: *Delayed due to capacity. In the process of identifying a contractor that is experienced in designing and rolling out surveys. The survey is expected to be conducted in Spring 2023.*
- Support the Department of Health to work with communities and partners to extend the hours that mental health services are available.
Status: *Delayed. The Department of Health is still strategizing around this. Once they have a plan for a service delivery model, Employee Relations will work with the department to move towards implementation.*
- Support the Department of Executive and Intergovernmental Affairs to review and improve Government of Nunavut organizational structures to meet increasing demand for programs and services and to identify opportunities for further decentralization.
Status: *The department will work with the Department of Executive and Intergovernmental Affairs to initiate a review of the decentralization of the department and corporation offices in communities. A report will be developed to present findings, observations, and recommendations to meet increasing demand for programs and services in Nunavut.*

Priorities (2023-24)

- Review, update, and enhance the performance management system and Human Resources Manual 316: Performance Management System, to incorporate Inuit Qaujimagatuqangit and Inuit Societal Values.
- Develop and implement a mandatory online Health and Safety orientation training program.
- Initiate discussions for the next round of collective bargaining to reduce gaps in collective agreements.

- Relocate the Return to Work Program to report to the Director of Employee Relations and Job Evaluation and review program needs to support re-implementing Return to Work, Modified Duty and Sick Leave policies and programs and communicate with departments about these programs.
- Provide support to the departments of Community and Government Services (CGS), Economic Development and Transportation (EDT), and Finance to develop options related to the realignment of EDT and CGS.

Priorities (2024-25)

- Develop a comprehensive training curriculum for all human resources professionals to manage employee relations cases and collective agreement needs within the departments.
- Expand the Return to Work Program scope based on the assessment of needs to support staff in returning to the workplace. Update HRM sections related to Occupational Health and Safety and develop a comprehensive Occupational Health and Safety manual to provide improved guidance to departments for meeting health and safety obligations.
- Negotiate a new Nunavut Employees Union Collective Agreement.

Priorities (2025-26)

- Negotiate a new collective agreement with the Nunavut Teachers Association.
- Review implementation of Return to Work/Sick Leave policies and programs and make improvements.
- Update Senior Managers and Excluded Employees Handbooks to ensure they reflect current practices and expectations.

Wellness

The Government of Nunavut (GN) recognized that a healthy workplace is essential to the physical and psychological health of all its employees, enabling them to bring their diverse talents, skills, and energy as they deliver services to all Nunavummiut. The Wellness division has been tasked with developing a comprehensive Employee Wellness Strategy, operational plan and establishing an organizational structure grounded on the Government of Nunavut's Inuit Societal Values.

Objectives

- Oversee a comprehensive Inuit Societal Values based employee wellness program to support all government employees.
- Oversee a long-term employee wellness strategy that addresses the changing complexities of a diverse and growing work force.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Wellness		1,130	2,151	2,169	2,169
<p>The Government of Nunavut is committed to assisting employees to achieve and maintain a healthy and respectful workplace through the delivery of a comprehensive employee wellness function based on Inuit Societal Values. Through a focus on workplace wellness, employees' mental and physical health will be supported, enabling the delivery of high-quality government programs and services to Nunavummiut.</p>					
Total, Wellness		1,130	2,151	2,169	2,169

Priorities (2022-23)

- Develop and launch a three-year operational plan to drive strategic employee wellness initiatives across the government.
Status: Delayed due to capacity, the director position has been hard-to-fill. In the process of filling two key positions (director and manager) and scheduling a visioning session to create an operational plan.
- Source external employee wellness vendors that meet Nunavut's unique requirements and align with Inuit Societal Values.
Status: A Request for Proposal was issued and closed successfully. Employees will have access to external supports by the end of the 2023 fiscal year.

Priorities (2023-24)

- Promote, GN-wide, a collaborative approach to Diversity, Equity and Inclusion that builds trust, increases employee engagement and results in job satisfaction.
- Update the Human Resource Manual directive and create guidelines to expand the use of Alternative Dispute Resolution (ADR). Promote informal conflict management solutions to address unique workplace dynamics through collaborative approaches based on *Inuuqatigiitsiarniq, Tunnganarniq, and Piliriqatigiinniq.*
- Promote Employee and Family Assistance Programs. Create a platform for mutual support for employees and managers and their own resource groups.

Priorities (2024-25)

- Collaborate with Employee Relations to re-direct complaints through an Alternative Dispute Resolution (ADR) process. Improve participation through employee-driven collaborative conflict resolutions.
- Develop information and tools to ensure all current and new managers can utilize policies, procedures, and adopt management practices rooted in Inuit Qaujimagatuqangit and Inuit Societal Values to support healthy workplaces and reduce conflict.

Priorities (2025-26)

- Gather data on wellness program awareness and use to evaluate the programs and make improvements.
- Using existing data such as harassment complaints and exit surveys, evaluate the impact of wellness programs on job satisfaction.
- Conduct internal survey of government employee wellness needs and develop an action plan to address any changes.

Financial Summary

Branch	2022-2023 Main Estimates		2023-2024 Main Estimates		2024-2025 Planned		2025-2026 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Human Resource Operations								
Compensation & Benefits	12,548	84.0	12,270	84.0	12,451	84.0	12,451	84.0
Grants & Contributions	-		-		-		-	
Other O&M	5,012		6,437		6,437		6,437	
Subtotal	17,560		18,707		18,707		18,707	
Strategic Human Resource Management								
Compensation & Benefits	6,494	49.0	5,090	49.0	5,189	49.0	5,189	49.0
Grants & Contributions	-		-		-		-	
Other O&M	3,788		5,314		5,314		5,314	
Subtotal	10,282		10,404		10,503		10,503	
Total	27,842	133.0	29,111	133.0	29,391	133.0	29,391	133.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Human Resources	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	117		117	
Total Filled Positions	74	63%	99	85%
Total Vacancies	43	37%	18	15%
Total Inuit	40	54%	57	58%
Total Executive Positions	3		4	
Total Filled Executive Positions	3	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	33%	3	75%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	7	88%	8	100%
Total Vacant Senior-Management Positions	1	13%	0	0%
Total Inuit in Senior-Management Positions	4	57%	5	63%
Total Middle-Management Positions	16		17	
Total Filled Middle-Management Positions	12	75%	16	94%
Total Vacant Middle-Management Positions	4	25%	1	6%
Total Inuit in Middle-Management Positions	5	42%	8	50%
Total Professional Positions	46		44	
Total Filled Professional Positions	25	54%	35	80%
Total Vacant Professional Positions	21	46%	9	20%
Total Inuit in Professional Positions	8	32%	13	37%
Total Paraprofessional Positions	27		27	
Total Filled Paraprofessional Positions	17	63%	23	85%
Total Vacant Paraprofessional Positions	10	37%	4	15%
Total Inuit in Paraprofessional Positions	13	76%	16	70%
Total Administrative Positions	17		17	
Total Filled Administrative Positions	10	59%	13	76%
Total Vacant Administrative Positions	7	41%	4	24%
Total Inuit in Administrative Positions	9	90%	12	92%

* The department received funding for a total of 133 PYs in 2020-21. Of this total, 16 PYs are excluded from the departmental IEP because they are Sivuliqtiksat intern positions employed in various departments.

Capacity

As of September 30, 2022, the department is at 54% Inuit representation. Of 117 positions, 40 are filled by Inuit and 43 positions are vacant.

Department of Human Resources

The Department of Human Resources has placed a 58% Inuit employment target for March 31, 2024, as shown on the summary chart being an increase of 17 PYs totaling 57 Inuit. The Department projects operating at an 85% capacity with 18 vacancies.

The Department will re-profile 1 Professional position to create an Associate Deputy Minister (Executive-level) position, and 1 Paraprofessional position to create an additional Middle-Management position to support operational demand.

Priorities (2022-23)

- Identify and plan for filled positions with term increments and positions in which the potential for retirement or turnover is high.
Status: Ongoing. As of September 30, 2022, there have been 4 new hires and 16 positions in various stages of the staffing process.
- Promote the use of government training and career development programs for Inuit.
Status: Ongoing.

Priorities (2023-24)

- Establish and maintain succession plans for key positions within the executive-level employment category.

Priorities (2024-25)

- Establish and maintain staffing contingency plans for key positions.

Department of Justice

Business Plan

2023-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Advisory and Administrative Services	27,091	27,541	28,578	28,578
Law Enforcement	64,162	67,189	68,825	64,851
Legal Support Services	4,040	4,759	4,281	4,281
Court Services	12,608	13,213	13,781	13,781
Legal Registries	1,416	1,589	1,631	1,631
Corrections	43,493	46,691	49,084	49,084
Community Justice	5,668	6,201	6,668	6,668
TOTAL	158,478	167,183	169,848	168,874

Katujjiluta Mandate Actions

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally – and linguistically-relevant mental health and well-being programs and services.
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root cause such as child sexual abuse, trauma, bullying, and discrimination.
- Reinvigorate health and mental health promotions programs.

Advisory and Administrative Services

Advisory and Administrative Services includes three components: the Offices of the Deputy Minister, the Assistant Deputy Minister Public Safety, and the Assistant Deputy Minister Courts & Justice Services; Policy and Planning; and Corporate Services. This line of business provides overall leadership, policy development, strategic planning, human resources, training, 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 oversee the Territorial Police Service Agreement and act as a 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.

Programs Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Deputy Minister, Assistant

Deputy Minister Public Safety

Assistant Deputy

1,172

1,505

1,602

1,602

Minister Courts & Justice

The Deputy Minister (DM), the Assistant Deputy Minister (ADM) Public Safety and the ADM Courts & Justice Services are responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies, and budgets to ensure that priorities and directives are followed. The DM is the official legal advisor to the Executive Council and the Government of Nunavut. The ADM Public Safety oversees Crime Prevention, the Community Justice Division, the Corrections Division, the RCMP policing file, and the Therapeutic Justice Program. The ADM Courts & Justice Services oversees Legal Registries, Court Services, the Civil Forfeiture Office, the Public Trustee Office, the Human Rights Tribunal, the Coroner's Office, the Labour Standards Office, the Rental Office, and the Legal Services Board.

Corporate Services

19,528

19,682

20,622

20,622

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.

Policy and Planning

1,098

1,176

1,176

1,176

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.

Public Trustee and Guardian 2,874 **3,191** 3,191 3,191

The Public Trustee’s mandate is to administer trusts on behalf of minors and estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Office actively pursues benefits to which its clients may be entitled, such as Registered Disability Savings Plans and claims settlements in class action suits.

The Public Guardian’s mandate includes guardianship of adult persons who are incapable of managing their personal affairs. This is accomplished by making decisions for their health and personal care in close consultation with the clients and their families.

Coroner’s Office 901 **905** 905 905

The Coroner’s Office investigates the circumstances surrounding all reportable deaths to determine the identity of the deceased and the facts concerning the deaths.

The service is supported by coroners within the communities, the RCMP, and various other agencies that work closely with the Coroner’s Office. The Coroner’s Office is also responsible for arranging with southern providers for such services as autopsies and toxicology testing.

Rental Office 163 **150** 150 150

The Rental Office receives, investigates, mediates, and adjudicates complaints under the *Residential Tenancies Act*. An order of the Rental Office can be filed in Court and enforced as an Order of the Court.

Labour Standards 187 **188** 188 188

The Labour Standards Office administers the *Labour Standards Act* and related legislation. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

Civil Forfeiture 250 **210** 210 210

The Civil Forfeiture office administers the *Unlawful Property Forfeiture Act*. The overall purpose of the Act and the program are to deter and disrupt unlawful activities, and to either compensate victims or reinvest forfeited funds to support other community-based wellness programs. It is primarily a crime prevention initiative and supports the government’s alcohol harm reduction strategy.

Quasi Judicial Boards 267 **284** 284 284

The Quasi Judicial Boards office is responsible for the day to day operations of the Labour Standards Board and the Criminal Code Review Board. As registrar for the two boards, the manager of Quasi Judicial Boards ensures that the findings of the board are carried out and provides administrative support to board members.

Department of Justice

Public Safety & Crime Prevention	468	67	67	67
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The Public Safety and Crime prevention Section administers the Nunavut Crime Prevention Strategy and actions completed under this strategy. In addition, they provide strategic support and analysis to the ADM of Public Safety.

Criminal Code Review	183	183	183	183
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Total Advisory and Administrative Services	27,091	27,541	28,578	28,578
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Priorities (2022-23)

- Increase Inuit employment within the Department of Justice.
Status: The Department has been actively working to meet its short-term and long-term goals outlined in our Inuit Employment Plan. In the spring of 2022, the departments' goal was to have 49% Inuit representation, the department reached 48% Inuit Representation. The department has a new goal to reach 59% Inuit representative for March 31, 2024. The Corporate Services division continues to work with all the department's divisions to recruit and hire more Inuit through restricted competitions and direct appointments.
- Ensure government programs and services are more effective and relevant through the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
Status: The Justice Legislation Division works with Departments to ensure they understand their consultation and article 32 duties when implementing new legislative priorities. The Department works to ensure all new legislation is translated into Inuktitut
- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
Status: The Department provides legal and legislative support to Departments leading Katujjiluta mandate priorities and assists with implementation. The Department will provide support with respect to legislative review and legislative development. The Department, through its public safety branch, supports the United for Life partners in the renewal of the Nunavut Suicide Prevention Strategy Action Plan.

Priorities (2023-24)

- Increase Inuit employment within the Department of Justice.
- Continue to ensure government programs and services are more effective and relevant through the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership to divisions to ensure that Katujjiluta priorities are implemented.

- Provide support to divisions to ensure that Katujjiluta priorities are implemented.
- Collaborate with other departments on joint efforts to achieve mandate objectives by participating as a member of the Purpose-Built Housing Working Group with Health, Family Services and the Nunavut Housing Corporation in a housing need and demand study to identify priority communities for Elders' independent or assisted living units, emergency shelters and transitional housing units; gauge community capacity to provide support services; and develop a business case.

Priorities (2024-25)

- Increase Inuit employment within the Department of Justice.
- Continue to ensure government programs and services are more effective and relevant through the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Undertake the necessary legislative work to improve Nunavut's family law regime.
- Undertake the necessary legislative work to improve Nunavut's family violence laws.

Priorities (2025-Oct 2026)

- Increase Inuit employment within the Department of Justice.
- Continue to ensure government programs and services are more effective and relevant through the incorporation of Inuit Societal Values within legislation and policy by collaborating with government departments and agencies.
- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Continue to develop and implement community based public safety initiatives.
- Review Nunavut's Labour Standard regime to identify legislative amendments to bring the legislation up to date and ensure necessary protections are in place.

Law Enforcement

The Department of Justice’s senior management acts as a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP). The department contracts with Public Safety and Emergency Preparedness Canada for the provision of RCMP services under the Territorial Police Services Agreement. Senior management also oversees the financial aspects of this agreement.

Objectives

- Ensure that high quality, effective and efficient policing services are available in Nunavut.
- Manage the resources and services provided via the Territorial Policing Services Agreement.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Law Enforcement		64,162	67,189	65,825	64,851
Total, Law Enforcement		64,162	67,189	65,825	64,851

Policing services are provided by the RCMP under contract with the Government of Nunavut. RCMP “V” Division has personnel posted throughout the territory with detachments in 25 communities. There are 180 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.

Priorities (2022-23)

- Support RCMP efforts to Recruit Inuit regular members, civilian members, and public service employees into the RCMP.

Status: The Department of Justice continues to support the RCMP in their efforts to recruit Inuit members and frontline employees. The funding continues to be provided for public service positions that allow for entry level positions available in communities throughout the territory.

The Department of Justice supports the RCMP in the implementation of various recruitment initiatives, including support for the National Indigenous Recruitment program, the First Nations Inuit Policing Program and Indigenous Pre-Cadet Training Program, the delivery of these programs will support a community-based approach in the territory.

The RCMP continues to work with Pilimaksaivik (the Federal Centre for Excellence for Inuit Employment) to develop activities to support the hiring, development, and retention of Inuit employees as well as working with Nunavut Tunngavik Inc. to help bridge gaps for potential RCMP applicants.

- Support RCMP efforts to increase capacity to communicate in the Inuit language.
Status: The Department of Justice continues to fund the public service and civilian positions in the operation Call Centre. The detachments also provide opportunity to hire Inuit in key front facing positions to support Inuktitut language services.

Front line RCMP employees have been provided Inuktitut Essentials a Phrasebook as well as a pocket translator called Inuktitut for Law Enforcement so police officers can communicate more effectively with Nunavummiut.

- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
Status: *The Department of Justice continues to facilitate a strong and healthy relationship between the RCMP and the communities they serve.*

In 2022 the Division received a new Commanding Officer. The Department has facilitated in connecting the Commanding Officer with the Nunavut Association of Municipalities and supporting his participation in the initiation of the Nunavut Police Council.

The RCMP and Department of Justice continue to work closely with the Civilian Review and Complaints Committee in their public awareness campaign aimed at ensuring Nunavummiut have a safe space to discuss concerns about local police.

- Support police efforts to implement community-based initiatives targeting youth.
Status: *The Department of Justice continues to support the RCMP with the “Aboriginal Shield Program,” a youth-driven program that provides substance abuse prevention, bullying and healthy lifestyle. We continue to receive reports of community events and activities lead or supported by the RCMP. The RCMP continue to provide community specific initiatives such as inviting youth to detachments, participating in the youth dance, speaking to students at various schools on mental health and interacting with youth by distributing temporary tattoos and stickers. RCMP employees are encouraged to get involved in their community and take part in community-led events.*
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
Status: *In 2022-2023 the Department of Justice supported the RCMP by increasing capacity in both the community policing division through the establishment of a Family Violence Coordinator and in the Special Investigation Team by adding another Corporal to the team. These teams focus not only on investigations but community outreach, networking and policy compliance by investigators.*
- Work in partnership with the RCMP to create and implement a crime prevention strategy
Status: *The Department of Justice has completed the 5-year crime prevention strategy that was funded by the Federal Government. A review of this strategy is underway to identify best practices and short comings.*

The department of Justice will continue to work with the RCMP as well as other partners to identify crime reduction and prevention initiatives to support law enforcement efforts throughout the territory.

- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut

Status: *The Department of Justice has engaged territorial partners in discussions regarding the importation and transportation of drugs and alcohol throughout the territory. This work will include the identification of the current legislative and policy framework that governs this work within Nunavut.*

The RCMP continues to work with other federal and Provincial and Territorial law enforcement partners to help stem the flow of alcohol and drugs before they enter Nunavut while respecting people's right with respect to unreasonable search and seizure.

Priorities (2023-24)

- Support RCMP efforts to Recruit Inuit regular members, civilian members, and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy
- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut

Priorities (2024-25)

- Support RCMP efforts to Recruit Inuit regular members, civilian members, and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy
- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut

Priorities (2025-26)

- Support RCMP efforts to Recruit Inuit regular members, civilian members, and public service employees into the RCMP.
- Support RCMP efforts to increase capacity to communicate in the Inuit language.
- Facilitate effective communication with the communities in Nunavut to foster a relationship between Nunavummiut and their police force.
- Support police efforts to implement community-based initiatives targeting youth.
- Support the RCMP to implement initiatives focused at reducing family violence in Nunavut.
- Work in partnership with the RCMP to create and implement a crime prevention strategy
- Work with RCMP, and other stakeholders, to reduce the importation alcohol and drugs into Nunavut.

Legal Support Services

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

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Legal and Constitutional Law		2,725	2,913	2,379	2,379

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 court and tribunal proceedings and in negotiations and consultations. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, Aboriginal claims, implementation of the Nunavut Agreement, devolution and matters relating to 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).

Legislation Division 1,315 1,846 1,902 1,902

The Legislation Division has five main responsibilities which relate to legislative advice, translation, drafting, registration, and publication. The division provides legislative advice and drafts bills, regulations and appointments for the government, the Legislative 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, 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.

Total, Legal Support Services 4,040 4,759 4,281 4,281

Priorities (2022-23)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.

Status: Legislation Division currently has no vacant positions. Many of the existing staff have been engaged in professional development opportunities in 2022-23.

The Legal and Constitutional Law Division is currently engaged in ongoing efforts to staff its four vacant Legal Counsel Positions, and to begin the process of filling three new Senior Counsel positions.

- Maintain progress in developing efficient use of technology by moving our document management system onto our portable devices.

Status: While still a priority, the iManage system has not yet been moved to portable devices due to bandwidth and other concerns. The division will continue to explore this option with help from the Department of Community and Government Services.

- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant and so that their Inuit Societal Values statements are more fulsome.

Status: Legislation Division has continued to effectively assist departments requesting the incorporation of Inuit Societal Values into their legislation. Legal support services provide advice to Departments on their article 32 and consultation duties.

- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel

and other client service staff, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.

Status: *In 2022-23, some Legislation Division staff have taken introductory level Inuktitut classes and are looking for opportunities to take higher level training.*

The Legal and Constitutional Law division currently has one lawyer and two articling students who are fluently bilingual in English and Inuktitut.

The Division continues to encourage all lawyers to pursue both Introductory and Advanced Inuktitut. The division expect that all new lawyers in the Division will participate in Inuktitut training as courses become available.

- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
Status: *The Division's Office Administrator has taken on a greater role in assisting lawyers in litigation. However, due to ongoing complex litigation matters, external legal costs remain high.*
- Prepare for and provide legislative drafting and translation services required for devolution.
Status: *Legislation Division has been preparing for devolution and is ready to undertake the task when the final agreement is signed. As the final agreement has not yet been signed, no drafting and translation services have been provided to date.*
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.
Status: *Legislation Division has brought on additional staff to assist with consolidations. However, limited capacity in 2021-22 created a backlog of official consolidations that Legislation Division is working to clear.*

Priorities (2023-24)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Maintain progress in developing efficient use of technology by moving our document management system onto our portable devices.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant and so that their Inuit Societal Values statements are more fulsome.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel, and other client service staff and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the division.

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- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
- Prepare for and provide legislative drafting and translation services required for devolution.
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.

Priorities (2024-25)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Maintain progress by replacing Legislation Division's outdated Statutory Appointments Tracking System and bringing the information it holds to the Nunavut Legislation website.
- Assist departments requesting the incorporation of Inuit Societal Values into their legislation to do so in a precise manner so that they can ensure that their programs and services are more relevant and so that their Inuit Societal Values statements are more fulsome.
- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel and other client service staff, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the divisions.
- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.
- Provide legislative drafting and translation services required for devolution.

Priorities (2025-26)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
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- Enhance the ability of the Legal Division and Legislation Division to provide services in Inuktitut by supporting further, higher level Inuktitut training for all legal and legislative counsel and other client service staff, and by fostering an environment where the use of Inuktitut, at all levels of proficiency, is encouraged in the divisions.

- Reduce external costs spent on litigation by recruiting and retaining support staff with the capacity to provide administrative support on small and mid-size litigation matters.
- Prepare official consolidations in a timely manner in accordance with the *Legislation Act*.
- Provide legislative drafting and translation services required for devolution.

Court Services

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

Additional responsibilities include administration of the Sheriff’s Office, the Justices of the Peace Program, the Family Mediation Program, and the Family Support Program. The division also provides access to legal information through the Courthouse law library. Court Services also coordinates the family mediation program, which provides families an alternative to the Court process in terms of child custody, and access to child support.

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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Court Administration		11,276	11,164	11,732	11,732
The Family Support Program		810	848	848	848

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 bring matters before the Court. The law library at the Nunavut Court of Justice provides legal information for members of the legal profession and Nunavummiut.

The Family Support Program has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately 271 open family support files.

Justices of the Peace (JPs)	522	1,201	1,201	1,201
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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 territorial 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.

Total, Court Services	12,608	13,213	13,781	13,781
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Priorities (2022-23)

- Develop and implement a paperless office environment in Courts by implementing electronic filing initiatives.
Status: The Court continues to allow for the provision of documents to the Court Registries by email to support the decreased reliance on paper in the court system. The Court Administration is also committed to moving to a true e-filing environment as a priority component of any new and modern case management system.
- Develop a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
Status: Courts Services has worked with a vendor to develop a business case to move forward with securing the necessary funds to replace the Court Information System. Upon approval of the business case, Courts Services will work with Corrections on hiring a dedicated project manager to assist with developing the technical requirements for the Request for Proposal for the system. This project is in the Department’s capital plan for the 2024/2025 fiscal year.
- Work to establish the Regional Justice of the Peace Programs.
Status: Court Services has mobilized the Justice of the Peace Appointment and Remuneration Committee to make recommendations on filling both legally trained Justice of the Peace positions with the Court. Court Services is also focused on filling a community Justice of the Peace positions to support regional Justice of the Peace programs. The Justice of the Peace program is currently working on development of training materials and working towards a standardized module.

Priorities (2023-24)

- Implement a paperless office environment in Courts by implementing electronic filing initiatives.
- Develop a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
- Implement the Regional Justice of the Peace Programs.

- Implement a dedicated and integrated Court Information, audio, and videoconferencing solution for court hearings.
- Explore feasibility of satellite courts in Kivalliq and Kitikmeot Regions

Priorities (2024-25)

- Develop administration solutions for a satellite court operation and for the Kivalliq and/or Kitikmeot regions.
- Develop a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.

Priorities (2025-26)

- Implement a joint integrated Court and Corrections records management and information system, which will integrate records management and information sharing between various Department of Justice divisions and stakeholders.
- Implement a court operations and administration solution to provide more efficient services to the Kivalliq and/or Kitikmeot regions.

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.

Department of Justice

- 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)	2022-23	2023-24	2024-25	2025-26
Land Titles Office		931	1,104	1,146	1,146
To administer the <i>Land Titles Act</i> 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 <i>Personal Property Security Act</i> , 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		485	485	485	485
The Corporate Registry administers the <i>Business Corporations Act</i> , <i>Societies Act</i> , <i>Partnership Act</i> , and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i> . 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 <i>Securities Act</i> , 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.					
Total, Legal Registries		1,416	1,589	1,631	1,631

Priorities (2022-23)

- Continue to provide registry services and review internal policies and procedures.
Status: Providing general registry services in an accurate and timely manner is the main priority at Legal Registries. The Divisions has had some staffing challenges which have increased document turn around times, but the division is working to fill positions and identify candidates. Our review of internal policies and procedures is ongoing.
- Review the potential to cease defunct societies under the *Societies Act*.
Status: This remains a priority but has not yet been initiated as Divisional resources are fully focused on processing incoming filings.
- Work with developer regarding the maintenance of Parcelized Online Land Registration (POLAR) and the development of Business Enquiries and Registration (BEAR) databases.
Status: The Division is developing a Request for Proposal to find an Information Technology contractor to provide continued maintenance of the Parcelized Online Land Registration

system. The Business Enquiries and Registration database is to be phased out as it is no longer adequate as an integration tool for the Multi-jurisdictional Registry Access Service onboarding. The Division is currently exploring a suite of technological modernizations that would respond to these priorities.

- Update/modernize fee schedules under the Land titles, Societies, Partnership and Business Corporation Regulations.
Status: The Partnership Regulations, Societies Fees Regulations, Parcelized Online Registration Fees Regulations, and the Business Corporations Regulations were updated September 23, 2022. The Land Titles Tariff of Fees Regulations were also updated September 26, 2022.
- Review/improve/modernize internal policies and procedures.
Status: An update to the fee schedules under the Land Title, Societies, Partnership and Business Corporation Regulations has been completed.

Priorities (2023-24)

- Continue to provide registry services and review internal policies and procedures.
- Explore the creation of a new database for the Notary Public and Commissioner for Oaths programs.
- Work with developer regarding the maintenance of Parcelized Online Land Registration and the development of Business Enquiries and Registration.

Priorities (2024-25)

- Review the potential to cease defunct societies under the *Societies Act*.
- Work with non-profits to develop a more robust corporate memory among Societies using the interdepartmental network of non-profit support.
- Work with developer regarding the maintenance of Parcelized Online Land Registration and the development/maintenance of Business Enquiries and Registration.

Priorities (2025- October 2026)

- Develop add-on to Corporate Registry suite to assist Society administration practices, including a by-law builder and interactive society management platform.
- Work with non-profits to develop a more robust corporate memory among Societies using the interdepartmental network of non-profit support.
- Work with developer regarding the maintenance of Parcelized Online Land Registration and the maintenance of Business Enquiries and Registration.

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 on 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)	2022-23	2023-24	2024-25	2025-26
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Corrections Directorate		7,495	8,370	8,370	8,370
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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.

Community Corrections		3,495	3,915	3,915	3,915
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Community Corrections Officers provide supervision, support and programming to adult and youth offenders on probation, or under conditional sentences.

Adult Healing Facility—Kugluktuk		2,044	2,037	2,037	2,037
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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.

Aaqqigiarvik and Correctional Camps		20,050	21,441	23,834	23,834
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The adult institutions and correctional camps provide care, custody and control of offenders sentenced to terms of incarceration or awaiting trial. The Corrections' Camps provide traditional healing and traditional on-the-land skills throughout the year.

Young Offenders Custody / Open and Secure		2,334	2,423	2,423	2,423
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The Isumaqsunnngittukkuvik facility provides treatment and care to male and female youth sentenced to terms in custody or awaiting trial. Youth sentenced to open custody are sent to alternative homes to learn to live in a structured environment. The alternative homes also provide traditional healing and traditional on-the-land skills throughout the year.

Women's Correctional

Healing Facility	1,305	1,461	1,461	1,461
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The Women's Correctional Healing Facility provides care, custody, and control to low-risk female adult inmates. The facility provides programs and counseling.

Rankin Inlet

Healing Facility	6,770	7,044	7,044	7,044
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The adult facility in Rankin Inlet provides care, custody, and control of adult male inmates. The facility provides programs and counseling.

Total, Corrections	43,493	46,691	49,084	49,084
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Priorities (2022-23)

- Begin preliminary review of a restorative model of programming in Corrections Division.
Status: Initial discussions have taken place between the territory of Nunavut and Correctional Services Canada, along with various community resources, to work together to modernize facility programs and address gaps in our program offering, including sex-offender programs. The Corrections Division is in the process of reviewing all client programming to ensure they are based on principles of trauma-informed care and are responsive to the cultural and societal needs of Nunavummiut.
- Begin conducting a needs assessment by evaluating current correctional needs in Nunavut.
Status: The Corrections management team has initiated regular Population Management discussions to actively monitor the capacity of the facilities to ensure effective utilization for the intended populations. The Corrections Division has also identified areas that can be adjusted with minimal impact to these populations, while maximizing operational and programming efficiencies; for example, in the summer of 2022, the Department swapped the facilities housing female and youth clients, resulting in a significant improvement for capacity for women while maintaining adequate capacity for the youth.
- Continue to work with Justice Corporate Services to strengthen Corrections Division budget accountability.
Status: In Feb 2022, the Corrections management team was trained by Corporate Services staff on Budget Management, including Forecasting, Tracking, Reconciling and Signing Authority Responsibilities, with reference guides emailed to all budget managers. As well, in Oct 2022 the Director met with Corporate Services finance team to establish a monthly reporting procedure on budget and forecasts.
- Begin planning and development of community-based youth supervision programs in Nunavut.
Status: Corrections has recently developed a program aimed at youth in Iqaluit who are on probation, whereby the Young Offenders Facility along with the probation officers in Iqaluit would identify youth in the community who need counselling, life skills or education assistance. This program was placed on hold due to the Covid pandemic; however, the intent is to revive it in early 2023.

Priorities (2023-24)

- Continue to work collaboratively with the Community Justice Division in order to support clients' reintegration back into their communities following release from custody.
- Begin planning and review of existing capacity requirements in our Kivalliq & Kitikmeot facilities.
- Begin preliminary review of all mental health & addictions services in Corrections.
- Continue to work with external stakeholders to further develop trades training for Nunavummiut clients.
- Continue to work collaboratively with GNHR to improve staff retention strategies in Corrections.
- Begin conducting a compliance audit of the Corrections Division to ensure divisional compliance with the *Corrections Act* and regulations.

Priorities (2024-25)

- Conduct a review of Gladue Informed practices in custody facilities and Community Corrections.
- Perform a comprehensive operational review for Corrections Division to identify existing risks to our vulnerable populations.
- Continue to develop and expand internal capacity for the delivery of Inuit Cultural Skills in all custody facilities.
- Continue to develop internal supports to become less reliant on external contracts & services

Priorities (2025-26)

- Continue to develop Gladue Informed practices across the division
- Conduct a division wide audit of conformity with OAG recommendations
- Review of Point-of-Contact release planning Implementation of Safe Communities Committee, for the
- Review of division professional development initiatives.

Community Justice

Community Justice utilizes Inuit Societal Values by providing assistance to all communities in culturally relevant alternatives to the formal judicial system 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. This includes the Therapeutic Justice Program, as well as a Restorative Justice Program and Community Justice Committees. Further, Community Justice supports Nunavummiut experiencing family abuse through the delivery of services under the *Family Abuse Intervention Act* (FAIA).

Objectives

- To provide alternatives to the Court for offenders and those who have been wronged by crime through pre- and post-charge diversions.
- To seek 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, victim services, Restorative Justice, *Family Abuse Intervention Act*, and crime prevention programs.
- To help create a positive healthy relationship between those who have committed crimes and the community.
- To support victims of crime across the Territory and develop victim services at the community level.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Community Justice Directorate		1,967	2,500	2,967	2,967
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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.

Community Justice Program		3,701	3,701	3,701	3,701
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Drawing from Inuit Societal Values principles, the Community Justice Program provides support to Nunavummiut experiencing family abuse through the delivery of *Family Abuse Intervention Act*; and works in conjunction with Justice Committees to deliver Restorative Justice offender diversion. The Community Justice program provides support services for victims of crime, including the development of policies and guidelines for the Victims Assistance Committee, and assists community groups in their application for funding. Additionally, the Community Justice program is responsible for the administration of Victims Assistance Fund (VAF), providing

support services to victims of crime and facilitating the work of the Victims Assistance Committee (VAC).

Total, Community Justice	5,668	6,201	6,668	6,668
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Priorities (2022-23)

- Complete the internal strategy on the integration of Inuit Societal Values, customary law, and cultural competency into all sections of the Community Justice Program.
Status: Community Justice Outreach Workers (CJOWs), Therapeutic Justice Program staff work closely with elders, Inuit counselors and traditional skills instructors to provide culturally relevant programming for clients. Victim Services works closely with Inuit counselors and hires them to provide counseling for victims and survivors of crime.
- Continue to assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.
Status: The Community Justice division routinely facilitates a call out process to increase Community Justice Committees members in each community. Community Justice Specialists and CJOWs provides training/ information sessions to new and existing Community Justice Committee members to accept diversion files under the Restorative Justice Diversion Program.
- Continue the training and development of Community Justice Outreach Workers in all communities with the goal of increasing the effectiveness of community-based justice and healing programs.
Status: Community Justice Managers are in the process of standardizing the training modules for CJOWs and Community Justice Specialists. Ongoing training is provided either through MS Teams or in person to CJOWs during regional gatherings and community visits. CJOW's and Community Justice Specialists attended a Trauma Informed Practices Training in Cambridge Bay and in Iqaluit in 2022-23.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
Status: Community Justice is collaborating with Correction's offender support initiatives such as Safe Communities Initiative and Community of Care for At-Risk Youth. Community Justice division will continue to work with Community Corrections to implement processes to provide reintegration support for CJOWs and Community Corrections Officers in the communities.
- Deliver and develop community capacity for delivering programs for victims of crime.
Status: The Victim Services Program has developed training and presentations on topics such as victims needs and awareness, trauma informed practice, and crisis response for front line service providers. In addition, Victim Services also provides training and presentations to front line service providers during their community visits.

- Deliver a vicarious trauma learning module to all Community Justice front line staff and Justice Committees.

***Status:** The Community Justice divisional staff attended Self-care and Trauma Information sessions facilitated by the Victim Care Coordinator. The CJOWs and Community Justice Specialists also attended the Trauma Informed Practices Training in Cambridge Bay and in Iqaluit.*

Priorities (2023-24)

- Complete the internal strategy on the integration of Inuit Societal Values, customary law, and cultural competency into all sections of the Community Justice Program.
- Continue to assist Justice Committees to provide community-based justice and healing programs in order to address family violence and to divert cases from the formal criminal justice system.
- Continue the training and development of Community Justice Outreach Workers in all communities with the goal of increasing the effectiveness of community-based justice and healing programs.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.
- Deliver and develop community capacity for delivering programs for victims of crime.
- Deliver a vicarious trauma learning module to all Community Justice front line staff and Justice Committees.

Priorities (2024-25)

- Implement systemic changes for *Family Abuse Intervention Act* Program legislation, regulations, policies, and procedures in collaboration with Policy and Planning division.
- Expand Offender Reintegration/ Gladue Aftercare Program, in partnership with Corrections division.
- Increase culturally relevant, inclusive mental health support for Community Justice staff experiencing trauma.
- Conduct a needs assessment for Community Justice Division's growth.

Priorities (2025-26)

- Evaluate Community Justice Division on the basis of needs assessments.
- Implement systemic changes in addressing family abuse, and intimate partner violence in Nunavut.

Department of Justice

- Expand Restorative Justice Diversion Program, Therapeutic Justice Program and Spousal Abuse Counseling Programs to provide additional community-based justice initiatives as alternatives to the criminal justice system.
- Increase culturally relevant, inclusive mental health support for Community Justice staff experiencing trauma.

Human Rights Tribunal

The Human Rights Tribunal's mandate is to adjudicate and mediate human rights complaints.

Objective

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

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Human Rights Tribunal		812	812	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.					
Total, Human Rights Tribunal		812	812	812	812

Priorities (2022-23)

- Maintain the membership of the Tribunal.
Status: The Tribunal has 5 members out of 6. 1 member resigned recently. The Tribunal plans to issue a call for a new member.
- Continue to decrease decision turn-around times.
Status: The Tribunal met for a face to face meeting in August 2022 and focused 3 days on decision writing with the support from legal counsel.
- Continue to increase public awareness and public education about the Tribunal and its role.
Status: Promotional advertisements for the Tribunal are advertised through Nunatsiaq News, Up here magazines, and mining North of 60.
- Schedule two face-to-face meetings.
Status: The Tribunal had a face-to-face meeting in Coral Harbour in August of 2022. Another face-to-face meeting will be set before the end of March 31, 2023.

Priorities (2023-24)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.

- Schedule two face-to-face meetings to clear decision backlog.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Continue to decrease decision turn-around times.

Priorities (2024-25)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
- Schedule two face-to-face meetings to clear decision backlog.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Continue to decrease decision turn-around times

Priorities (2025-26)

- Maintain the membership of the Tribunal to ensure a full member adjudicative body.
- Schedule two face-to-face meetings to clear decision backlog.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Continue to decrease decision turn-around times.
- Increase public awareness and public education about the Tribunal and their rights under the *Human Rights Act*.

Legal Services Board

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: Maliganik Tukisiniarvik 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 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.

Department of Justice

- 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)	2022-23	2023-24	2024-25	2025-26
Legal Services Board		16,852	17,002	17,162	17,162
The Legal Services Board of Nunavut provides criminal, family, and civil/poverty legal aid services through a blended staff and private lawyer model to the people of Nunavut. The model is supported by a network of Inuit Court Workers.					
Total, Legal Services Board		16,852	17,002	17,162	17,162

Priorities (2022-23)

- Continue to improve service to our clients, including access to justice and public legal education, as to ensure high quality legal services.
Status: Work continues on improving on all aspects of governance and operations, including Board governance, management of key projects, people and work culture, Information Technology systems, leases and facilities, finance, and advancing client service.
- Continue to advocate for changes and improvement in the justice system.
Status: The Legal Services Board (LSB) continues to attend and contribute to meetings of justice stakeholders and partners. Of particular interest is increasing the use of restorative justice. LSB has two significant projects underway to advance public legal education and access to justice:
 - *IQ Education and Training for Justice Professionals*
 - *Legal Support Services for Victims of Sexual Assault and Intimate Partner Violence.*
- Continue to Implement Inuit Employment Plan.
Status: The LSB continues to focus on recruitment, hiring, and development of Inuit in all positions within the organization: management, legal staff, administrative staff and court workers. All positions posted identify Inuit candidates as preferred. The LSB has 45% of staff who are Inuit beneficiaries. The LSB currently has three Inuk supervisors/managers, and 2 staff lawyers.
- Continue to maintain effective and transparent financial oversight and accountability.
Status: Work continues towards an integrated, effective, and efficient finance system that meets best practice standards. The LSB received a ‘clean’ financial audit in 2021-22 and is in the process of developing a plan towards separation of LSB from government accounting and payment systems.

Priorities (2023-24)

- Continue to improve service to our clients, including access to justice and public legal education, as to ensure high quality legal services.

- Continue to advocate for changes and improvement in the justice system.
- Continue to Implement Inuit Employment Plan.
- Continue to maintain effective and transparent financial oversight and accountability.

Priorities (2024-25)

- Continue to improve service to our clients, including access to justice and public legal education, as to ensure high quality legal services.
- Continue to advocate for changes and improvement in the justice system.
- Continue to Implement Inuit Employment Plan.
- Continue to maintain effective and transparent financial oversight and accountability.

Priorities (2025-26)

- Continue to improve service to our clients, including access to justice and public legal education, as to ensure high quality legal services.
- Continue to advocate for changes and improvement in the justice system.
- Continue to Implement Inuit Employment Plan.
- Continue to maintain effective and transparent financial oversight and accountability.

Financial Summary

Branch	2022-2023 Main Estimates		2023-2024 Main Estimates		2024-2025 Planned		2025-2026 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Advisory and Administrative Services								
Compensation & Benefits	7,337	64.0	7,637	64.0	8,674	64.0	8,674	64.0
Grants & Contributions	17,070		17,220		17,220		17,220	
Other O&M	2,684		2,684		2,684		2,684	
Subtotal	27,091		27,541		28,578		28,578	
Law Enforcement								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	64,162		67,189		65,825		64,851	
Subtotal	64,162		67,189		65,825		64,851	
Lawyer Support Services								
Compensation & Benefits	3,589	29.0	4,408	29.0	3,930	29.0	3,930	29.0
Grants & Contributions	-		-		-		-	
Other O&M	451		351		351		351	
Subtotal	4,040		4,759		4,281		4,281	
Registries and Court Services								
Compensation & Benefits	8,776	75.0	9,554	75.0	10,164	75.0	10,164	75.0
Grants & Contributions	-		-		-		-	
Other O&M	5,248		5,248		5,248		5,248	
Subtotal	14,024		14,802		15,412		15,412	
Corrections								
Compensation & Benefits	31,120	257.0	33,928	268.0	36,321	268.0	36,321	268.0
Grants & Contributions	-		-		-		-	
Other O&M	12,373		12,763		12,763		12,763	
Subtotal	43,493		46,691		49,084		49,084	
Community Justice								
Compensation & Benefits	4,161	37.0	4,547	37.0	5,014	37.0	5,014	37.0
Grants & Contributions	748		1,248		1,248		1,248	
Other O&M	759		406		406		406	
Subtotal	5,668		6,201		6,668		6,668	
Total	158,478	462.0	167,183	473.0	169,848	473.0	168,874	473.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Justice	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	462		473	
Total Filled Positions	259	56%	407	86%
Total Vacancies	203	44%	66	14%
Total Inuit	126	49%	209	51%
Total Executive Positions	3		3	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	7	88%	7	88%
Total Vacant Senior-Management Positions	1	13%	1	13%
Total Inuit in Senior-Management Positions	1	14%	1	14%
Total Middle-Management Positions	27		27	
Total Filled Middle-Management Positions	16	59%	25	93%
Total Vacant Middle-Management Positions	11	41%	2	7%
Total Inuit in Middle-Management Positions	6	38%	8	32%
Total Professional Positions	84		88	
Total Filled Professional Positions	49	58%	84	95%
Total Vacant Professional Positions	35	42%	4	5%
Total Inuit in Professional Positions	21	43%	35	42%
Total Paraprofessional Positions	89		89	
Total Filled Paraprofessional Positions	48	54%	55	62%
Total Vacant Paraprofessional Positions	41	46%	34	38%
Total Inuit in Paraprofessional Positions	20	42%	30	55%
Total Administrative Positions	251		258	
Total Filled Administrative Positions	136	54%	233	90%
Total Vacant Administrative Positions	115	46%	25	10%
Total Inuit in Administrative Positions	78	57%	135	58%

Capacity

Department of Justice

The Department of Justice continues to work toward achieving a representative level of Inuit employment within all employment categories in the department.

As of Sep 30, 2022, out of a total of 462 positions, the Department of Justice was operating at 56% capacity with 203 vacancies. 126 positions are held by Inuit employees – this is 49 % of total filled positions. The department has achieved its 49% Inuit representation target set out for March 2023.

In the 2023-2024 fiscal years, the Department of Justice will be participating in government-wide initiatives as well as department-specific initiatives to work towards achieving 51% Inuit representation by the end of 2024.

The department has completed various initiatives in the past year aimed at advancement of our IEP goals. Specifically, the completion of the Aaqqigiarvik Correctional Healing Facility and our support of the graduates of the Nunavut Law School. As well we recently participated in a GN wide career fair and implemented a corrections recruitment campaign.

In line with the directions of Justice Inuit Employment Plan and Deputy Minister directions, all the divisions have been directed to exhaust all the staff process to hire Nunavut Inuit. If hiring supervisors could not find any NI, they are required to provide justification letter to the Deputy Minister.

The Department continues to look for Inuit staff who qualify for direct appointment and have put forward a number of DAs in the past fiscal year.

The Department has approved education leave for a number of beneficiary staff in an effort to increase training and career advancement. As well the corrections pre-deployment training continued to graduate classes. The training provides preference to Inuit applications and is designed to provide correctional caseworkers the tools they need to be successful upon entry into a correctional facility.

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

Priorities (2022-2023)

- Increase Department of Justice positions in the communities where Inuit representation is higher.

The Department continued to put out competitions for CJOWs and Community Corrections Officers in decentralized communities. We recently completed the process of moving all CJOWs from Hamlet contractors to Justice staff. As well the Department recently added a Victim Services worker in Pond Inlet.

- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
Inuit employment is a regular agenda item at Justice Senior Manager meetings and, Inuit recruitment has been the subject of specific senior managers gatherings. All managers have a standing direction to look for: Inuit staff who qualify for direct appointment, training opportunities for Inuit staff, and artificial barriers in job descriptions.
- Use existing hiring procedure to promote Inuit Hiring (for example: Restricted Competitions).
In the last year the Department ran a number of community specific competitions.
- Providing both internal and external training and encourage staff to take on job training to improve their credentials.
Managers are directed to look for training opportunities for Inuit staff. In the past year the Department increased the number of Inuit staff on education leave. Justice has provided training to coroners, JPs, CJOWS, and Community Corrections Officers, from across Nunavut. The corrections pre-deployment training continues to be successful and to provide preference to Inuit applications.
- Accessing the Sivuliqtiksats Internship Program for various positions within the divisions.
The Department has submitted the necessary application to fill the ACHF Deputy Warden position with an intern.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training.
Staff in the legal services divisions regularly take Inuktitut training. The Department will work to encourage Inuktitut training in other divisions. New hires will be encouraged to take orientation when offered. The RCMP recently published an Inuktitut phrase book and continue to work on improving orientation for new Nunavut members.
- Promote greater understanding of the Inuit culture and facilitate the use of Inuit Qaujimagatuqangit principles in the workplace.
The Department had a successful cultural orientation day for Iqaluit staff in 2022. Corrections phase 2 is now complete. Phase 2 includes cultural programming space, a country food kitchen, as well as a traditional skills shop. This new space will provide opportunities for both clients and staff to participate in Inuit culture and Inuit Qaujimagatuqangit activities.
- Foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.
The Department is open to flexible work schedule and accommodation to ensure work life balance. In 2022, we worked to implement a corrections recruitment campaign to get the word out about opportunities and careers in corrections. Departmental senior managers have held specific meetings aimed at improving employee moral and fostering good spirits in the workplace.

Department of Justice

- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.

The corrections pre-deployment training continued to graduate classes. The training provides preference to Inuit applications and is designed to provide correctional caseworkers the tools they need to be successful upon entry into a correctional facility. The Department has provided training for coroners, JPs, CJOWs, and Community Correctional Officers, across Nunavut.

- Provide employment opportunities for Inuit students in the Nunavut Arctic College/University of Saskatchewan law program.

The Department has hired 7 graduates of the Nunavut Law Program. Every lawyer in the Department, with enough seniority to supervise a articling student, has taken on a least one student.

Priorities (2023-24)

- Promote career in the Department of Justice to Nunavummiut.
- Provide information about the jobs that are available at the Department of Justice in order to have more Inuit prepare for career development.
- Support the Department of Human Resource's career broadening program and encourage more Inuit employees in the department to develop their skills.
- Continue to provide both internal and external training and encourage staff to take on job training to improve their credentials.
- Accessing the Sivuliktiksats Internship Program for various positions within the divisions.
- Focus on monitoring the departmental Inuit employment status, communicating with senior managers to adjust hiring strategies accordingly along with the time being.
- Use existing hiring procedures to promote Inuit Hiring (for example: Restricted Competitions).
- Work with Nunavut Arctic College and other programming providers to deliver justice careers training for beneficiaries.
- Provide employment opportunities for Inuit students in the Nunavut Arctic College/University of Saskatchewan law program.

Department of Culture and Heritage

Business Plan

2023-2026

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CORE BUSINESS

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Directorate	5,375	4,949	4,998	4,998
Official Languages	7,608	7,694	7,725	7,725
Translation Bureau	4,689	4,179	4,229	4,229
Heritage	5,799	5,972	6,004	6,004
Elders and Youth	2,208	3,607	3,619	3,619
Inuit Qaujimajatuqangit	1,335	1,422	1,430	1,430
TOTAL	27,014	27,823	28,005	28,005

Katujjiluta Mandate Actions

The department's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Ensure government is more effective and relevant through Inuit Qaujimajatuqangit and Inuit Societal Values within legislation and policy;
- Lead the development and implementation of a strategic plan for Inuit language training in the public service.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Develop a comprehensive elder and senior care strategy and implementation plan with broad input from elders, families, communities, and partners;
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities;
- Enhance supports to improve daily life in continuing care facilities;
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living;
- Enable elders to access more country food;
- Encourage and support models of wellness and well-being that are grounded in Inuit identity;
- Expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services;
- Engage and recognize more elders and other community members as advisors and local counsellors for Inuit, and in programming on the land;
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services;

- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Prepare a new plan to develop and transform Nunavut’s early learning and child care sector, with an emphasis on Inuit-centred early learning;
- Provide more financial, administrative, training, and Inuktut learning resources to support early learning;
- Accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources;
- Create an online marketplace for Nunavut arts and crafts.

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.

The Directorate, in close collaboration with Inuit Qaujimagatuqangit Division and Government of Nunavut Departments and Agencies, will ensure the government is more effective and relevant through Inuit Qaujimagatuqangit and Inuit Societal Values within legislation and policy.

Objectives

- Serve a central agency role, including advising departments and agencies on alignment with Inuit Qaujimagatuqangit and Inuit Societal Values.
- Provide strategic direction, support, guidance and financial accountability to departmental operations in the delivery of programs and services.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Deputy Minister’s Office		582	592	597	597
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The Deputy Minister’s Office is responsible for department-wide objectives, policies and budgets, and to ensure priorities and objectives are achieved. The Deputy Minister is also responsible for providing support and advice to the Minister and Executive Council.

Assistant Deputy Minister’s Office		322	327	330	330
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The Assistant Deputy Minister’s Office Division 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 the following branches: Official Languages, Elders and Youth, Inuit Qaujimagatuqangit, Translation Bureau, and Heritage.

Policy and Planning	1,021	1,235	1,248	1,248
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The Policy and Planning Division coordinates the department’s strategic and business planning processes, and provides leadership in policy development, legislation development and communications. Policy and Planning also leads in the development of Ministerial briefing materials, and coordinates departmental responses to ATIPP requests. The division is additionally responsible for supporting alignment with Inuit Qaujimagatuqangit and Inuit Societal Values across the government, including by advising other departments and public agencies on their submissions to Cabinet, and serving on Maligaksanik Qimirrujiit and Atuagatsanik Qimirrujiit.

Corporate Services	1,284	1,369	1,384	1,384
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The Corporate Services Division coordinates the department’s budget development and control, processes financial documents, supports grants and contributions, and ensures the department abides by all financial regulatory acts and *Generally Accepted Accounting Principles*. Corporate Services also provides support services to the department such as human resources.

Inuit Uqausinginnik Taiguusiliuqtiit

Contribution Program	2,176	1,426	1,439	1,439
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This contribution supports *Inuit Uqausinginnik Taiguusiliuqtiit* — a statutory body established under the *Inuit Language Protection Act*. The Inuit Uqausinginnik Taiguusiliuqtiit serves to expand knowledge and expertise with respect to the Inuktitut language, and makes decisions about its use, development, and standardization.

Total, Directorate	5,375	4,949	4,998	4,998
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Priorities (2022-23)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
Status: The department collaborated closely with other departments towards mandate objectives. The department’s Directorate Branch directly supported operational branches in implementing Katujjiluta priorities.
- Work with the Department of Executive and Intergovernmental Affairs to establish a formalized process to engage Tuttarviit and the Inuit Qaujimagatuqangit Katimajiit on policy and legislative development.
Status: The department identified various options in close collaboration with The Department of Executive and Intergovernmental Affairs and the Policy Officials Committee. The department has also initiated engagement with Nunavut Tunngavik Inc through the Article 32 process, as well as consultations with Tuttarviit and Inuit Qaujimagatuqangit Katimajiit.
- Support government efforts to develop a comprehensive Elder and senior care strategy.
Status: The department supported the Department of Executive and Intergovernmental Affairs in identifying approaches to the development of a comprehensive Elder and senior care strategy. The department will assist in consultation efforts, with a focus on engagement from Elders groups/committees/societies, Inuit Qaujimagatuqangit Katimajiit, Tuttarviit, and other partners.

- Support government efforts to promote and provide long-term core funding to support and expand effective models for community-led healing programs and services.
Status: The Main Estimates include increases to the Inuit Societal Values Contribution Program (from \$400,000 to \$800,000) beginning in 2023-2024. This will provide additional support for community-led healing programs. The department has begun approving multi-year funding to better provide stability to organisations offering Inuit Qaujimagatuqangit based programming.
- Support government efforts to provide culturally and linguistically relevant training for staff working in continuing care facilities.
Status: In addition to expanded language training available for all public servants, the department has begun exploring options to better ensure staff in continuing care facilities are provided targeted language training opportunities.
- Support government efforts to reinvest in suicide prevention and postvention programs.
Status: The 2023-24 Main Estimates now include enhancements for Youth Initiatives (Grants and Contributions from \$250,000 to \$625,000). This will provide increased support for youth to strengthen connection with Inuit culture and language.
- Plan and deliver grants and contribution information session in Naujaat.
Status: November 30, 2022, the department held a grants and contribution information session in Naujaat.
- Support the work of the Department of Finance to establish criteria for evaluating vulnerable population considerations in funding allocation processes and planning forecasts.
Status: The department is working with Department of Finance officials to explore the development of an evaluation framework to be used in funding allocation processes and planning forecasts. The department will assist Finance in developing an evaluation framework for funding allocation processes by providing advice and guidance on ensuring the framework is holistic, inclusive and takes into consideration Inuit Qaujimagatuqangit.
- Work closely with Inuit Uqausinginnik Taiguusiliuqtiit on a core-funding contribution policy.
Status: Working in consultation with the Department of Finance, the Department of Culture and Heritage developed and shared a draft policy with Inuit Uqausinginnik Taiguusiliuqtiit. The department anticipates finalization before the end of the 2022-23 fiscal year.
- Explore options to support Inuinnaqtun language revitalization efforts.
Status: The department has explored options to revitalize Inuinnaqtun and has engaged Nunavut Tunngavik Incorporated through the Article 32 policy process. Based on input from Nunavut Tunngavik Incorporated the department anticipates reallocating resources from Inuinnaqtun translation to Inuinnaqtun revitalization in 2023-2024
- Strengthen partnerships with our language partners to improve communications with the public.
Status: The department established a working group with staff from the Languages Commissioner's Office and Inuit Uqausinginnik Taiguusiliuqtiit to explore ways to improve

internal and external communications regarding the roles and responsibilities associated with languages in Nunavut.

- Explore options to promote and highlight initiatives funded through departmental Grants and Contributions on an on-going basis.

***Status:** The department is exploring various approaches to grants and contributions reporting for anticipated rollout in the 2023-24 fiscal year. The department is also exploring ways to showcase funded initiatives through social media.*

Priorities (2023-24)

- Lead and coordinate government efforts to begin implementing the updated Iviqtippalliajut framework.
- Assist in consultation efforts for the comprehensive Elder and senior care strategy, to ensure full engagement from Elders groups/committees/societies, and Inuit Qaujimagatungangit Katimajit. The department will also coordinate input from Tuttarviit.
- Promote the department's multi-year funding options to communities, particularly in relation to community-based cultural healing programming.
- Support other departments' efforts in enhancing suicide prevention and postvention programs.
- Plan and deliver grants and contribution information session in the Kitikmeot region.
- Implement the identified option to enhance support for Inuinnaqtun language revitalization efforts.
- Develop and begin publishing annual Grants and Contributions summary reports.
- Explore alternative internal structures to more efficiently distribute French and Inuktut funding to other departments.

Priorities (2024-25)

- Monitor government implementation efforts of the Iviqtippalliajut framework.
- Support implementation of the comprehensive elders and senior care strategy.
- Plan and deliver grants and contribution information session in the Qikiqtaaluk region.

Priorities (2025-26)

- Initiate the planning to review the Iviqtippalliajut framework.

Official Languages

Official Languages Branch plays a central agency role in coordinating the implementation, monitoring, management and evaluation of language obligations and policies government-wide. This is achieved by advancing the language priorities *Uqausivut 2.0*, in collaboration with departments and public agencies, in areas of focus: language learning, language of work, language of services and language revitalization.

The division is further responsible to promote the vitality of Inuktitut, and through agreement with the federal government French. This includes developing and coordinating policies and programs supporting the revitalization of Inuktitut.

Objectives

- Protect, promote, and revitalize Inuktitut.
- Ensure the equal status for Nunavut’s official languages.
- Coordinate the implementation, monitoring, management and evaluation of language obligations, policies, programs and services by departments and public agencies.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Official Languages Administration		294	305	307	307
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The Official Languages Administration Division is the Director of Official Languages’ office. It provides overall direction and planning for the management and delivery of the Official Languages 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 2.0* Plan, and monitoring government-wide language implementation activities and results.

Inuktitut Affairs		1,029	1,039	1,045	1,045
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The Inuktitut Affairs Division supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It coordinates programing intended to promote the revitalization and vitality of Inuktitut in Nunavut, in accordance with the *Inuit Language Protection Act* and the *Official Languages Act*. It also administers Inuktitut language funding programs, and creates public awareness and appreciation about the status, history and diversity of Inuktitut, including dialogue with Inuit representatives within and outside of the Territory.

Language Implementation Fund		5,700	5,765	5,788	5,788
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Supplemented by funding through the *Canada - Nunavut General Agreement on the Promotion of French and Inuit Language*, The Language Implementation Fund Division assists departments and public agencies in building their capacity to deliver programs and services in Inuktitut. Separately this division houses Grant and Contribution funding to support private businesses, individuals and municipal corporations that want to undertake activities that promote, preserve or provide services in Inuktitut.

Language Training Unit	550	550	550	550
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The Language Training Unit Division supports language training programs for the territorial public service.

Francophone Affairs	35	35	35	35
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Primarily funded through the *Canada - Nunavut General Agreement on the Promotion of French and Inuit Language*, The Francophone Affairs Division supports the management, implementation and monitoring of French language obligations, programs and services by departments and public agencies. It administers French language funding programs, promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

Total, Official Languages	7,608	7,694	7,725	7,725
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Priorities (2022-23)

- Develop and initiate the implementation of the Inuktitut Language Training Strategy.
Status: The Language Training Unit newly established in the department initially focused on rolling out a consistent baseline level of Inuktitut training across the public service. Courses are now available for all employees; these range from introductory, to intermediate, all the way to intensive immersion training. The department anticipates finalizing an Inuktitut Language Training Strategic Plan in early 2023.
- Finalize a new multi-year Canada-Nunavut Agreement with the Government of Canada on French and Inuktitut Language Services.
Status: The department anticipates finalizing the agreement in Winter 2022.
- Support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.
Status: The department continues to provide support to departments which deliver and support early learning and childcare programming, as well as directly to early learning and childcare service providers.
- Support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.
Status: The department participated in an engagement session in October 2022, with the Department of Education, Nunavut Tunngavik Incorporated, and the Coalition of Nunavut District Education Authorities to co-develop a consultation plan for review of the Language of Instruction Regulations. Next steps include developing a workplan to outline future research and consultation work.
- Support government efforts to prepare a new plan to develop and transform Nunavut’s early learning and child care sector, with an emphasis on Inuit-centred early learning.
Status: The department continues to provide support to departments which deliver and support early learning and childcare programming.

Department of Culture and Heritage

- Review and evaluate Uqausivut 2.0.
Status: The department has initiated the review of Uqausivut 2.0.
- Hold consultations to support the development of a new comprehensive language plan for 2023-24 to 2027-28.
Status: The department is soliciting input on Uqausivut 2.0 to inform its review and anticipated renewal in the 2023-24 fiscal year.
- Participate in the reviews of the Official Languages Act and the Inuit Language Protection Act.
Status: The department is participating in the statutory reviews of Official Languages Act and the Inuit Language Protection Act.

Priorities (2023-24)

- Explore options to ensure staff in continuing care facilities are provided targeted language training.
- Initiate the implementation of the Inuktitut Language Training Strategy.
- Complete the review and evaluation of Uqausivut 2.0. and introduce a new comprehensive language implementation plan for 2023-24 to 2027-28.
- Continue to participate in the reviews of the Official Languages Act and the Inuit Language Protection Act working with the Department of Justice and language partners.
- Continue to support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.
- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.
- Explore utilizing Inuit Language implementation funding to support the early learning and child-care sector.

Priorities (2024-25)

- Continue to participate in the reviews of the Official Languages Act and the Inuit Language Protection Act by working with the Department of Justice and language partners to consider recommendations and begin the legislative process.
- Monitor the implementation of the Inuktitut Language Training Strategy.
- Continue to support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.
- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.

- Continue to support government efforts to prepare a new plan to develop and transform Nunavut’s early learning and child care sector, with an emphasis on Inuit-centred early learning.
- Continue to support government efforts to provide linguistically relevant training for staff working in continuing care facilities.

Priorities (2025-26)

- Initiate the review and evaluation of the Inuktitut Language Training Strategy.
- Continue to support government efforts to provide more financial, administrative, training, and Inuktitut learning resources to support early learning.
- Continue to support government efforts to accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources.
- Continue to support government efforts to prepare a new plan to develop and transform Nunavut’s early learning and child care sector, with an emphasis on Inuit-centred early learning.

Translation Bureau

Translation Bureau Branch 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.

Objectives

- Provide translation services in all official languages to Government of Nunavut departments corporations, and agencies.
- For Inuinnaqtun translation services, prioritize revitalization and improved access to services.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Translation Bureau		4,689	4,179	4,229	4,229
The Translation Bureau Division provides translation services in all Official Languages to Government of Nunavut departments, corporations and agencies.					
Total, Translation Bureau		4,689	4,179	4,229	4,229

Priorities (2022-23)

- Update the Translation Policy to improve the quality and efficiency of translations.
Status: The department anticipates updating the Translation Policy by the end of the fiscal year.
- Work with Inuit Uqausinginnik Taiguusiliuqtiit to identify areas for improved collaboration and coordination of new terminology development and standardization.
Status: This work is ongoing. The department shares all newly developed terminology with Inuit Uqausinginnik Taiguusiliuqtiit for review, through the Phrase TMS software. To help improve collaboration the department also shared the updated Translation Policy with Inuit Uqausinginnik Taiguusiliuqtiit during development.

Priorities (2023-24)

- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.
- Track and monitor internal terminology development, ensuring this information remains available for input from *Inuit Uqausinginnik Taiguusiliuqtiit*.

Priorities (2024-25)

- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.
- Continue to track and monitor internal terminology development, ensuring this information remains available for input from *Inuit Uqausinginnik Taiguusiliuqtiit*.

Priorities (2025-26)

- Initiate the review of the Translation Policy.
- Track and monitor translation requests and identify ways to continue to improve the quality and efficiency of translations.
- Continue to track and monitor internal terminology development, ensuring this information remains available for input from *Inuit Uqausinginnik Taiguusiliuqtiit*.

Heritage

The Heritage Branch 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

- Preserve and promote Nunavut’s unique cultural heritage.
- Develop libraries as key centres of information and learning for Nunavummiut, including the use and retention of Inuktitut.
- Develop and maintain inter-institutional relationships with research communities, governments, commercial entities, Nunavut communities, Inuit Organization, and particularly the Inuit Heritage Trust.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Heritage Administration		1,652	682	688	688
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The Heritage Administration Division provides overall direction and planning for the management and delivery of Nunavut’s culture and heritage initiatives. This division includes the Director’s office, the Manager of Heritage Resources as well as geographic information systems capacity. NOTE: Prior to 2023-24 this division also directly held a large contract service budget (for ensuring the safe storage of Nunavut’s Heritage Collections), this funding is now in the Heritage Collections Division.

Culture and Heritage Initiatives		2,058	2,058	2,058	2,058
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The Culture and Heritage Initiatives Division is the Heritage Branch’s grants and contributions programs. These nine programs are: (1) *Culture and Heritage Grant Program*, (2) *Archaeology and Paleontology Research Support Grant Program*, (3) *Heritage Facilities Contribution Program*, (4) *Culture and Heritage Contribution Program*, (5) *Cultural Communications Contribution Program*, (6) *Toponymy Contribution Program*, (7) *Heritage Centre Core Funding Contribution Program*, (8) *Arts Contribution Program*, and (9) *Public Library Services Contribution Program*.

Archaeology Program		375	392	395	395
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The Archaeology Program Division promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archaeological and palaeontological research and permitting in Nunavut, and by assisting various regulatory agencies in controlling land use activities that may threaten archaeological sites.

Archives Program		208	312	315	315
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The Archives Program Division 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 private sector sources as well as records created by the Government of Nunavut.

Heritage Collections	222	1,159	1,165	1,165
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The Heritage Collections Division is dedicated to the curatorial management, conservation operations and program delivery for Nunavut’s extensive heritage collections. The heritage collections include ethnography, palaeontology, archaeology, natural history and the fine arts. Through exhibits and educational efforts the division also showcases Inuit culture, traditions and history throughout Nunavut, nationally and internationally.

Toponymy Program	151	161	163	163
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The Toponymy Program Division works with the *Inuit Heritage Trust*, communities, heritage centres, learning institutions and individuals to collect original Inuktitut names and make them official place names of Canada.

Nunavut Public Library Services Administration	1,133	1,208	1,220	1,220
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The Nunavut Public Library Services Administration Division provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening literacy, information access, and access to Inuktitut language materials. To fulfill this role, the division operates the Iqaluit public library, provides operational funding and related support to the seven existing community libraries, and supports community-lead efforts to establish new community libraries. To foster literacy in Inuktitut, the division makes the acquisition and distribution of Inuktitut language materials (both informational and entertainment) a priority.

Total, Heritage	5,799	5,972	6,004	6,004
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Priorities (2022-23)

- Support government efforts to create an online marketplace for Nunavut arts and crafts.
Status: The focus in the 2022-23 fiscal year has been on researching options and targeting a product in the 2023-24 fiscal year. The Department of Culture and Heritage has supported the Department of Economic Development and Transportation by advising on the development of options.
- Work with our partners to explore options to repatriate our heritage collections.
Status: The Nunavut Heritage Centre is in the pre-planning stage. Funding is included in the Planning Studies item, appropriated under the Infrastructure Branch in the Capital Estimates. The Government of Nunavut and the Inuit Heritage Trust will continue exploring various options on the best ways to proceed. The department has proposed to create a Memorandum of Understanding with the Inuit Heritage Trust outlining the process and the roles and responsibilities in the creation of a Nunavut Heritage Centre.
- Support and work with the Inuit Heritage Trust on a student mentorship program for collections management.
Status: The department utilized Nunavut Agreement implementation funding to support heritage resources and collections initiatives. Over the last two fiscal years (2021-22 and 2022-23) \$500,000 was allocated to the Inuit Heritage Trust to fund student mentorship initiatives for heritage resources and collections management.

- Review the Library Act.
Status: The department has initiated a jurisdictional scan of Library Acts and anticipates advancing a legislative proposal to modernize the act in 2024-2025.
- Finalize plans to create a Government of Nunavut collections database.
Status: The department anticipates procuring this tool in 2023.
- Design and deliver the Artist Residency Program at the Winnipeg Art Gallery.
Status: The department has finalized the program for delivery in spring of 2023.

Priorities (2023-24)

- Continue to support government efforts to create an online marketplace for Nunavut arts and crafts.
- Continue to work with our partners to explore options to repatriate our heritage collections.
- Complete the review of the Library Act.
- Deliver a Collections Management workshop at the Winnipeg Art Gallery.
- Launch the Government of Nunavut collections database.

Priorities (2024-25)

- Continue to work with our partners to explore options to repatriate our heritage collections.
- Continue with the legislative process for the Library Act.
- Begin the process of rescinding derogatory official place names.

Priorities (2025-26)

- Continue to work with our partners to explore options to repatriate our heritage collections.
- Finalize official rescission of identified derogatory place names.
- Formalize online and in person access to archival government records.

Elders and Youth

Elders and Youth Branch is responsible for programs that support Elders and youth throughout Nunavut. Program activities include the delivery of training workshops, the provision of grants and contributions, direct support in community-lead program design and implementation, and support for the recording of Inuit oral history.

Objectives

- Public Transfer of Inuit Qaujimagatuqangit, with a focus on knowledge transfer from Elders to youth.
- Public Sharing of Inuit Qaujimagatuqangit, through community-based workshop and programing.
- Public Preservation of Inuit Qaujimagatuqangit, through the recording of Inuit oral history.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Elders and Youth Administration		605	639	645	645
Elders and Youth Administration Division provides overall direction and planning for the various Elders and Youth programs and services. It also houses the oral history team.					
Elders Support Program		405	375	378	378
The Elders Support Program Division supports community-based Elder initiatives throughout Nunavut.					
Youth Support Program		398	368	371	371
The Youth Support Program Division supports community-based youth initiatives throughout Nunavut.					
Elders and Youth Initiatives		800	2,225	2,225	2,225
The Elders and Youth Initiatives Division is the Branch's grant and contribution funding. It is composed of four programs: (1) <i>Youth Initiatives Grant Program</i> , (2) <i>Elders Initiatives Grant Program</i> , (3) <i>Youth and Elders Committees Grant Program</i> , and (4) <i>Elders and Youth Facilities Contribution Program</i> .					
Total, Elders and Youth		2,208	3,607	3,619	3,619

Priorities (2022-23)

- Support government efforts to improve the daily life in continuing care facilities.
Status: The department provides an internal advisory role supporting the Department of Health, this includes assisting in the reviews of programming in continuing care facilities.
- Support government efforts to encourage community-based initiatives to provide Elders and seniors programming.
Status: The department directly supports community-based Elder's Initiatives through its grants and contributions programing. The 2023-24 Main Estimates now include increases to the Elders and Youth grants and contributions budget from \$800,000 to \$2,225,000.
- Support government efforts to enable Elder's to access more country food.
Status: The department works closely with Family Services who lead this priority. One related change is that the department increased the funding for Elders and Youth Committees and increased emphasis on country food as an allowable expense.

- Hold the Kitikmeot Regional Youth Committee gathering.
Status: The department anticipates hosting a Youth Committee gathering in Kugaaruk from March 6-10, 2023, targeting one youth leader from each Kitikmeot community.
- Deliver the Drum Dancing, Chanting and Throat Singing workshop for the Qikiqtaaluk region.
Status: The department anticipates hosting a drum dance, chanting and throat singing workshop from March 13-17, 2023 in Igloolik.
- Deliver Tool-Making Program in the Kitikmeot region.
Status: The department anticipates hosting a tool-making workshop in Taloyoak from January 16-20, 2023.
- Deliver On-the-Land Program in the Kivalliq region.,
Status: The department held an on-the-land program in December 2022 in Whale Cove. This included youth from each Kivalliq community.
- Explore options to revitalize Elders and youth committees
Status: The 2023-24 Main Estimates now include increases to the Elders and Youth Committee Grant Program from \$100,000 to \$375,000. The department will work to ensure this community-lead programming is rolled out to best empower Elders and youth groups.

Priorities (2023-24)

- Continue to work closely with the Department of Health to review programming in continuing care facilities.
- Implement identified options to support community-based Elder's and seniors programming.
- Continue to support government efforts to enable Elder's to access more country food.
- Deliver the Survival Skills Program.
- Deliver the Pattern-Making workshop.
- Continue work to revitalize Elders and youth committees.

Priorities (2024-25)

- Explore options to deliver a Qajaq Making Program.

Priorities (2025-26)

- Deliver a Qajaq Making Program.

Inuit Qaujimajatuqangit

The *Inuit Qaujimajatuqangit Branch* works to better align the government with Inuit Qaujimajatuqangit. This responsibility stretches across the Government of Nunavut. This includes supporting the *Inuit Qaujimajatuqangit Katimajit*, coordinating and delivering Inuit Qaujimajatuqangit Sessions, and chairing the interdepartmental *Tuttarviit Committee*. The Branch also administers contribution agreements for community-based Inuit Qaujimajatuqangit initiatives.

Objectives

- Ensure the Government of Nunavut is grounded in Inuit Qaujimajatuqangit.
- Expand knowledge and expertise in Inuit Qaujimajatuqangit within the Government of Nunavut.
- Promote Inuit Qaujimajatuqangit knowledge transfer through supporting community programs.
- Leads the implementation of the Iviqtipalliajut Framework to strengthen *Inuit Qaujimajatuqangit* and Inuit Societal Values in Government of Nunavut workplaces and within policy and legislation.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Inuit Qaujimajatuqangit		935	622	630	630
The Inuit Qaujimajatuqangit Division works to ensure Inuit Qaujimajatuqangit is integrated across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajit and chairs the interdepartmental Tuttarviit committee.					
Inuit Societal Values Initiatives		400	800	800	800
The Inuit Societal Values Initiatives Contribution Program supports community-lead projects which promote Inuit Societal Values. These projects can include, but are not limited to, counseling using traditional knowledge, teaching traditional practices such as tool or boat making, and activities that foster social connectedness.					
Total, Inuit Qaujimajatuqangit		1,335	1,422	1,430	1,430

Priorities (2022-23)

- Assess the Iviqtipalliajut framework and identify areas for improvement.
Status: The department anticipates completing the review in Winter 2022.
- Support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity.
Status: Coordinated the participation of Inuit Qaujimajatuqangit Katimajit and Tuttarviit on exploring models of wellness that are grounded in Inuit identity. The 2023-24 Main Estimates

now include an increase to the Inuit Societal Values Contribution to enhance support for community-led well-being programming.

- Support government efforts to expand opportunities, training, and formal recognition for Inuit to provide culturally and linguistically-relevant mental health and well-being programs and services.

Status: The department has designed Inuit Qaujimajatuqangit sessions for health care professionals and anticipates beginning delivering in early 2023. The department is also exploring the development of Inuit Qaujimajatuqangit sessions around mental health and well-being.

- Support government efforts to engage and recognize more Elders and other community members as advisors and local counsellors for Inuit, and in programming on the land.

Status: The department actively supported Department of Finance in the development of a new Honoraria Directive that more appropriately recognizes the value of Knowledge Keepers and Elders. Also, the 2023-24 Main Estimates are now expanding the total Grants and Contributions funding, which includes programming that support traditional Inuit ways of counselling.

- Plan and deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.

Status: The department is offering in person Inuit Qaujimajatuqangit sessions initially in Inuktitut and has begun exploring option to incorporate technology to expand accessibility across government.

- Plan and deliver a retreat for the Inuit Qaujimajatuqangit Katimajit, Iviqtippalliajut Advisors and Tuttarviit members.

Status: The department anticipates completing a joint retreat in early 2023. This retreat is expected to include dedicated consultation on the development of an Elder and senior care strategy.

- Amend the Terms of Reference for the Inuit Qaujimajatuqangit Katimajit and Tuttarviit to ensure roles and responsibilities are clarified with respect to policy and legislative development.

Status: The department anticipates presenting draft Terms of Reference to Inuit Qaujimajatuqangit Katimajit and Tuttarviit during their retreat.

- Host an Inuit Qaujimajatuqangit Conference in the Kitikmeot region.

Status: The department anticipates solidifying plans for an Inuit Qaujimajatuqangit Conference following input from Inuit Qaujimajatuqangit Katimajit during their retreat.

Priorities (2023-24)

- Through Inuit Qaujimajatuqangit Katimajit and Tuttarviit, support other departments in ensuring their mental health and well-being programming support culturally relevant and community-led initiatives.

- Refine the Iviqtipalliajut framework and begin implementation.
- Continue to support government efforts to encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Continue to support government efforts to provide culturally relevant training opportunities for staff working in continuing care facilities including designing targeted Inuit Qaujimajatuqangit sessions.
- Explore options to create a contact list for each community of Elders who have expertise in the areas of mental and well-being.
- Lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.
- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government. Including delivering in person session in Decentralized communities.
- Plan and host a Tuttarviit retreat.

Priorities (2024-25)

- Lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.
- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Host a Tuttarviit retreat.

Priorities (2025-26)

- Lead and coordinate the engagement of the Inuit Qaujimajatuqangit Katimajiit and Tuttarviit in the Government of Nunavut's policy and legislative development process.
- Continue to deliver Inuit Qaujimajatuqangit sessions on how to use and promote Inuit Qaujimajatuqangit across government.
- Host a Tuttarviit retreat.
- Host an Inuit Qaujimajatuqangit Conference in the Kivalliq region.

Financial Summary

Branch	2022 - 2023		2023 - 2024		2024 - 2025		2025-2026	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,723	29.0	3,047	30.0	3,096	30.0	3,096	30.0
Grants & Contributions	2,176		1,426		1,426		1,426	
Other O&M	476		476		476		476	
Subtotal	5,375		4,949		4,998		4,998	
Official Languages								
Compensation & Benefits	2,263	15.0	2,534	15.0	2,565	15.0	2,565	15.0
Grants & Contributions	1,943		1,943		1,943		1,943	
Other O&M	3,402		3,217		3,217		3,217	
Subtotal	7,608		7,694		7,725		7,725	
Translation Bureau								
Compensation & Benefits	4,026	33.0	3,516	33.0	3,566	33.0	3,566	33.0
Grants & Contributions	-		-		-		-	
Other O&M	663		663		663		663	
Subtotal	4,689		4,179		4,229		4,229	
Heritage								
Compensation & Benefits	2,174	19.8	2,672	20.8	2,811	20.8	2,811	20.8
Grants & Contributions	2,058		2,058		2,058		2,058	
Other O&M	1,567		1,242		1,135		1,135	
Subtotal	5,799		5,972		6,004		6,004	
Elders and Youth								
Compensation & Benefits	1,079	8.0	1,153	8.0	1,165	8.0	1,165	8.0
Grants & Contributions	800		2,225		2,225		2,225	
Other O&M	329		229		229		229	
Subtotal	2,208		3,607		3,619		3,619	
Inuit Qaujimagatuqangit								
Compensation & Benefits	642	4.0	379	4.0	387	4.0	387	4.0
Grants & Contributions	400		800		800		800	
Other O&M	293		243		243		243	
Subtotal	1,335		1,422		1,430		1,430	
Total	27,014	108.8	27,823	110.8	28,005	110.8	28,005	110.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
Culture and Heritage	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	108.8		110.8	
Total Filled Positions	64.4	59%	85.8	77%
Total Vacancies	44.4	41%	25	23%
Total Inuit	47	73%	69	80%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	50%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	6	75%	7	88%
Total Vacant Senior-Management Positions	2	25%	1	13%
Total Inuit in Senior-Management Positions	4	67%	6	86%
Total Middle-Management Positions	19		19	
Total Filled Middle-Management Positions	14	74%	16	84%
Total Vacant Middle-Management Positions	5	26%	3	16%
Total Inuit in Middle-Management Positions	7	50%	10	63%
Total Professional Positions	50		50	
Total Filled Professional Positions	26	52%	35	70%
Total Vacant Professional Positions	24	48%	15	30%
Total Inuit in Professional Positions	21	81%	29	83%
Total Paraprofessional Positions	11		13	
Total Filled Paraprofessional Positions	5	45%	9	69%
Total Vacant Paraprofessional Positions	6	55%	4	31%
Total Inuit in Paraprofessional Positions	4	80%	6	67%
Total Administrative Positions	18.8		18.8	
Total Filled Administrative Positions	11.4	61%	16.8	89%
Total Vacant Administrative Positions	7.4	39%	2	11%
Total Inuit in Administrative Positions	10	88%	16	95%

Capacity

As of September 30, 2022, the Department of Culture and Heritage was operating at 59% capacity with 44.4 vacancies. There were 47 positions held by Inuit employees. The department is actively maximizing Inuit Employment in support of the government achieving a representative level of Inuit employment as required by the Nunavut Agreement.

As of September 30, 2022, the department employed 18 casuals, 11 Inuit of whom are Inuit and 12 relief employees, 4 of whom are Inuit.

Inuit Employment Plans

The Department of Culture and Heritage is targeting to have 69 Inuit in indeterminate and term positions by March 31, 2024, which represents a net increase of 22 from September 30, 2022.

The department aims to achieve the above Inuit employment goals by completing the following priorities:

Priorities 2022-2023

- Providing internal education sponsorships to develop and retain Inuit employees for future career advancement in the Paraprofessional and the Administrative Support categories.
Status: The department is currently hosting one Inuit staff for full-time educational leave, and one Inuit staff for full-time professional development.

Priorities 2023-2024

- Promote to high school and post-secondary students career opportunities in specialized programs such as interpretation/translation, heritage, policy and program research professions, or language revitalization field through collaboration with educational institutions.
- Limit to fixed terms, job offers made to non-Inuit for positions in Senior Management and the Executive categories.
- Prioritize restricted-to-Inuit competitions to fill identified positions across all employment categories.
- Ensure successful Interpreter Translator students doing their practicum with the department are supported to transition into full-time roles.
- Actively promote professional development and training opportunities available to support Inuit staff in their career development.
- Publish current vacancies, Job Descriptions and related information to allow Inuit to self identify for casual roles.
- Review job descriptions to remove artificially inflated education requirements, and experience requirements not based on essential consideration of proficiency and skill.
- Explore internship opportunities for various positions within the department.

Priorities 2024-2025

- Create identified internship opportunities.

Department of Culture and Heritage

- Continue to actively promote professional development and training opportunities available to support Inuit staff in their career development. Introduce a tracking system for Inuit employee training.
- Continue to limit to fixed terms, all job offers to non-Inuit in Senior Management and Executive categories.
- Continue to prioritize restricted-to-Inuit competitions for identified positions across employment categories.

Department of Education

Business Plan

2023-2026

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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, and adult learning. 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 including the Commission scolaire francophone du Nunavut, the Coalition of Nunavut District Education Authorities, other Government of Nunavut departments, the federal government, businesses, 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 following descriptions are overviews of departmental activity that include nine lines of business:

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Directorate	4,282	7,601	7,635	7,635
Policy and Planning	2,339	2,730	2,754	2,754
Corporate Services	6,355	6,548	6,604	6,604
Early Learning and Child Care	6,063	5,705	5,725	5,725
Advanced Education	14,358	14,329	14,362	14,362
K-12 School Operations	193,880	204,359	207,146	207,146
Curriculum, Resources, and Éducation en français	7,234	8,868	8,928	8,928
Student Achievement	5,809	11,338	11,366	11,366
Educator Development	11,960	12,069	12,212	12,212
TOTAL	252,280	273,547	276,732	276,732

KATUJJILUTA MANDATE PRIORITIES

Education's responsibilities include leading the following mandate commitments of the 6th Legislative Assembly:

- Invest in high quality, affordable, flexible, and inclusive early learning and child care programs and services with federal funding partners
- Prepare a new plan to develop and transform Nunavut's early learning and child care sector, with an emphasis on Inuit-centered early learning
- Provide more financial, administrative, training, and Inuktitut learning resources to support early learning
- Begin a phased rollout of full-day kindergarten programs
- Accelerate work on the K-12 Inuit language curriculum and Nunavut-specific learning resources
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction
- Enhance and support school meal programs with community-based partners
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners
- Enhance indirect supports for post-secondary learners
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy

Education's responsibilities include supporting the following mandate commitments of the 6th Legislative Assembly:

- Investigate and implement trauma-informed practices in healthcare and education
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination
- Reinvigorate health and mental health promotions programs
- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year

Directorate

Directorate includes the Deputy Minister; Assistant Deputy Minister, Support Services; Assistant Deputy Minister, Education Programs; and the Communications and Partner Relations functions. The Deputy Minister and Assistant Deputy Ministers provide advice to the Minister of Education and Cabinet on matters relating to the department's mandate. They also ensure implementation of ministerial direction and government policy. The department's communications efforts, as well as

its efforts to work collaboratively and support the needs of its key partner organizations, are also part of this line of business.

Objectives

- To provide strategic direction for the department and lead departmental planning and evaluation efforts and initiatives.
- To ensure that government direction is conveyed to the department and that operations reflect the government mandate.
- To ensure transparency and accountability through financial and administrative management, as well as open and regular communications to employees and partner organizations.
- To ensure ongoing implementation and integration of Inuit societal values into the operations of the department and its relationships with partner organizations.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Directorate		1,251	1,249	1,262	1,262
Directorate is responsible for the overall operation of the department and recommends goals, objectives and standards to the Minister. Directorate is ultimately responsible for the provision of strategic direction for the department, as well as ensuring that the government mandate and Ministerial direction are implemented faithfully.					
Stakeholder Engagement		2,366	2,332	2,353	2,353
Stakeholder Engagement is responsible for the Communications and Partner Relations sections. The Communications section provides communications advice and support across the department and promotes an integrated and strategic approach to internal and external communication. The Partner Relations section maintains interdepartmental, intergovernmental, academic, Inuit organization, and business relationships; provides administrative support to the Elders Advisory Committee, the Coalition of Nunavut District Education Authorities, and the Commission scolaire francophone du Nunavut; provides support for community engagement; and provides professional administrator development.					
Coalition of Nunavut DEAs		665	4,020	4,020	4,020
Provides contribution funding to the Coalition of Nunavut District Education Authorities.					
Total, Directorate		4,282	7,601	7,635	7,635

Priorities (2022-2023)

- Work with community-based partners to develop enhancements for school meal programs.
Status: Food programs are currently supported by community and school staff volunteers. The department has initiated an interdepartmental working group to identify needs and ways to enhance and standardize school meal program in all schools.

- Further develop and implement the Family Engagement Initiative.
Status: A Family Engagement framework is being developed based on a “current state” report and territorial scan completed by the department.
- Develop a Memorandum of Understanding with the Coalition of Nunavut District Education Authorities that is in line with the new *Education Act*.
Status: A new MOU was signed in November 2022 which reflects changes made under the Education Act. The MOU outlines the obligations of both the department and the Coalition of District Education Authorities, consistent with the provisions of the 2020 Education Act.
- Develop a Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut speaking educators in Nunavut schools.
Status: Recruitment and retention efforts are ongoing, including support for the Nunavut Arctic College’s expansion of the Nunavut Teacher Education Program. Work on the Retention and Recruitment Strategy has been initiated within the department. Education anticipates that the strategy will be complete in 2023-24.
- Develop and implement a stakeholder communication strategy with a focus on informing and engaging with key education stakeholders.
Status: A deliberate program to interact with stakeholders on a scheduled basis will support proactive work with partners. Consultation has begun with key stakeholders to establish timing and schedules. For example, monthly meetings with the CNDEA and NTI have been established.
- Implement a communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktitut.
Status: The department has increased advertisements placed in local publications promoting educator recruitment and has increased its presence at Nunavut career fairs.
- Begin implementing the recommendations of the department-wide communications review.
Status: Work to implement the review recommendations are in their early stages in 2022-23 and will continue in 2023-24.
- Review the 20-year Language of Instruction Implementation Plan to identify opportunities for and cost of accelerating the plan.
Status: The department is focusing on the acceleration of the resource portion of the implementation plan. The department has initiated a gap analysis to identify opportunities for collaboration with Inuit organizations or other stakeholders on resource creation.

Priorities (2023-2024)

- Continue work with community-based partners to enhance and standardize school meal programs.
- Continue to implement the Family Engagement Initiative
- Review and evaluate the effectiveness of the communications campaign to promote teaching and other education occupations for Inuit, and to support Inuktitut.

Department of Education

- Finalize and implement the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Continue to implement the stakeholder communication strategy with a focus on informing and engaging with key education stakeholders.
- Continue to implement the recommendations of the department-wide communications review.
- Continue work to accelerate the 20-year Language of Instruction Implementation Plan by focusing on accelerating the work of resource development.

Priorities (2024-2025)

- Monitor, and evaluate the Family Engagement Initiative.
- Monitor and evaluate the stakeholder communication strategy.
- Review the 20-year Language of Instruction Implementation Plan to identify new opportunities for and cost of accelerating the plan.
- Work with community-based partners to deliver enhanced and standardized school meal programs.

Priorities (2025-2026) April-October 2025

- Continue to monitor, and evaluate the Family Engagement Initiative, and implement any necessary revisions.
- Monitor and evaluate the success of the Retention and Recruitment Strategy for Educators.

Policy and Planning

Policy and Planning is responsible for coordinating policy and legislation development as well as meeting departmental obligations under the *Access to Information and Protection of Privacy Act* (ATIPPA) and overseeing actions to assess and respond to access to information requests. The division coordinates the preparation of information for the Minister and Deputy Minister to represent the department within the government, the territory, nationally and internationally. This division also leads the department's strategic and business planning including: the development and management of an accountability framework; the oversight of a comprehensive framework for evaluating programs; setting and monitoring performance measurements and targets; and managing an integrated risk management strategy.

Objectives

- To support and facilitate the collection, analysis, and reporting of general education and department-specific statistics and key performance indicators.

Department of Education

- To ensure that department policies and procedures are developed, consulted upon, approved and maintained so that they meet the needs of learners, the department and partner organizations.
- To ensure that legislation is properly interpreted and appropriately implemented, and that those acts and regulations under the responsibility of the department are maintained and updated to reflect the needs of Nunavummiut.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Policy Development		928	1,175	1,199	1,199
This unit leads the department's efforts to research, develop and consult with partners, obtain approval, and coordinate the implementation of various authoritative documents ranging from policies and directives to manuals and guidelines.					
Legislation		161	283	283	283
This unit maintains departmental expertise on the various acts and regulations that are the department's responsibility and provides advice to department staff and partners on that legislation including: the <i>Education Act</i> , <i>Child Day Care Act</i> , <i>Universities and Degree Granting Institutions Act</i> , and <i>Nunavut Arctic College Act</i> . This unit also leads effective research into legislation development, and reviews and updates legislation to meet the needs of Nunavummiut.					
Planning, Reporting and Evaluation		691	613	613	613
This unit provides leadership related to the department's strategic planning and reporting processes, including business planning, and annual planning. It also leads efforts to ensure that internal reporting on program effectiveness is in place, and that the department is maintaining its obligations to report on its progress to the legislature. It also takes a leadership role in setting the department's strategic Inuit Employment Plan.					
Sivummuakpaallirutiksat		420	420	420	420
The Inuit Employee Education Leave Program provides Inuit employees with an opportunity to develop professionally and advance in their careers to develop a workforce that is representative of the population it serves. The program assists the department to achieve its Inuit employment goals, by granting leave to Inuit employees working in schools to pursue full-time post-secondary studies for a predetermined time at a recognized university, college, vocational, professional or technical institute approved by the department.					
Iviqtippalliajut Implementation					
Advisor		139	239	239	239
This position is responsible for coordinating the Education-specific elements of the implementation of Iviqtippalliajut, the GN's framework for Inuit Qaujimagatuqangit (IQ) and Inuit Societal Values (ISV).					
Total, Policy and Planning		2,339	2,730	2,754	2,754

Priorities (2022-2023)

- Support the implementation of the Canada-Nunavut Canada-Wide Early Learning and Child Care Agreement.
Status: Support is ongoing to the ELCC division with particular attention to the monitoring and reporting requirements as well as the involvement of NTI, RIAs and other stakeholders.
- Support a review of the 20-year Language of Instruction Implementation Plan to identify opportunities for and cost of accelerating the plan.
Status: Continued general support for divisions responsible for the Implementation Plan, including supporting decision making related to accelerating resource development.
- Support the implementation of program, reporting, and regulatory changes coming out of the 2020 *Education Act*, including the development of *Language of Instruction Regulations*.
Status: The Department of Education hosted an engagement session in October 2022, with Culture and Heritage, NTI, and the CNDEA to co-develop a consultation plan for review of the Language of Instruction Regulations. A workplan to outline future research and consultation work has been developed, and a working group has been created.
- Support the development of the Educator Retention and Recruitment strategy, in collaboration with education partners.
Status: Policy and Planning is supporting the development of the strategy, including engagement with key stakeholders, as well as ongoing general recruitment efforts. Education anticipates that the strategy will be complete in 2023-24.
- Support the review of Student Financial Assistance legislation to enhance the FANS program.
Status: A comprehensive review of the FANS program is underway, and is expected to be complete in early 2023-24. A review of the legislation will follow the program review. The Policy and Planning division continues to support the review, including engagement with stakeholders such as NTI.
- Implement the use of key performance indicators and reporting mechanisms for divisional programs and services.
Status: The department has identified the need to identify and streamline key performance indicators to improve reporting on initiatives that support the Katujjiluta Mandate. A contractor has been engaged to support the work to develop key performance indicators for reporting and evaluation for all divisions within the department. Key Performance indicators will be reported on in the department's Annual Report.

Priorities (2023-2024)

- Continue to support the implementation of the Canada-Nunavut Canada-Wide Early Learning and Child Care Agreement.
- Continue to support the implementation of program, reporting, and regulatory changes coming out of the 2020 *Education Act*, including enhanced reporting.
- Support the implementation of a Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.

Department of Education

- Support the current review of the FANS program with a focus on legislative amendments to improve the program.
- Develop a consultation plan for amendments to the *Child Day Care Act*.

Priorities (2024-2025)

- Prepare amendments to the *Child Day Care Act* for the legislative process, and support the development of an implementation plan.
- Support the review of the *Universities and Degree-Granting Institutions Act*.
- Continue to support the implementation of program, reporting, and regulatory changes coming out of the 2020 *Education Act*, including enhanced reporting.
- Support the 20-year Language of Instruction Implementation Plan and identification of new opportunities for and cost of accelerating the plan.

Priorities (2025-2026) April-October 2025

- Support the review of the *Universities and Degree-Granting Institutions Act*, including the development of a consultation and engagement plan.

Corporate Services

Corporate Services provides strategic financial management to the department and oversees development, design, and planning of capital infrastructure projects, as well as facility and vehicle management. The division provides a full range of administrative support services to the department in the areas of strategic human resources including orientation, staffing, corporate training, and programming. Corporate Services also provides health and safety support services and information technology/information system supports in the areas of system planning, database management, and system analysis.

Objectives

- To ensure department budgets are managed in the most effective manner possible and that expenditure controls are in place to ensure resources are used wisely and appropriately.
- To provide support to regional offices, schools and District Education Authorities in relation to financial, human resource, capital, health and safety, and information technology matters.
- To provide guidance and assistance to child care facilities, schools, and department offices on matters pertaining to health and safety.
- To ensure that department facilities including schools and offices are provided with the capital and information technology infrastructure required to support high-quality educational programming.
- Increase Inuit employment throughout the department through all available mechanisms, including succession planning, direct appointments, training, and competitions.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Director’s Office		1,764	1,780	1,836	1,836
The budget provides for the infrastructure to oversee the Corporate Services division.					
Financial Management		1,137	1,191	1,191	1,191
This unit is responsible for managing the overall department budget and expenditure controls; providing financial planning and administration for the department; safeguarding assets; preparing and issuing financial reports, and providing advice.					
Human Resource Management		365	434	434	434
This unit provides expertise to the department’s senior management team with respect to GN hiring practices, employee relations, casual and substitute staffing, and leave and attendance.					
Information Systems		2,271	2,309	2,309	2,309
This unit provides expertise and departmental direction on matters pertaining to information and communication technology ranging from supporting distance learning, database, and system development and maintenance, network design and support, and software and hardware project management.					
Health and Safety		560	557	557	557
This unit provides expertise and guidance in relation to the development of health and safety policy and procedures to support schools, child care facilities and department offices. It provides technical expertise, guidance and advice to ensure that the department is compliant with legislative requirements, policies and standards, and identifies opportunities for improvement on health, safety, and emergency preparedness training, programming, and implementation.					
Capital Planning		258	277	277	277
This unit provides capital planning expertise and support for the development of new facilities, additions, and renovations to existing facilities. Working in partnership with Community and Government Services, this unit assists in responding to the needs of schools and District Education Authorities to ensure that needs are met in as timely a manner as possible.					
Total, Corporate Services		6,355	6,548	6,604	6,604

Priorities (2022-2023)

- Develop a robust health and safety program that compiles existing standalone components and meets legislative and regulatory requirements.
Status: Aspects of the health and safety program have been developed, including the release of a new school violence reporting system in October 2022. A Workplace Violence and Harassment Process has also been finalized and will be implemented in the 2023-24 school year.

- Begin scoping for a comprehensive capital database system that will capture pertinent information related to small capital, bussing, major capital buildings and ongoing lifecycle assets to improve process and reporting.
Status: Corporate Services has reviewed all of its business requirements regarding a new system and has determined that all business requirements can be addressed within the current Asset Planner system.
- Begin research on the procurement of a new database to support the Financial Assistance for Nunavut Students Program.
Status: A contractor has been engaged and is currently conducting a jurisdictional scan of student financial assistance databases. Procurement of the database is planned for 2024-25, following the comprehensive review of the Financial Assistance for Nunavut Students program and legislation.
- Complete the replacement of CCTV systems in Nunavut schools to provide a standard and enable remote access to all school CCTV systems.
Status: As of April 2023, 39 of 45 schools will have received new standardized CCTV systems.
- Develop procedures and instructions for the maintenance and upkeep of internet ready devices in Nunavut schools.
Status: The department's new Technology in Schools Policy is in its final stages of drafting and will be reviewed and finalized in 2023-24 for implementation in the 2023-2024 school year.
- Finalize new capital standards relating to school builds.
Status: The capital standards for schools is in its final stages of completion. It is expected that full implementation of the new standards will be in place by April 2023.
- Finalize the pilot project for the roll out of full-day kindergarten in select schools across the territory.
Status: Five schools have been selected as pilot schools to run full-day kindergarten beginning in fall 2023. All capital work is completed and a working group is being struck to expand the kindergarten curriculum to support full-day learning.

Priorities (2023-2024)

- Continue to develop and implement components of the new health and safety program.
- Replace remaining analog bell and overhead paging systems in schools to enhance the safety of staff, students, and visitors in Nunavut schools.
- Implement new capital standards on all new construction builds across the territory.
- Begin the pilot project for full-day kindergarten in select schools across the territory.
- Fully implement the revised Student Educator Ratio Staff Funding Formula by establishing the Nunavut Teachers Association positions.
- Complete the procedures and instructions for the maintenance and upkeep of internet ready devices in Nunavut schools.

Priorities (2024-2025)

- Complete all necessary work related to the bell and overhead paging systems in Nunavut schools.
- Monitor and evaluate the success of the pilot project for full-day kindergarten in select schools across the territory and develop a phased plan for full-day kindergarten in all communities.
- Complete the research for and procure the new FANS database based on the results of the FANS review.

Priorities (2025-2026) April – October 2025

- Implement the phased plan to roll out full-day kindergarten.
- Work with the Department of Community and Government Services to monitor and evaluate the implementation of new capital standards for schools across the territory.
- Support the implementation of a new data base for Financial Assistance for Nunavut Student Programs.

Early Learning and Child Care

Early Learning and Child Care is responsible for promoting early childhood development and early learning for children 0 to 6 years of age. The division promotes quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed child care centres to ensure compliance with the *Child Day Care Act* and *Regulations*. The division also promotes early childhood development by providing support for children with diverse needs between 0-6 years of age, developing linguistically and culturally relevant resources and providing training opportunities for early childhood program educators, staff, and parents. The division is responsible for governance, policy, and planning of early learning and child care initiatives under the *Child Day Care Act* and *Regulations*.

Objectives

- To provide strategic guidance and advice relating to increasing the affordability and accessibility of child care in Nunavut.
- To support 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.
- To provide support to programs and services developed for children with diverse needs.
- To promote quality care and education for children by licensing, inspecting, and providing guidance and support to all licensed child care centres under the *Child Day Care Act*.
- To provide support to all early childhood programs by offering workshops and training opportunities for parents, early childhood educators, and staff.

- To provide support to early childhood programs and parents by developing linguistically and culturally appropriate resources.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Director's Office		308	328	348	348
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The budget provides for the staffing infrastructure to oversee the Early Learning and Child Care division.

Early Childhood Resources		701	355	355	355
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This unit is responsible for researching, developing, and recommending resources and assessments for use within an Inuit and northern context in early learning facilities. This unit manages funding to support the research and development of those resources to support high-quality learning within child care centres, as well as administrative funding to support early childhood resource development, with a focus on culturally based resources in Inuktitut for licensed early childhood programs and services. This includes compensation and benefits, and operations and maintenance funding for staff in this branch.

Early Childhood Development and Administration		826	794	794	794
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This unit is responsible for the licensure and inspection of child care facilities within the territory, as well as the administration of programs and services to promote and increase access to and affordability of child care. This is where the administrative funding is located to support early childhood program oversight and training. This includes compensation and benefits, and operations and maintenance funding, for staff in Iqaluit and in the department's regional offices.

Healthy Children Initiative		908	908	908	908
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The Healthy Children Initiative provides funding for communities to develop or enhance programs and services for prenatal children to age six, and their families. The Healthy Children Initiative provides funding through two streams. The first 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.

Day Care Grants and Contributions		2,150	2,150	2,150	2,150
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Early childhood facilities are licensed by the Department of Education under the *Child Day Care Act*. The department issues start-up grants; provides ongoing program contributions; inspects facilities annually; and provides licensing and operating support.

Young Parents Stay Learning		170	170	170	170
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As a stay-in-school initiative, the Young Parents Stay Learning program provides funding to assist with the parental costs of licensed child care or approved unlicensed child care in order to encourage all young parents to complete their high school studies, and for young parents under the age of 18 to attend post-secondary institutions.

Early Childhood Education Inuit Language and Culture Funding	1,000	1,000	1,000	1,000
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The department provides funding to District Education Authorities and the Commission scolaire francophone du Nunavut for administration, resources, and delivery of community-based early childhood educational programming that focuses on supporting culture and language.

Total, Early Learning and Child Care	6,063	5,705	5,725	5,725
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Priorities (2022-2023)

- Provide early learning and child care professional development and training for child care facility staff and boards to support Katujjiluta.
Status: Regional training has been made available for all licensed child care centres and includes comprehensive administrative management and guidance on parent handbooks. In addition, this year, five centres participated in a separate comprehensive administrative session.
- Complete and adopt an ELCC Quality Framework, in consultation with key stakeholders and partners, including NTI and the RIAs, and begin development of a strategic action plan to implement the Framework.
Status: NTI and RIAs have been engaged, and the ELCC Quality Framework will be completed by April 2023.
- Support more affordable child care for Nunavut families through the reduction of parental fees in licensed child care facilities.
Status: As part of the Canada Wide Child Care Agreement, Nunavut committed to reducing parental fees for licensed child centres. In December 2022, the department implemented contribution agreements with licensed child care centres to support \$10/day parental fees.
- Increase the number of licensed child care facilities in Nunavut, including licensing home daycares, and investigating the use of community venues.
Status: A scan of potential venues and development sites suitable for child care centres has been completed for all communities and shared in collaboration with NTI and RIAs as part of the joint effort in creating new child care spaces across Nunavut. A total of 24 new child care spaces have been created this fiscal year.
- Develop a Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC stakeholders in Nunavut.
Status: Research and assessment has begun to develop a comprehensive strategy for inclusion and equity for licensed child care centres in collaboration with NTI and the RIAs.
- Research and develop a wage grid for Nunavut’s ELCC workers to support fair and transparent wages, and to incentivize certification/advanced education.
Status: Work has begun to research and develop a fair and equitable wage grid to support the ELCC workforce. NTI and RIAs have been engaged, and it is anticipated that work will be complete by fall 2023.

Priorities (2023-2024)

- Provide early learning and child care professional development and training for child care centre staff and boards to support the increase of qualified child care workers.
- Develop an action plan based on the ELCC Quality Framework, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Further increase the number of licensed child care spaces in Nunavut, including licensing home day cares, and investigating the use of community venues.
- Finalize the Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC partners and stakeholders in Nunavut.
- Develop a plan for introducing the wage grid and wage subsidies for Nunavut's ELCC workers, including a communication plan for implementation.
- Develop a Monitoring, Evaluation, and Learning database to meet federal reporting requirements of the 2021-26 Canada-Wide Early Learning and Child Care Agreement.
- Support child care societies, centres, and other partners and stakeholders to participate in consultations related to proposed amendments to the *Child Day Care Act* and regulations.
- Increase capacity to support licensed childcare centres, and the creation of additional centres, by staffing additional Early Learning and Child Care division positions funded through the Canada-Wide ELCC Agreement.
- Continue to pilot language nest programs in Nunavut communities to provide early childhood education language and culture programming to parents with preschool children at home.

Priorities (2024-2025)

- Provide early learning and child care professional development and training for child care centre staff and boards to support the increase of qualified child care workers.
- Implement the ELCC Quality Framework Action Plan, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Implement the Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC partners and stakeholders in Nunavut.
- Further increase the number of licensed child care spaces in Nunavut, including licensing home day cares, and investigating the use of community venues.
- Begin the implementation of a wage grid and wage subsidies for Nunavut's ELCC workers.
- Continue to maintain the Monitoring, Evaluation, and Learning database to meet federal reporting requirements of the 2021-26 Canada-Wide Early Learning and Child Care Agreement.
- Support preparations of amendments to the *Child Day Care Act* for the legislative process and develop an implementation plan.
- Monitor and evaluate the success of the pilot language nest for potential expansion across the territory.

Priorities (2025-2026) April-October 2025

- Provide early learning and child care professional development and training for child care centre staff and boards to support the increase of qualified child care workers.
- Continue the implementation and begin monitoring of the ELCC Quality Framework Action Plan, grounded in Inuit culture and language to inform and guide future policy and program deliveries.
- Further increase the number of licensed child care spaces in Nunavut, including licensing home day cares, and investigating the use of community venues.
- Continue the phased implementation and monitoring of a Strategic Action Plan for Inclusion and Equity that provides guidance and direction on inclusion to all ELCC stakeholders in Nunavut.

Advanced Education

Advanced Education is responsible for guiding the development of governance, policy, and strategic planning for adult learning in Nunavut, including work to increase the availability of quality post-secondary educational opportunities within the territory and ensuring that existing programs and services are of high quality for the benefit of students and government. It works to guide the implementation of the Nunavut Adult Learning Strategy as well as the *Education Act* as it relates to adult education. This division is also responsible for adult programs that support equality of opportunity and encourage adult literacy, numeracy, and essential employability skills. The Financial Assistance for Nunavut Students (FANS) program is also administered under the Advanced Education Division. The program provides financial support to Nunavut students to attend post-secondary education programs.

Objectives

- To guide the development of governance, policy, and strategic planning for adult learning.
- To work to increase the availability and quality of educational opportunities for adult learners.
- To provide for and support adult programs that encourage literacy, numeracy and employability skills.
- To establish and monitor quality assurance standards of post-secondary programs offered and delivered in the territory.
- 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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Director's Office		447	416	449	449

The budget provides for the staffing infrastructure to oversee the Advanced Education division.

**Adult Program Monitoring
and Evaluation**

243 **312** 312 312

This unit is responsible for reviewing adult programs offered by institutions, third-party service providers, and government in order to determine their impacts and to ensure that they are of high quality and of benefit to the territory.

Adult Literacy and Basic Education 388 **393** 393 393

This program provides funding to organizations capable of demonstrating the capacity to positively impact Nunavut communities and adult learners through the provision of training or the development of resources that will increase adult literacy in all official languages, as well as numeracy and employability.

General Education Development 4 **0** 0 0

The General Educational Development (GED®) test is an option available to adult learners seeking to upgrade their education levels for employability purposes. This is a recognized certification to support adults to continue their education at and beyond the high school level.

**Adult Programs (Pathway to
Adult Secondary School)**

390 **247** 247 247

Pathway to Adult Secondary School (PASS) is the Nunavut Mature High School Graduation Diploma, which allows those who did not complete high school to obtain their high school diploma. Tailored to individual adult learner needs and incorporating recognition for prior learning, this program allows adults to receive the Nunavut Secondary School Diploma, which is accepted across Canada.

Pre-Employment Training 2,687 **2,687** 2,687 2,687

This provides funding to support the development and delivery of educator training programs that are linked with the department’s Inuit Employment Plan, Article 23 of the *Nunavut Land Claims Agreement*, and bilingual education requirements.

This includes funding to support the enhancement of the Nunavut Teacher Education Program, as well as new programs under development for other school-based occupations such as the Student Support Assistant Certificate.

**Financial Assistance for
Nunavut Students (FANS)** 10,199 **10,274** 10,274 10,274

This program provides direct support for post-secondary students through the offering of grants, loans and scholarships for Nunavut students attending post-secondary education institutions. FANS support helps students pay for tuition, books, travel, and living expenses.

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 with disabilities.

Total, Advanced Education **14,358** **14,329** **14,362** **14,362**

Priorities (2022-2023)

- In collaboration with the Department of Family Services, begin to implement the Nunavut Adult Learning Strategy.
Status: Work from the Nunavut Adult Learning Strategy will be incorporated into the work on a training strategy to meet Nunavut's labour market needs.
- Begin a review of Student Financial Assistance legislation to enhance the FANS program.
Status: The Department of Education has begun a comprehensive review of the Financial Assistance for Nunavut Students (FANS) program. Work on the review began in April 2022 and is expected to be complete by April 2023. The legislative review will follow the program review.
- Support research and needs assessment for the procurement of a new FANS database.
Status: With support from Corporate Services, a contractor has been engaged and is currently conducting a jurisdictional scan of student financial assistance databases. Procurement of the database is planned for 2024-25, following the comprehensive review of the Financial Assistance for Nunavut Students program and legislation.
- In collaboration with NAC, implement actions to support increased engagement of Inuit men in the PASS program.
Status: In collaboration with NAC, a report has been completed with recommendations on how to further engage Inuit men in the PASS program.
- Implement interim measures to support administration of FANS program.
Status: The department has hired additional staff to support the workload of FANS. In-person training is being delivered to staff on financial and loans processes and procedural manuals to support staff with FANS financial and procedural administration are being developed. Revisions are being done to the FANS handbooks. The department is also developing guidelines and procedures to enable the efficient and transparent collection of outstanding student loans.

Priorities (2023-2024)

- Conduct a legislative review of Student Financial Assistance legislation to align with the results of the FANS program review.
- Support interdepartmental work to identify Nunavut's labour market needs and existing education and training programs and develop a strategy to meet those needs.
- Provide user-level input for the procurement and implementation of the FANS database.

Priorities (2024-2025)

- Develop mechanics for new FANS program, including the operational manual and public face of the program,
- Begin the review of the *Universities and Degree-Granting Institutions Act*.
- Support Corporate Services with research for and procurement of the new FANS database based on the results of the FANS review.

Priorities (2025-2026) April-October 2025

- Complete full roll out of revised FANS program with new data base.
- Continue the review of the *Universities and Degree-Granting Institutions Act*.

Kindergarten to Grade 12 School Operations

K-12 School Operations are the regional offices of the Department of Education responsible for supervising and supporting the delivery of Nunavut's Education Program in schools across the territory. Regional School Operations/Commission scolaire francophone du Nunavut offices located in Kugluktuk, Baker Lake, Pond Inlet and Iqaluit are responsible for the day-to-day operation of schools, supervision of school staff, operational liaison with District Education Authorities, and overseeing the delivery of the Education Program and educational services for Kindergarten to Grade 12. These offices provide direct support to schools through supervision and support to principals, teachers and other school staff to ensure that high-quality instructional, assessment and student support practices are occurring as required by the Minister. These offices are also responsible for hiring, relocating, supervising and performance management of school employees.

Objectives

- To support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
- To provide direct support to schools through supervision of school staff.
- To support and ensure high-quality instructional, assessment and student support practices are occurring within Nunavut schools.
- To identify and communicate the needs of schools to the department so that supports, training and resources can be provided.
- To support the development of safe schools and communities that foster learning as well as physical and emotional well-being.
- To support the development of strong relationships between schools and communities and to support District Education Authorities in implementing the Education Program including the implementation of newly developed curriculum for Kindergarten to Grade 12 as directed by the Minister.
- To support schools in hiring, retaining, relocating and other human resource supports.
- To support the department's Inuit employment efforts, particularly relating to bilingual education at the school level.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Kindergarten-Grade 12					
Instruction		164,032	174,162	176,949	176,949
Provides support to schools across Nunavut for the delivery of the Education Program for Kindergarten to Grade 12. This support covers compensation and benefits and other operations and maintenance costs related to the delivery of the Kindergarten to Grade 12 program.					
Support to District Education					
Authorities		14,390	14,011	14,011	14,011
Provide and manage contribution funding to District Education Authorities / Commission scolaire francophone du Nunavut for administration, resources and delivery of community-based educational programming in schools.					
School Operations – Regional		15,185	15,882	15,882	15,882
Three Regional School Operations offices provide services and support to District Education Authorities, school staff, and administrators relating to human resources.					
Commission scolaire francophone du Nunavut		273	304	304	304
Provides funding for the delivery of the French first language Educational Program in French to École des Trois-Soleils, and the administration of minority language rights.					
Total, K-12 School Operations		193,880	204,359	207,146	207,146

Priorities (2022-2023)

- Support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
Status: Regional School Operations continuously work directly with principals and vice principals to enhance their support for leadership efforts, and ensure they align with departmental priorities. A standardized principal's report has been developed and will begin the implementation stage across all schools in the 2023-24 school year.
- Work with community-based partners to develop enhancements for school meal programs.
Status: Food programs are currently supported by community and school staff volunteers. Regional School Operations will contribute to the work of the interdepartmental working group to identify needs and ways to enhance a standardized school meal program in all schools
- Implement procedures and instructions for the maintenance and upkeep of internet ready devices in Nunavut schools
Status: With the support of Corporate Services, maintenance and upkeep of all internet ready devices are managed on a regular basis to ensure their readiness, as needed.

- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan and ensure consistency and quality in curriculum delivery across schools.

Status: Regional School Operations are the department's direct link to front-line staff. Support for the understanding and implementation of the Nunavut curriculum at the school level is essential and ongoing work of the division.

Priorities (2023-2024)

- Implement the standardized principal's report across all schools.
- Support the implementation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Continue to support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.
- Support community-based partners in delivering enhanced school meal programs.
- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan and ensure consistency and quality in curriculum delivery across schools, including a focus on career planning, and pre-employment work experience.

Priorities (2024-2025)

- Support the monitoring and evaluation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan and ensure consistency and quality in curriculum delivery across schools, including a focus on career planning, and pre-employment work experience.
- Continue to support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.

Priorities (2025-2026) April-October 2025

- Continue to support the implementation of the made-in-Nunavut curriculum and the Language of Instruction (LOI) Implementation Plan and ensure consistency and quality in curriculum delivery across schools.
- Support the monitoring and evaluation of the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.
- Continue to support, monitor, and advise on effective school leadership practices and standards within Nunavut schools, with a focus on instruction, assessment, and student support.

Curriculum, Resources, and Éducation en français

Curriculum Development, Resource Services and Éducation en français are the divisions in the department largely responsible for developing and maintaining the Education Program delivered in Nunavut’s schools. These divisions work to establish the standards for what students learn throughout their schooling; the teaching and learning resources used in classrooms to support this learning; and to ensure that these standards and materials are reflective of Nunavut’s official languages, Inuit culture, and Nunavut and northern realities.

Objectives

- To ensure that all schools have access to and are using appropriate curriculum and provide teaching and learning resources that meet the linguistic, cultural, and learning needs of Nunavut students.
- To develop Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.
- To support the efforts of District Education Authorities, including the Commission scolaire francophone du Nunavut, to develop local programs that modify the School Program to meet local needs.
- To ensure that Nunavut’s curriculum and resources in all programs of study are available to educators, parents, and the general public.
- To conduct reviews of third-party proposals to modify the Education Program to ensure that they are culturally, linguistically, and academically appropriate, and are of educational benefit to Nunavut students.

Programs	Budget (\$000)	2022-23	2024-25	2024-25	2025-26
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Curriculum Development		2,815	2,896	2,934	2,934
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Curriculum Development is responsible for management of the department’s curriculum including regular review and replacement, when necessary. Additionally, it is responsible for ensuring that all schools have access to and are using the appropriate curriculum for each of Nunavut’s curriculum strands and programs of study for all grades and stages of development. This division is also responsible, through the *Education Act* and the *Inuit Language Protection Act*, for ensuring that the Nunavut Education Program promotes Inuit culture and languages.

Resource Services		3,660	5,211	5,224	5,224
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Resource Services is responsible for the creation, publication, and distribution of teaching resources and learning materials and other operational resources as approved by the Minister, ensuring these resources align with and support the curricular outcomes outlined in the approved curriculum. The division is responsible for the management of funding for Inuit Language Implementation to ensure materials are developed and made available in all Nunavut’s official languages per the *Education Act* and *Inuit Language Protection Act*. The division is also

responsible for inventory and supply chain management of teaching and learning resources, including copyright management, and the digitizing and archiving of educational materials.

Éducation en français 759 761 770 770

Éducation en français is responsible for the provision of services to the francophone community. This Division supports the Commission scolaire francophone du Nunavut in their delivery of the French First Language curriculum, projects, and programs in French as a first language pursuant to the Department of Education’s obligations under the *Education Act*, the *Official Languages Act of Nunavut* and the *Canadian Charter of Rights and Freedoms*, which recognizes the status of the Francophone minority. The Division is also responsible for the appropriate delivery of the French Additional Language curriculum in Nunavut schools.

Total, Curriculum, Resources, and
Éducation en français 7,234 8,868 8,928 8,928

Priorities (2022-2023)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the 20-Year Language of Instruction (LOI) Implementation Plan, with a focus on Health and Social Studies for Grades K-6.
Status: Initial drafts of the Inuktitut Language Immersion (ILI), English Language Arts, First Language (ELA1), English Second Language (EL2), Physical Education, Health, and Wellness, Social Studies, Mathematics, Science, and Arts Education curricula for Kindergarten to Grade 6 anticipated to be completed by December 2022.
- Continue the development of Inuktitut resources to align with new curriculum identified in the 20-Year Language of Instruction (LOI) implementation plan and identify resource gaps in the existing curriculum in order to strategically develop supporting materials for all schools in Nunavut.
Status: The department has conducted a gap analysis for ILA1 and IL2 to strategically develop resources to support those subject areas. A scope and sequence document to determine resource development priorities to support the implementation of new curriculum over the next four years was developed. Education anticipates completing the gap analysis in March 2023 to ensure any new resources build upon and align with existing resources.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that includes the needs of all curriculum areas to ensure that resources can be created in Inuktitut.
Status: Inuktitut and Inuinnaqtun working groups are made up of linguists, and educators from across the territory who meet 4-5 times per year to continue the development of specific terminology. The next meetings are scheduled for winter 2023.
- Support a review of the 20-Year Language of Instruction (LOI) Implementation Plan to identify opportunities to accelerate curriculum development and additional resources required to facilitate accelerated curriculum development.
Status: The department is creating an update document to illustrate the resources currently available to support all subject areas for K-6 and determine priorities for resource

development to maintain and, where possible, accelerate the schedule as set out in the 2020 Education Act.

- Ensure that K-12 curriculum development incorporates more life skills and career counselling to foster self-reliance, self-esteem, and early career direction.

Status: *Resource services with the Department of Family Services has developed Tulliniliara, a reading series focusing on life skills and career development for reading levels 5-14. Additional resources for this reading series have also been developed, including a magazine, books for students in grades 4 and 5, and career spotlight videos, in alignment with current and forthcoming curriculum.*

The department has also developed social emotional learning resources designed to build self-reliance and self-esteem. The department is developing a teacher resource to support the use of these social emotional learning resources in classrooms.

- In conjunction with the 20-Year Language of Instruction (LOI) Implementation Plan, continue the development of an updated Career and Program Planning curriculum to incorporate more life skills and career counselling, to foster self-reliance, self-esteem, and assist students to form a clear pathway to post-secondary education, apprenticeship, and meaningful employment.

Status: *The Department has formed a transition team within the Curriculum Development division to support students' transition after graduation. The transition team is reviewing the curriculum and resources for the CTS courses and working to review the curriculum and resources that support locally developed programs.*

- Consult and negotiate the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction, which secures the Government of Nunavut funding that supports the Commission scolaire francophone du Nunavut (CSFN) and the Iqaluit District Education Authority (IDEA).

Status: *The current agreement has been extended for an additional year, 2023-24, negotiations for a new agreement will continue thereafter.*

Priorities (2023-2024)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction (LOI) Implementation Plan, with a focus on Grades 7 for Inuktitut language curricula and Grades 7-9 for English language curricula, Social Studies, and Health and Physical Education.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction (LOI) implementation plan and strategically develop supporting materials for all schools in Nunavut, based on existing resource gaps.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.
- In conjunction with the Language of Instruction (LOI) Implementation Plan, complete the development of an updated Career and Program Planning curriculum for all grades, to assist students to form clear pathways to post-secondary education, apprenticeship, and meaningful employment.

- Continue to implement the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction in partnership with the CSFN toward the provision of K-12 French Language minority education and the IDEA for the French as an Additional Language program in Iqaluit schools.
- Continue to support K-12 curriculum development that incorporates more life skills and career counselling to foster self-reliance, self-esteem, identify opportunities for work experience and early career direction.
- Continue to support schools in identifying opportunities for work experiences to support career development.

Priorities (2024-2025)

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction (LOI) Implementation Plan, with a focus on Grade 8 for Inuktitut language curricula and Grades 7-9 for Fine Arts, Mathematics, and Science.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction (LOI) and strategically develop supporting materials for relevant subject areas.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.
- Continue the implementation of the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction in partnership with the CSFN towards the provision of K-12 French language minority education and with the IDEA for the French as an Additional Language programs in Iqaluit schools.
- In conjunction with the Language of Instruction (LOI) Implementation Plan, finalize an updated Career and Program Planning curriculum for all grades, to assist students to form a clear pathway to post-secondary education, apprenticeship, and meaningful employment.

Priorities (2025-2026) April-October 2025

- Continue the development of made-in-Nunavut curriculum in a variety of subject areas and grade levels to support the Language of Instruction (LOI) Implementation Plan, with a focus on Grades 9 for Inuktitut language curricula and Grades 10-11 for Social Studies, and Health and Physical Education.
- Continue the development of Inuktitut resources to align with new curriculum identified in the Language of Instruction (LOI) and strategically develop supporting materials for relevant subject areas.
- Continue the development of Inuktitut and Inuinnaqtun terminology specific to education that considers and includes the needs of all curriculum areas to ensure that consistent and supportive resources can be created in Inuktitut.

- Continue the implementation of the Canada-Nunavut Agreement on Minority-Language Education and Second Official-Language Instruction in partnership with the CSFN towards the provision of K-12 French Language minority education and with the IDEA for the French as an Additional Language program in Iqaluit schools.

Student Achievement

Student Achievement is responsible for Ilitaunnikuliriniq, overall student support and assessment. The division is responsible for overseeing the development of student assessment and reporting policies, procedures and standards; designing, developing, implementing and evaluating assessment tools; and for student records and registration. The division is responsible for implementing Inuglugijaittuq, inclusive schooling in Nunavut through the development of policies, procedures and standards to enhance staff skills and knowledge, and to provide education support services. Student Achievement is also responsible for overseeing home schooling by establishing policies, procedures, and standards. Student Achievement is also responsible for Makittatiarniq, providing health and wellness guidance and supports to ensure schools are trauma-informed, safe and welcoming environments.

Objectives

- To ensure the development of assessment and reporting policies, procedures and standards, and designing, developing, implementing and evaluating assessment tools for students (Ilitaunnikuliriniq).
- To implement inclusive schooling in Nunavut through the provision of education support services and through the development of policies, procedures and standards to enhance staff skills and knowledge (Inuglugijaittuq).
- To support home schooling by establishing policies, procedures, and standards (Inuglugijaittuq).
- To collect, record and analyze information that drives the decision making of the department in relation to student learning outcomes (Ilitaunnikuliriniq).
- To provide health and wellness guidance and supports to ensure schools are safe, inclusive, and welcoming environments (Makittatiarniq).

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Director's Office		769	814	842	842
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The budget provides for the staffing infrastructure to oversee the Student Achievement division.

Student Assessment		839	2,256	2,256	2,256
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Student Achievement is responsible for overseeing the development of assessment and reporting policies as well as procedures and standards, and designing, developing, implementing, administering and evaluating assessment tools. It is also responsible for keeping and managing complete and accurate records of student information.

Student Support	1,344	1,221	1,221	1,221
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Student Achievement is responsible for supporting inclusive schooling in Nunavut through the development of policies, procedures, and standards to enhance staff skills and knowledge, and to provide education support services. The unit is also responsible for overseeing home schooling and for the provision of health and wellness guidance and supports to ensure schools are safe and welcoming environments.

Inclusive Education	2,857	7,047	7,047	7,047
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Student Achievement is responsible for the provision of education support services for Nunavut students that may be required to enable them to access the Education Program. Supports may range from the provision of assistive technology required for use in the classroom, to diagnostic assessment, and the provision of specialized services and supports.

Total, Student Achievement	5,809	11,338	11,366	11,366
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Priorities (2022-2023)

- Continue work on assessment tools and guides to support the 20-Year Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktit Language Arts in relation to the Inuktit Language Arts Kindergarten to Grade 6 (first and second language) curriculum.
Status: Work is continuing as scheduled on all assessment tools and guides to support the language of instruction implementation plan. Since 2019, four guides, two tools, eleven Ilitaunnikuliriniq Books and eleven Reader Reports for assessing Inuktit as a First and Second Language have been developed.
- Complete the *Ilitaunnikuliriniq Policy Procedural Guide and Handbook* and begin implementing its assessment, evaluation, and reporting plan.
Status: Work is on schedule for the Ilitaunnikuliriniq Policy and Procedural Guide to be implemented in the 2023-24 school year and Ilitaunnikuliriniq Assessment Handbook to be implemented in the 2024-25 school year.
- Complete the *2022-25 Action Plan* and implement resources to support evaluation of Year 1 (2022-23) of the *Nunavut Student Information System*.
Status: The 2022-25 Action Plan has been modified to advance work on the development of the Inguglugijaittuq/inclusive education expansion within the Student Information System.
- Complete and implement the *Makitattiarniq Planning Guide for School Leaders* and the *Teaching and Supporting Positive Behaviour Guide for Teachers*.
Status: The department is in the process of completing both guides which will be available to schools during the 2022-23 school year.
- Complete and in-service the *Ajunngitugut* K to 1 and 2 to 3 social emotional learning and resiliency program and kits for *ilinniarvimmi inuusilirijiit* to use with groups.
Status: Development of the K-1 and 2-3 Ajunngitugut are ongoing and scheduled to roll out in 2023-24 school year.

- Continue to expand and evaluate the Education Support Services Program to better support in-person and remote learning of all school-aged Nunavummiut, including the expansion of school-based positive mental health services in schools.
Status: Education support services offered in schools include Occupational Therapy, Speech and Language Pathology, Deaf and Hard of Hearing Support Services, Physiotherapy and Education Psychology. In 2022-2023, the school-based mental health supports initiative has been expanded from 8 to 12 communities serving 22 schools.
- Develop and complete the Inuglugijaittuq School Team Handbook.
Status: The handbook is being finalized and will be ready for implementation in the 2023-24 school year.
- Begin development of Makittatiarniq policy guide and handbook for *Bullying Prevention*.
Status: The Department is completing both policy guide and handbook in time to implement the Makittatiarniq policy guide in the 2023-24 school year.

Priorities (2023-2024)

- Continue work on assessment tools and guides to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktit Language Arts in relation to the Inuktit Language Arts Kindergarten to Grade 6 (first and second language) curriculum.
- Implement the *Ilitaunnikuliriniq Policy and Procedural Guide*.
- Complete development of the Inuglugijaittuq/inclusive education expansion within the Student Information System.
- Monitor and evaluate the implementation of the Makiaittarniq Planning Guide for School Leaders and the Teaching and Supporting Positive Behaviour Guide for Teachers.
- To further support Makittatiarniq in schools, complete in-servicing and implementing the Ajunngitugut K to 1 and 2 to 3 social emotional learning and resiliency programs and kits for ilinniarvimmi inuusilirijiit to use with groups and begin work on Ajunngitugut 4-5.
- Develop an Inuglugijaittuq monitoring and evaluation framework for the Educational Support Services Program which provides occupational therapy, speech and language therapy, physiotherapy, Deaf and Hard of Hearing support services, education psychology and mental services to schools.
- To further support Inuglugijaittuq, continue to expand the school-based positive mental health services component of the Education Support Services Program from 12 communities to all Nunavut communities by March 2024.
- Implement the Makittatiarniq Bullying Prevention Handbook and Policy.
- Begin work on the Makittatiarniq Guidelines for Trauma-Informed Schools.
- Complete work on the Assessment, Evaluation, and Reporting policy with the inclusion of standardized reporting to high school students regarding their credits required for graduation.

Priorities (2024-2025)

- Continue work on assessment tools and guides to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6. Including implementation of Ilitaunnikuliriniq books and reader reports for the first language curriculum, and subject-specific assessment development for the second language curriculum.
- Monitor and evaluate the implementation of the Nunavut Ilitaunnikuliriniq Policy, Handbook and Procedural Guide
- Field-test the Inuglugijaittuq/inclusive education expansion within the Student Information System as per the 2022-25 Student Records Advisory Committee Action Plan.
- To further support Makittatiarniq in schools, complete and implement the *Ajunngitugut* 4-5 social emotional learning and resiliency programs and kits for ilinniarvimmi inuusilirijiit to use with groups.
- Field-test and implement the Inuglugijaittuq monitoring and evaluation framework for the Education Support Services Program which provides occupational therapy, speech and language therapy, physiotherapy, Deaf and Hard of Hearing support services, educational psychology, and mental health services to schools.
- Complete the *Makittatiarniq Guidelines for Trauma-Informed Schools*
- Develop and field-test the *Ilinniarvimmi Inuusilirijiit Handbook Volume 2*.
- Begin work on the *Makittatiarniq Pathways to Mental Health Guide for Schools*.
- Implement the *Ilitaunnikuliriniq Assessment Handbook*.

Priorities (2025-2026) April-October 2025

- Continue work on assessment tools and guides to support the Language of Instruction (LOI) Implementation Plan by developing and implementing new assessment tools for Inuktitut Language Arts in relation to the Inuktitut Language Arts Kindergarten to Grade 6. Including additional Ilitaunnikuliriniq books and reader reports for the first language curriculum and complete the next phase of the subject-specific assessment development for the second language curriculum.
- Begin system-wide implementation the Inuglugijaittuq/ inclusive education expansion within the Student Information System.
- To further support Makittatiarniq in schools, complete and implement the *Ajunngitugut* 6-7 social emotional learning and resiliency programs and kits for ilinniarvimmi inuusilirijiit to use with groups.
- Complete the implementation of the Inuglugijaittuq monitoring and evaluation framework for the Education Support Services Program which provides occupational therapy, speech and language therapy, physiotherapy, Deaf and Hard of Hearing support services, educational psychology, and mental health services to schools.
- Implement the *Makittatiarniq Guidelines for Trauma-Informed Schools*

- Implement, monitor and evaluate the implementation of the *Ilinniarvimmi Inuusilirijiit Handbook Volume 2*.
- Complete the *Makittatiarniq Pathways to Mental Health Guide for Schools*.

Educator Development

Educator Development is responsible for the design and delivery of a professional development framework for employees in Nunavut’s school system. This includes: orientation for new employees; mentorship opportunities; and delivery of training designed to improve professional practice so that instructional, assessment and inclusive schooling practices are of the highest standard possible. It is also responsible for certification and standards for teachers.

Objectives

- To design and deliver a professional development framework for employees in Nunavut’s school system including professional standards, and ongoing assessment, training and development to meet the needs of educators and support staff.
- To coordinate with Government of Nunavut departments, divisions, and contractors to respond to the needs of Nunavut’s school-based employees by providing training and professional development opportunities that will support high-quality, trauma-informed instruction, assessment, and inclusion practices in Nunavut schools.
- To ensure that school staff are equipped with the skills, knowledge, and confidence to successfully deliver the Education Program as approved by the Minister.
- To ensure the evaluation of teacher credentials to determine certification eligibility in accordance with the *Education Act* and *Regulations*.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Program Implementation

and Training 7,301 7,402 7,444 7,444

Program Implementation and Training provides a variety of training and supports targeted to school-based employees in all occupations in order to ensure that they are adequately supported, informed, and equipped to deliver the Education Program to students, and provides assistance where required. This includes: training in trauma-informed practice, supports for new employees such as orientation and mentorship, the delivery of critical information to school staff through various mechanisms ranging from online learning to in-services and conferences, and the design and delivery of various programs to support school staff to be as effective as possible.

Teacher Certification 301 309 309 309

This unit reviews and evaluates teacher credentials to determine eligibility to work within Nunavut schools. This includes the development and update of policies and procedures associated with certification and standards, processing applications for certification, determining salary levels, and suspending and/or cancellation of certification.

Teacher Professional Development	4,358	4,358	4,459	4,459
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Based on a contractual agreement with the Nunavut Teachers' Association, a contribution agreement provides funding administered by a joint committee comprised of members of the Nunavut Teachers' Association and officials from the department. The Nunavut Teachers' Association and individual members utilize this funding for self- and group-directed professional development opportunities.

Total, Educator Development	11,960	12,069	12,212	12,212
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Priorities (2022-2023)

- Explore and develop new training opportunities for both current and aspiring principals to meet the requirements for Principal Certification.
Status: The Department is in the process of redesigning the principal certification training program to better meet the needs of current and aspiring school leaders. Feedback from educators has been collected to support the redesign, and the revisions will align with the Principal Certification Regulations.
- Provide training for Inuit educators to become more familiar with department-developed Inuktitut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.
Status: The department is offering after-school session via TEAMS on different components of the balanced literacy program. This is the second year of implementation of this training.
- Deliver training to ensure all school staff understand and are ready to undertake their duty to report child abuse and neglect with emphasis on recognizing possible signs of child sexual abuse and how to handle disclosures of abuse and neglect.
Status: A Nunavut-specific workshop called Our Children Our Responsibility; Preventing Child Sexual Abuse in Nunavut is offered by The Embrace Life Council. The Department of Education supports staff to become Embrace Life Council trained facilitators for this workshop. Staff of 11 schools are scheduled to receive this workshop during the 2022-23 school year. Staff have begun offering training at their respective schools on dedicated professional development days.
- Revise the orientation program to ensure competency with trauma-informed education by introducing concepts and strategies related to trauma-informed practice.
Status: The department offers a summer orientation online course for new educators and school leaders related to trauma-informed practice. The department reviewed the content of this online course and the feedback from educators to inform revisions before offering it in summer 2022.

Priorities (2023-2024)

- Roll out new training opportunities to allow current and aspiring principals to meet the requirements for Principal Certification.
- Begin the development of a formal mentorship program for educators.

Department of Education

- Continue to provide and adapt training for Inuit educators to become more familiar with department developed Inuktut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.
- Develop a tracking mechanism to ensure that staff complete mandatory training.

Priorities (2024-2025)

- Continue the development of a formal mentorship program for educators.
- Collect feedback to improve the orientation supports provided to assist newly hired educators with their transition into the Nunavut education system.
- Continue to provide and adapt training for Inuit educators to become more familiar with department developed Inuktut resources, which will support successful implementation of the curriculum and greater retention of Inuit educators within the school system.
- Implement the tracking system of staff participating in mandatory training. This tool will be used to ensure staff are completing mandatory training.

Priorities (2025-2026) April-October 2025

- Pilot the formal mentorship program.
- Review feedback received on the orientation supports provided to assist newly hired educators with their transition into the Nunavut education system and determine what changes, if any, should be made.
- Continue implementation of revised training opportunities for current and aspiring principals to meet the requirements for Principal Certification.

Financial Summary

Branch	2022-2023		2023-2024		2024-2025		2025-2026	
	Main Estimates		Planned		Planned			
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,190	17.0	2,154	16.0	2,188	16.0	2,188	16.0
Grants & Contributions	758		4,113		4,113		4,113	
Other O&M	1,334		1,334		1,334		1,334	
Subtotal	4,282		7,601		7,635		7,635	
Policy and Planning								
Compensation & Benefits	1,365	12.0	1,565	13.0	1,589	13.0	1,589	13.0
Grants & Contributions	-		-		-		-	
Other O&M	974		1,165		1,165		1,165	
Subtotal	2,339		2,730		2,754		2,754	
Corporate Services								
Compensation & Benefits	3,399	30.0	3,551	30.0	3,607	30.0	3,607	30.0
Grants & Contributions	85		85		85		85	
Other O&M	2,871		2,912		2,912		2,912	
Subtotal	6,355		6,548		6,604		6,604	
Early Learning and Child Care								
Compensation & Benefits	1,188	10.0	1,268	18.0	1,288	18.0	1,288	18.0
Grants & Contributions	4,278		4,278		4,278		4,278	
Other O&M	597		159		159		159	
Subtotal	6,063		5,705		5,725		5,725	
Curriculum, Resources and French Education								
Compensation & Benefits	3,657	32.0	3,792	32.0	3,852	32.0	3,852	32.0
Grants & Contributions	-		-		-		-	
Other O&M	3,577		5,076		5,076		5,076	
Subtotal	7,234		8,868		8,928		8,928	
Student Achievement								
Compensation & Benefits	1,690	15.0	1,444	15.0	1,472	15.0	1,472	15.0
Grants & Contributions	576		606		606		606	
Other O&M	3,543		9,288		9,288		9,288	
Subtotal	5,809		11,338		11,366		11,366	
K-12 School Operations								
Compensation & Benefits	168,943	1,301.5	179,344	1,331.0	182,131	1,331.0	182,131	1,331.0
Grants & Contributions	14,950		14,602		14,602		14,602	
Other O&M	9,987		10,413		10,413		10,413	
Subtotal	193,880		204,359		207,146		207,146	
Educator Development								
Compensation & Benefits	2,512	22.0	2,660	22.0	2,702	22.0	2,702	22.0
Grants & Contributions	5,652		5,652		5,753		5,753	
Other O&M	3,796		3,757		3,757		3,757	
Subtotal	11,960		12,069		12,212		12,212	

Department of Education

Advanced Education								
Compensation & Benefits	2,006	17.0	2,081	17.0	2,114	17.0	2,114	17.0
Grants & Contributions	11,778		11,778		11,778		11,778	
Other O&M	574		470		470		470	
Subtotal	14,358		14,329		14,362		14,362	
Total	252,280	1,456.5	273,547	1,494.0	276,732	1,494.0	276,732	1,494.0

Inuit Employment Plan

Education	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	1439.78		1494	
Total Filled Positions	1118.48	78%	1236	83%
Total Vacancies	321.3	22%	258	17%
Total Inuit	550.98	49%	650	53%
Total Executive Positions	3		3	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	33%	1	33%
Total Senior-Management Positions	21		21	
Total Filled Senior-Management Positions	16	76%	21	100%
Total Vacant Senior-Management Positions	5	24%	0	0%
Total Inuit in Senior-Management Positions	1	6%	4	19%
Total Middle-Management Positions	75		75	
Total Filled Middle-Management Positions	61	81%	67	89%
Total Vacant Middle-Management Positions	14	19%	8	11%
Total Inuit in Middle-Management Positions	17	28%	20	30%
Total Professional Positions	799.53		845.5	
Total Filled Professional Positions	671.03	84%	720	85%
Total Vacant Professional Positions	128.5	16%	125.5	15%
Total Inuit in Professional Positions	201.53	30%	238	33%
Total Paraprofessional Positions	176		178.5	
Total Filled Paraprofessional Positions	132.5	75%	145	81%
Total Vacant Paraprofessional Positions	43.5	25%	33.5	19%
Total Inuit in Paraprofessional Positions	115	87%	130	90%
Total Administrative Positions	365.25		371	
Total Filled Administrative Positions	234.95	64%	280	75%
Total Vacant Administrative Positions	130.3	36%	91	25%
Total Inuit in Administrative Positions	215.45	92%	257	92%

Capacity

The Department of Education is working to increase capacity with Inuit staff. Progress has been made through the use of several IEP initiatives for 2022-23. The Department of Education will work to fill 99 positions with Nunavut Inuit by March 31, 2024, for a total of 650 Inuit Employment Target positions.

The Sivummuakpaallirutiksats (Inuit Employee Education Leave) program is well underway for qualifying applicants. This program is intended to provide an opportunity for Inuit to take education leave to develop professionally in their current roles, and advance in their careers within schools. In 2022-23 one new employee enrolled in the program, for a total of 16 employees enrolled. The department is exploring the possibility of expanding this program beyond Nunavut Employees' Union staff.

There is an urgent need to increase the number of Inuktitut-speaking educators in the education system to increase the proportion of the instructional day where Inuktitut is spoken, heard, and used in instruction. The department is developing an Educator Retention and Recruitment strategy with a focus on developing and promoting Inuit teachers. Once implemented, this strategy will be continuously monitored and evaluated to ensure effectiveness.

Beginning in 2021-22, the department added a net 42 new Student Support Assistants (SSAs) across Nunavut as part of a 3-year, phased-in implementation of changes to the Student Educator Ratio funding formula. Historically, most SSA positions are staffed by Inuit, and we expect the majority of these new positions will be filled by Inuit. Further, phase 2 of the revised funding formula implementation included the creation of a net 25 new Nunavut Employees Union school staff positions in 2022-23 such as Ilinniavimmi Inuusilirijit, school secretaries, and custodians. These new positions are often posted as restricted to Inuit only.

The Iviqtippalliajut Implementation Advisor position ensures that Inuit societal values are embedded in departmental operations and in the culture of the department's workplaces. This position supports retention of Inuit employees by ensuring that Inuit public servants are empowered and are grounded in their cultural identity. This position, along with the Planning, Reporting, and Evaluation unit, is responsible for continually monitoring department actions and progress in the area of Article 23 and Inuit employment, and ensuring that important consideration is given to it at all times.

The Inuit Employment Plan will remain a central document to inform and guide our activities in increasing the number of Inuit employed in the department. In the document, the department outlines short-, medium-, and long-term initiatives and projected outcomes aimed at increasing the number of Inuit educators and administrators in the department.

Priorities (2022-2023)

- Increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.
Status: The department continues to use restricted competitions for all administrative support positions, including school secretaries and custodial staff. In 2022-23, department completed a number of direct appointments of long-term casual staff in positions of student support assistants, school secretaries, and other NEU positions.
- Continue to use the training and career development programs for Inuit employees, including the Hivuliqtikhanut program, the Policy Skills Development program, and the Career Development program offered by the Department of Human Resources.
Status: In 2022-23, two employees completed the policy skills development program, and the department continues to regularly promote training and career development opportunities to its Inuit employees.
- Continue to offer Certificate in Educational Leadership in Nunavut courses in Inuktitut to Inuit educators to develop a cohort of Inuit leaders.

***Status:** The department is in the process of redesigning the principal certification training program to better meet the needs of current and aspiring school leaders. Any future principal training and certification will continue to be offered in Inuktitut.*

- Support the development of the Educator Retention and Recruitment Strategy to ensure it is responding to the needs of Inuit educators.

***Status:** Work on the Retention and Recruitment Strategy has been initiated within the department, and includes a focus on supporting existing and recruiting more Inuit Educators. Education anticipates that the strategy will be complete in 2023-24. Recruitment and retention efforts are ongoing, including support for the Nunavut Arctic College's expansion of the Nunavut Teacher Education Program.*

- Continue to use the Sivuliqtiksat Internship Program to target Superintendent of Schools positions to increase representation in the senior management category.

***Status:** A new Superintendent of Schools intern position was posted in fall 2022. The department is working with the Department of Human Resources to secure an intern in a senior management position at its headquarters.*

- Through the 20-Year Language of Instruction Implementation Plan, continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, resources, and training supports to assist them to successfully implement the department's curriculum.

***Status:** Initial drafts of the Inuktitut Language Immersion (ILI), Physical Education, Health, and Wellness, Social Studies, Mathematics, Science, and Arts Education curricula for Kindergarten to Grade 6 anticipated to be completed by December 2022.*

- Monitor and evaluate the effectiveness of the Sivummuakpaallirutiksat Inuit Employee Education Leave Program (IEEL) to develop paraprofessional and administrative Inuit employees to fill more senior or professional positions, such as principals and teachers.

***Status:** There are currently 16 employees enrolled in the Sivummuakpaallirutiksat program. The department is exploring the possibility of expanding the program eligibility beyond NEU school staff to include Nunavut Teachers' Association staff who do not have a Bachelor of Education and are currently working under a Letter of Authority.*

Priorities (2023-2024)

- Continue to Increase Inuit employment throughout the department through various mechanisms available such as succession planning, direct appointments, training, and competitions.
- Through the 20-Year Language of Instruction Implementation Plan, continue to actively support and focus on the needs of Nunavut's bilingual Inuit educators, particularly those who teach Inuktitut, by providing new curriculum, resources, and training supports to assist them to successfully implement the department's curriculum.
- Finalize and implement the Retention and Recruitment Strategy for Educators with the goal of increasing Inuit and Inuktitut-speaking educators in Nunavut schools.

Department of Education

- Continue to implement Student Educator Ratio changes including staffing all new Student Support Assistant and Educator positions in schools.
- Begin the development of a formal mentorship program for educators to support the retention of new NTEP graduates.

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Department of Health

Business Plan

2023-2026

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CORE BUSINESS

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

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Directorate	54,463	58,914	59,415	59,415
Inuusivut	11,490	11,576	11,594	11,594
Public Health	25,323	26,563	26,821	26,821
Health Care Service Delivery	354,841	372,521	369,747	369,747
TOTAL	446,117	469,574	467,577	467,577

Katujjiluta Mandate Action

The department's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

Aging with Dignity

- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs.
- Expand and/or renovate existing continuing care facilities.
- Provide culturally- and linguistically-relevant training for staff working in continuing care facilities.
- Enhance supports to improve daily life in continuing care facilities.
- Encourage community-based initiatives to provide enders/seniors programming and supports for independent or assisted living.

Enabling Health and Healing

- Investigate and implement trauma-informed practices in healthcare and education
- Encourage and support models of wellness and well-being that are grounded in Inuit identity.
- Expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant mental health and well-being programs and services.
- Engage and recognizing more Elders and other community members as advisors, local counsellors for Inuit, and in programming on the land.
- Promote and provide long-term core funding to support and expand effective models for community-led programs and services.
- Work with communities and partners to extend the hours that mental health services are available.
- Reinvest in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.

Department of Health

- Reinvigorate health and mental health promotions programs.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

Aging with Dignity

- Develop a comprehensive Elder and senior care strategy and implementation plan with broad input from Elders, families, communities, and partners.
- Enable elders to access more country food.

Enabling Health and Healing

- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health, and addictions treatment.

Reinvesting in Education

- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Enhance and support school meal programs with community-based partners.
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners.

Directorate

The Directorate Branch (Directorate) provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Directorate is also responsible for strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination and financial services, and capital planning, human resource planning, 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 into departmental operations.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Deputy Minister		1,356	1,508	1,547	1,547
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.					
ADM Programs and Standards		17,696	16,808	16,850	16,850
This Division provides overall management and leadership in developing territorial programs, policies, standards and guidelines, and local community capacity building. It is responsible for promoting and maintaining information on the health of Nunavummiut.					
ADM Operations		7,411	8,105	8,226	8,226
This Division provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, and initiatives, services, and support for local capacity building.					
Corporate Services		6,465	7,598	7,688	7,688
Corporate Services is a multi-disciplinary division providing advice 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 the maintenance of vital statistics and the administration of Non-Insured Health Benefits (NIHB) on behalf of Indigenous Services Canada.					
Human Resources		11,356	11,867	11,974	11,974
Human Resources provides support for recruitment and retention, Inuit employment planning and general human resource administration.					
Policy and Planning		1,241	1,273	1,314	1,314
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 working relationships with federal, provincial, and territorial (FPT) counterparts.					
Health Information Unit		8,938	11,755	11,816	11,816
The Health Information Unit serves as the primary structure for the creation, management, protection, and utilization of health information resources within the Department of Health. This information includes health care utilization, physician visits (in and out of territory), hospitalizations (in and out of territory), chronic disease statistics, homecare utilization, and cancer data. The Health Information Unit processes over half a million paper-based records per year and provides a variety of health statistics.					
Total, Directorate		54,463	58,914	59,415	59,415

Priorities (2022-23)

- Pursue opportunities to improve the efficiency and effectiveness of direct financial aid for post-secondary learners in Health-sponsored programs.
Status: The Department of Health continues to investigate opportunities to reduce barriers to access additional financial support for health-related programs. Health continues to monitor and improve efficiency and effectiveness in financial aid programs.
- Continue collaborative efforts with federal, provincial, and territorial governments to ensure Nunavut's COVID-19 response is in line with national efforts, and informed by new and developing approaches, while recognizing the territory's existing knowledge base of best practices when it comes to the delivery of health services in remote arctic communities.
Status: Collaboration with federal, provincial, and territorial governments regarding COVID-19 response has been integrated into regular departmental processes and is now an established standard practice.
- Continue with consultation in support of the legislative process to develop health information privacy legislation.
Status: Preliminary consultation work has occurred, and public consultations will take place in 2023-24.
- Continue to expand the use of virtual care programs, by both capacity and utilization in all regions and across multiple clinical program areas, and establish new services.
Status: Nunavut's virtual care services are accessible in all communities, allowing Nunavummiut access to timely health services virtually, where service providers have been engaged.

Priorities (2023-24)

- Commence a review of the *Hospital Insurance and Health and Social Services Administration Act*.
- Continue with the legislative process to develop health information privacy legislation.
- Implement the Virtual Care Action Plan to support the expanded use of virtual care programs by increasing both capacity and utilization in all regions and across multiple clinical program areas, and to establish new services.
- Review existing bursaries and develop options for bursaries for students in health-related fields.

Priorities (2024-25)

- Begin stakeholder consultations related to the *Hospital Insurance and Health and Social Services Administration Act*.
- Introduce health information privacy legislation.

- Implement the Virtual Care Action Plan to support the expanded use of virtual care programs by increasing both capacity and utilization in all regions and across multiple clinical program areas, and to establish new services.

Priorities (2025-26: April – October)

- Explore opportunities to review and expand virtual care programming.

Inuusivut

Inuusivut provides strategic planning, leadership and coordination for the Government of Nunavut’s suicide prevention initiatives, plans and strategies. Inuusivut is responsible for development of legislation and policy, communications, community development, research and evaluation pertaining to suicide prevention across Nunavut. Inuusivut also partners with other departments, organizations, and governments to achieve the goal of reducing the incidence of suicide in the territory.

Objectives

- To provide overall management support and leadership in suicide prevention across the Government of Nunavut.
- To lead investment in suicide prevention and postvention programs.
- To encourage and support models of wellness and well-being that are grounded in Inuit identity.
- To incorporate trauma-informed practices in healthcare delivery.
- To ensure ongoing implementation and integration of the Nunavut Suicide Prevention Strategy into governmental operations.

Programs Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Inuusivut	2,464	2,550	2,568	2,568
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Inuusivut provides interdepartmental support, development and implementation of the Nunavut Suicide Prevention Strategy and its associated partnerships and leads community development in resiliency, evaluations of the strategy, initiates research, coordinates training and develops legislation and policy.

Upigivatsi Program	2,994	2,994	2,994	2,994
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This Contribution Program allows community and wellness organizations to operate healing groups, bereavement support groups, on the land healing programs, means restriction, after school leadership programs and other community led initiatives for suicide prevention, intervention and post-vention, mental wellness and resiliency. It also allows for suicide prevention planning, community-led research, training, professional development, and self-care.

Mobile Trauma Response	886	886	886	886
Providing care, counseling and healing to Inuit communities and Inuit language clients via community visits and toll-free telephone counselling.				
Embrace Life Council	726	726	726	726
Contribution funding for the Embrace Life Council. The Council supports individuals and groups in Nunavut to take well-informed action to prevent suicide through education, awareness and community capacity strengthening activities.				
Kamatsiaqtut Help Line	75	75	75	75
Contribution to the operation of the Nunavut based 24-hour crisis help line.				
Addictions & Trauma Treatment	4,345	4,345	4,345	4,345
Providing enhanced community-based services, Inuit workforce development, and supporting the establishment of a Nunavut Recovery Centre and Development Team.				
Total, Inuusivut	11,490	11,576	11,594	11,594

Priorities (2022-23)

- Review the grants and contributions policy to identify opportunities to:
 - Improve Inuit access to training and formal recognition to provide culturally- and linguistically-relevant mental health and well-being programs and services;

***Status:** In October 2022, the second annual Trauma Training Summit was held in Iqaluit focusing on trauma treatment, support and trauma-informed practices. The summit provided training to Inuit Mental Health and Addictions staff as well as other Government of Nunavut front line workers and was specific to mental health and well-being while working in trauma.*
 - Engage elders and other community members as advisors and local counsellors for Inuit, and in programming on the land; and

***Status:** Cultural and lived experience committees have been established to guide development of a crisis response model and Addictions and Trauma Treatment System work, including the On the Land programming.*
 - Promote and provide long-term core funding to support and expand effective models for community-led programs and services.

***Status:** The Department of Health has begun working with the departments of Culture and Heritage, Family Services and Finance to examine new ways to provide longer term core funding to eligible community organizations who deliver cultural wellness programming. This work will continue into fiscal year 2023-24.*
- Conduct consultations with Nunavummiut on the renewal of the Nunavut Suicide Prevention Strategy action plan and work with stakeholders and partners to develop and begin implementation of the new action plan.

Status: Consultations with stakeholders were held in November 2022 during the United for Life Summit in Cambridge Bay. In addition to Nunavut Suicide Prevention Strategy (NSPS) partners, representatives from various agencies, Regional Inuit Organizations, Government of Nunavut departments, as well as frontline workers and youth advocates from across Nunavut were in attendance.

- Continue to work towards enhanced in-territory addictions and trauma treatment, such as the Nunavut Recovery Centre and land-based programming.

Status: Health is continuing this work in partnership with the integrated development team consisting of Inuit representation from all three regions and NTI as well as ongoing discussions with elders and regional wellness organizations.

- Launch the *Atii, Angutiit!* program framework for men's wellness in the Kivalliq region with support of partners.

Status: Tours in the Kivalliq, Kitikmeot, and Northern Qikiqtaaluk were completed in 2022-23. Establishment of on-going men's programs throughout all regions will continue in future years as standing programs under *Inuusivut, Mental Health and Addictions*.

- Review the Crisis Mobile Response Team process with regional wellness organizations.

Status: Consultations with all regional wellness organizations, the Government of Nunavut, and the Federal Government will take place in winter 2023 concerning processes for scheduled community visits, communication, and evaluation of Crisis Mobile Response.

- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.

Status: The Department of Health will continue to support the Department of Education to inform on practices and processes to foster self-reliance and self-esteem in Nunavut schools.

Priorities (2023-24)

- Start implementation of the new *Mental Health Act* in a phased approach.
- Start community consultations for the new Mental Health and Addictions Strategy.
- Explore opportunities to promote and provide long-term core funding to support and expand effective models for community-led programs and services.
- Continue to work towards enhanced in-territory addictions and trauma treatment, such as the Nunavut Recovery Centre and land-based programming in anticipation of the facility's opening in 2025.
- Collaborate with stakeholders and partners on the continued implementation of the new Nunavut Suicide Prevention Strategy action plan.
- Work with the Department of Education to implement the Health-Education Collaboration Guide for mental health and wellness programming in all schools.

Department of Health

- Continue the implementation of the *Atii, Angutiit!* program in the Kitikmeot and Qikiqtaaluk regions.
- Develop and implement a revised Crisis Mobile Response Team model based on the review.

Priorities (2024-25)

- Complete implementation of the *Mental Health Act*.
- Finalize the Mental Health and Addictions Strategy.
- With partners, support the opening of the Nunavut Recovery Centre.
- Start the development of a youth program framework based on the evaluation of the *Atii, Angutiit* framework.

Priorities (2025-26: April – October)

- Implement the Mental Health and Addictions Strategy.
- Launch the youth program framework based on the evaluation of the *Atii Angutiit* framework
- Develop a new Suicide Prevention Strategy with partners and stakeholders.
- Explore opportunities to expand Nunavut Recovery Centre programming for specific groups and conduct an evaluation of the services offered since the opening of the centre.

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, inter-sectoral 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 support models of wellness and well-being that are grounded in Inuit identity and work in partnership with communities so they can take an active role on issues that affect their health and wellbeing.

- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.
- To evaluate the effectiveness and relevance of Public Health programming.
- To expand access for professionals and paraprofessionals to training and education to provide them with necessary qualifications for work in healthcare.
- To expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant programs and services.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Chief Public Health Officer		2,071	2,154	2,171	2,171
The Chief Public Health Officer (CPHO) provides leadership and expertise to population health and health protection programs. The CPHO also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.					
Health Protection		5,691	5,969	6,026	6,026
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 providing follow-up on reportable diseases. Environmental Health Officers (EHOs) 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. Additionally, EHOs protect Nunavummiut from potential rabies exposure, zoonotic disease, and other health risks linked to unsafe drinking water, unsafe housing, and other unsafe conditions in the environment. The emphasis of this unit is to work specifically with the public in ensuring their health and safety.					
Population Health		17,561	18,440	18,624	18,624
Population health supports individuals, groups, and communities to obtain knowledge, skills, and control over decision-making, advocacy, and community mobilization of resources to achieve population health and wellness. The program provides for direct involvement and partnerships of stakeholders 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.					
Total, Public Health		25,323	26,563	26,821	26,821

Priorities (2022-23)

- Health will continue to monitor and act on evidence-based and best practice guidance from internal and FPT experts to inform its COVID-19 testing and vaccine strategy.
Status: Nunavut is now treating COVID in the same manner as other viral respiratory illnesses and will continue to implement expert-informed strategies that include vaccination, testing and treatment.

- Develop and implement a schedule for improvements to public reporting on topics relevant to public health with specific reporting targets.
Status: Work is underway to develop options and consensus surrounding public health reporting.
- Develop resources in anticipation of the coming into force of the new *Tobacco and Smoking Act*.
Status: A new Mass Media Campaign will be launched in Spring/Summer 2023 to compliment the new Tobacco and Smoking Act. This will be a comprehensive campaign to compliment the resources on smoke-free places released in May 2022 and outline and educate Nunavummiut on the new smoking legislation.
- Launch a Baby's Safe Sleep Initiative and supporting resources across the territory.
Status: Health developed and distributed Baby's Safe Sleep resources territory-wide in 2022-23. Nunavut's Baby's Safe Sleep campaign will launch in March 2023 to coincide with Health Canada's Safe Sleep week. Implementation of territory-wide training for nurses and supporting staff on baby's safe sleep practices will begin in March 2023.
- Conduct an evaluation of the Nunavut Wellness Agreement.
Status: The evaluation was completed.
- Develop new community wellness plans with communities for remainder of the Nunavut Wellness Agreement. The Nunavut Wellness Agreement is long-term funding that supports and community-led programs and services and reinvigoration of health and mental health promotions programs.
Status: New Community Wellness Plans have been developed for all communities and will be in place until 2026-27.
- Complete review of the *Food Safety Regulations* and *Drinking Water Regulations* under the *Public Health Act*.
Status: The review of both regulations is underway and in the final stages of approval.
- Continue to support school meal programs with community-based partners.
Status: Health continues to support school food programs through Community Wellness Funding to Hamlets as well as working with the Department of Education on exploring options to enhance school meal programs across Nunavut.

Priorities (2023-24)

- Develop and implement a schedule for improvements to public reporting on topics relevant to public health with specific reporting targets.
- Bring the new *Tobacco and Smoking Act* into force and deliver tobacco programming and resources to inform Nunavummiut of their responsibilities under the new *Tobacco and Smoking Act*.
- Finalize the territorial colorectal cancer screening program.

- Enhance community level contact tracing capacity by expanding training and creating positions.
- Work with our partners to support tuberculosis efforts at tuberculosis elimination.

Priorities (2024-25)

- Improve community engagement mechanisms in public health services and programs.
- Enhance public health-related environmental health supports and develop new resources and programming for the territory.
- Evaluate effectiveness of the Baby’s Safe Sleep Initiative.
- Conduct a second evaluation of the Nunavut Wellness Agreement.
- Expand the cancer screening program.

Priorities (2025-26: April – October)

- Plan a baby’s safe sleep program.
- Continue expansion of the cancer screening program.

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-centered 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 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.
- To work locally to enhance community-based solutions that help families and individuals find the care and supports they need for health and wellness, and support models of wellness and well-being that are grounded in Inuit identity

- 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.
- To incorporate trauma-informed practices in healthcare delivery.
- To expand access for professionals and paraprofessionals to training and education to provide them with necessary qualifications for work in healthcare.
- To expand opportunities, training, and formal recognition for Inuit to provide culturally- and linguistically-relevant programs and services.

Programs Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Professional Practice	997	1,039	1,048	1,048
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Professional Practice promotes, establishes, and maintains professional standards and best practices to protect the public and comply with legislation. This division manages the credentialing, registration, and licensing of 12 legislated health professions. It also administers the process of investigations of formal complaints received against licensed health professionals. Provides support to frontline workers and management regarding risk, liability, and professional practices of health professionals in Nunavut.

Mental Health and Addictions	63,335	65,322	65,109	65,109
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Mental Health and Addictions has a mandate to provide a client-centered, 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 behaviors, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being.

Note: This program, Mental Health and Addictions reports to the Inuusivut branch of the department.

Home and Community Care	3,757	3,992	4,042	4,042
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Home and Community Care (HCC) offers health related services to Nunavummiut needing care 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. Services are provided in the clients' preferred languages whenever possible. Most if not all, home making, and personal care service are provided in Inuktitut. The HCC program specifically helps those at risk in communities, as well as works to improve overall health through prevention. The Territorial HCC coordinator participates in national groups and forums in an effort to continue to enhance Nunavut's recognition in Canada and the rest of the world. This program is partially supported by federal funding.

Long-Term Care	8,381	10,099	10,201	10,201
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Residential Long-term Care services provide 24-hour, 7-day nursing and personal care to elders and other adults who require nursing care and support.

Medical Transportation 31,977 **31,977** 31,977 31,977
 Medical Transportation provides transportation services for eligible patients and escorts from their home community to services within Nunavut and out-of-territory.

Hospital and Physician Services 104,388 **109,975** 110,585 110,585
 Hospital Services are those offered in the Qikiqtani General Hospital. This is a 35-bed acute care hospital, providing inpatient services, operating rooms, 24-hour emergency department, 24-hour diagnostic imaging, and laboratory. The facility provides day surgery and emergency surgeries, regular family practice clinics, a rapid access clinic, and a variety of specialist clinics serving Iqaluit and the Qikiqtaaluk region. Support services also include housekeeping, dietary, respiratory therapy, maintenance, and biomedical engineering.

Community Health Centres 61,219 **69,071** 65,684 65,684
 Community Health Centres (CHCs) 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 populations in communities across Nunavut.

Health Insurance Programs
/Vital Statistics 1,613 **1,717** 1,739 1,739
 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 NIHB on behalf of Indigenous Services Canada, including vision, oral health and boarding homes.

Out-of-Territory Hospitals 65,031 **65,031** 65,031 65,031
 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 11,419 **11,419** 11,419 11,419
 This program covers the following services for Nunavummiut: inpatient services, outpatient services, specialist services, general practitioner services, rehabilitation services (including physiotherapy, occupational therapy, speech therapy and audiology). The program covers the aforementioned services regardless of whether the service is provided to a Nunavut resident within the territory or outside of the territory. Program expenses include the amounts spent to have health professionals from other jurisdictions visit Nunavut to provide services locally.

Oral Health 2,724 **2,879** 2,912 2,912
 The Oral Health program provides clinical dental services, including specialist, for all Inuit in all communities across the territory. This is funded in partnership with NIHB, Territorial Health Investment Fund (THIF), and the Department of Health operations' budget. Oral health promotion and treatment for children aged 0-8 years old is provided through the Nunavut Children's Dental

Program. In addition, dental therapy services are offered for children in clinics and schools. For those children up to 12 years of age who have serious dental disease, in-hospital dental services are available.

Total, Health Care Service Delivery	354,841	372,521	369,747	369,747
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Priorities (2022-23)

- Conduct a review of the *Midwifery Act*.
Status: *A jurisdictional scan has been conducted.*
- Conduct a review of the *Pharmacy Act*.
Status: *An internal review has been conducted and Health will begin the consultations in 2023-24.*
- Introduce the new *Nursing Act*.
Status: *The consultation report is complete, and the Bill is in the process of being drafted. It is anticipated to be introduced in 23/24.*
- Begin accreditation process for the Diagnostic Imaging and Laboratory Services in the Kivalliq Health Centre.
Status: *The pre-accreditation assessment work was completed in Fall 2022.*
- Continue to implement the Nursing Roadmap to Strengthen the Nunavut Nursing Workforce.
Status: *Several projects were initiated in fiscal year 2022-23. Health also engaged with various key stakeholders and Government of Nunavut Departments to identify specific indicators for success.*
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and medical care for Elders, which includes working with and leading other departments and agencies on:
 - The development of a GN-wide elder and senior care strategy;
Status: *Collaborated with EIA on their development of a strategic framework based on a review of current context, programs and services.*
 - The construction of regional long-term care facilities to meet the needs of Nunavummiut with complex care needs and expansion/renovation of existing continuing care facilities when needed;
Status: *Completion of the Kivalliq Long Term Care facility is slated for October 2023. The Department of Health continues to work collaboratively with the Department of Community and Government Services on the Kivalliq facility. Health is also working to expedite construction of the Kitikmeot and Qikiqtaaluk Long Term Care facilities. Health continues to work with the Department of Community and Government Services to explore options to enhance existing continuing care facilities in Nunavut.*

- Access for staff working in continuing care facilities to culturally- and linguistically-relevant training;
Status: Health is collaborating with Nunavut Arctic College to develop a Home and Continuing Care Worker Program (HCCWP). The first course was offered in Iqaluit in October 2022.
- Improvement of daily life of residents of continuing care facilities; and
Status: Health is reviewing the recreational programming content for the three continuing care facilities in Nunavut in consultation with the Department of Culture and Heritage. It is anticipated that work will continue into fiscal year 2023-24.
- Community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
Status: The Department of Health is currently exploring additional options for elders/seniors residential care within Nunavut communities.
- Enable elders to access more country food.
Status: The Department of Health continues to ensure country food is provided to Nunavummiut in elders homes, boarding homes, and long-term care facilities (within and out of territory).

Priorities (2023-24)

- Conduct stakeholder consultations on the *Midwifery Act*.
- Develop a pre-consultation plan and begin consultations to support the review of the *Pharmacy Act*.
- Work with Culture and Heritage to develop a schedule and process for annual reviews of programming in continuing care facilities.
- Review the Health Client Travel Policy to identify opportunities to better support family members visiting residents in continuing care facilities.
- Participate as a member of the Purpose-Build Housing Working Group in a housing need and demand study to identify priority communities for Elders' independent or assisted living units, emergency shelters and transitional housing units; gauge community capacity to provide support services; and develop a business case.
- Review current hours of home care operations and required staffing in each community and develop options for expanding hours.
- Continue to work towards enhanced and appropriate in-territory medical infrastructure and medical care for elders.
- Complete next accreditation cycle for Iqaluit Health Services.

Department of Health

- Introduce the Health Operations Balanced Score Card, a strategic plan measurement for the Department of Health Operations division.
- Start implementation of the new *Mental Health Act* in a phased approach.
- Conduct community consultations for the new Mental Health and Addictions Strategy.

Priorities (2024-25)

- Introduce a new *Nursing Act*.
- Complete implementation of the *Mental Health Act*.
- Finalize the Mental Health and Addictions Strategy.
- Conduct an accreditation primer for regional health facilities.

Priorities (2025-26: April – October)

- Implement the Mental Health and Addictions Strategy.
- Continue to work towards full accreditation of regional health centres by implementing recommendations from the accreditation primer.

Financial Summary

Branch	2022-2023 Main Estimates		2023-2024 Main Estimates		2024-2025 Planned		2025-2026 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	28,605	222.0	29,446	205.0	29,985	205.0	29,985	205.0
Grants & Contributions	9,117		9,117		9,117		9,117	
Other O&M	28,231		31,927		31,907		31,907	
Subtotal	65,953		70,490		71,009		71,009	
Public Health								
Compensation & Benefits	17,460	143.7	18,700	143.7	18,958	143.7	18,958	143.7
Grants & Contributions	764		764		764		764	
Other O&M	7,099		7,099		7,099		7,099	
Subtotal	25,323		26,563		26,821		26,821	
Health Care Service Delivery								
Compensation & Benefits	117,045	1,000.3	127,787	1,019.3	129,523	1,019.3	129,523	1,019.3
Grants & Contributions	2,017		2,017		2,017		2,017	
Other O&M	235,779		242,717		238,207		238,207	
Subtotal	354,841		372,521		369,747		369,747	
Total	446,117	1,366.0	469,574	1,368.0	467,577	1,368.0	467,577	1,368.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Health	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	1,381.49		1,368.00	
Total Filled Positions	681.50	49%	791.00	58%
Total Vacancies	699.99	51%	577.00	42%
Total Inuit	343.83	50%	436.00	55%
Total Executive Positions	4.00		4.00	
Total Filled Executive Positions	4.00	100%	4.00	100%
Total Vacant Executive Positions	-	0%	-	0%
Total Inuit in Executive Positions	-	0%	-	0%
Total Senior-Management Positions	38.00		36.00	
Total Filled Senior-Management Positions	24.00	63%	25.00	69%
Total Vacant Senior-Management Positions	14.00	37%	11.00	31%
Total Inuit in Senior-Management Positions	4.00	17%	4.00	16%
Total Middle-Management Positions	117.00		113.00	
Total Filled Middle-Management Positions	61.00	52%	82.00	73%
Total Vacant Middle-Management Positions	56.00	48%	31.00	27%
Total Inuit in Middle-Management Positions	8.00	13%	18.00	22%
Total Professional Positions	401.29		388.00	
Total Filled Professional Positions	164.00	41%	170.00	44%
Total Vacant Professional Positions	237.29	59%	218.00	56%
Total Inuit in Professional Positions	16.00	10%	27.00	16%
Total Paraprofessional Positions	212.67		203.00	
Total Filled Paraprofessional Positions	94.67	45%	115.00	57%
Total Vacant Paraprofessional Positions	118.00	55%	88.00	43%
Total Inuit in Paraprofessional Positions	21.00	22%	37.00	32%
Total Administrative Positions	608.53		624.00	
Total Filled Administrative Positions	333.83	55%	395.00	63%
Total Vacant Administrative Positions	274.70	45%	229.00	37%
Total Inuit in Administrative Positions	294.83	88%	350.00	89%

Capacity

Health is committed to supporting capacity building and increasing the critical mass of Inuit employees within the health care system.

Health experiences capacity challenges stemming from a labour market where demand greatly exceeds supply, limited access to staff housing, office and operations spaces, and high turnover.

Health recognizes that developing recruitment, retention, and training programs that address Inuit employment, can greatly impact staffing capacity challenges. The Department has worked collaboratively with its partners to create entry-level paraprofessional mental health and addictions

positions throughout the territory. This project will increase the number of Inuit in the workplace through increased opportunities for training and growth for advanced employment through career laddering. Hiring of Inuit staff will also enable more consistent, culturally appropriate mental health services across the territory.

Additionally, Health remains committed to providing support to employees working in Nunavut's health care system through the development of professional development opportunities. This includes orientation for new employees, mentorship opportunities, and delivery of training designed to improve professional practice. The Department's Educational Upgrade Program promotes increased Inuit participation in employment opportunities through a laddering credential approach. Employees enrolled in the Educational Upgrade Program can qualify for higher level positions after completing their studies.

Despite staffing capacity challenges, Health continues to work towards planning, developing, and implementing organizational structures and mechanisms that will increase Inuit representation in the workforce. To achieve priorities in the Department's Inuit Employment Plan, Health recognizes the importance of working collaboratively with its partners. Health is targeting the Inuit employment rate to be 436 out of the 791 filled positions.

Inuit Employment

Priorities (2022-23)

- Health will carry out all targets and commitments as outline in the separate IEP strategy plan:
 - Continue dialogue with NAC and the Department of Education to discuss educational requirements for post-secondary courses for health positions and identify areas to assist in promoting these subjects for future careers in Health.
Status: Ongoing. The Department of Health maintains regular discussions with NAC and the Department of Education regarding education requirements for health-related professions. The Department of Health presented to High School students in Iqaluit in November 2022 to provide information to students on careers in the health sector.
 - Maintain school visit schedule to promote health careers at the primary and high school level.
Status: Ongoing. The Department of Health continues to plan High School visits across Nunavut and will collaborate with the Department of Education on expanding visits to primary schools.
 - Continued on-going monitoring of educational and on the job training programs such as: EUP, BRT and medical terminology.
Status: The Department of Health continues to monitor educational and on the job training programs to provide better services to staff in those programs. In fiscal year 2022/23 additional uptake was experienced in the Medical Terminology Program resulting in a targeted increase of training and development allocations for Health staff in this program for fiscal year 2023/24.
 - Identify and negotiate opportunities to expand health-related training within Nunavut Review and enhance mentorship program.

***Status:** This priority has been deferred to fiscal year 2023/24 due to Pandemic Response being prioritized.*

- Implement clinical orientation programs.

***Status:** Ongoing. The Department of Health continues to expand on clinical orientation programs for front line nursing staff via in-person and online training and mentorship.*

Priorities (2023-24)

- Health will carry out all targets and commitments as outline in the separate IEP strategy plan:
 - Continue succession planning opportunities and include these as annual review discussion items for leaders
 - Continue on-going monitoring of educational and on the-job-training programs
 - Continue promoting health careers through school visits at the primary and high school level.
 - Continue to review and identify Inuit who have worked more than 12 months in an available position and complete direct appointments.

Priorities (2024-25)

- Health will carry out all targets and commitments as outline in the separate IEP strategy plan:
 - Continue on-going monitoring of educational and on the-job-training programs
 - Continue promoting health careers through school visits at the primary and high school level.
 - Continue to review and identify Inuit who have worked more than 12 months in an available position and complete direct appointments.

**Department of
Family Services**

**Business
Plan**

2023-2026

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CORE BUSINESS

The Department of Family Services consists of five lines of core business:

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Corporate Management	5,351	5,727	5,817	5,817
Poverty Reduction	8,776	8,875	8,975	8,975
Family Wellness	80,998	82,165	82,265	82,265
Income Assistance	63,402	71,270	71,494	71,494
Career Development	11,109	11,437	11,537	11,537
TOTAL	169,636	179,474	180,088	180,088

Katujjiluta Mandate Actions

The department's responsible for providing leadership for the following mandate commitment of the 6th Legislative Assembly:

- Enable elders to access more country food.

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Develop a comprehensive elder and senior care strategy and implementation plan with broad input from elders, families, communities, and partners.
- Identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.
- Promoting and providing long-term core funding to support and expand effective models for community-led programs and services.
- Reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.
- Re-invigorate health and mental health promotions programs
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
- Incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.

- Enhance and support school meal programs with community-based partners.
- Increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Support improving the efficiency and effectiveness of financial aid for post-secondary learners.
- Enhancing indirect supports for post-secondary learners.
- Prepare and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Increasing training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

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 Executive Director, 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 partnerships with Inuit organizations, the federal government, and the private sector and maximize the use of our resources in increasing the well-being of Nunavummiut.
- To support each division in achieving its objectives and strategic priorities.
- To support partnerships which advance the goals and aspirations of Nunavummiut.
- To support action on priorities which are fiscally responsible and meet the needs of Nunavummiut.
- 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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Directorate		1,249	1,323	1,353	1,353
<p>The Directorate includes the Deputy Minister, the Assistant Deputy Minister, the Executive Director 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 of Nunavut (GN). The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values.</p>					
Corporate Services		2,947	3,141	3,181	3,181
<p>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.</p>					
Policy and Planning		1,155	1,263	1,283	1,283
<p>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, and manages the department's response to Access to Information requests.</p>					
Total, Corporate Management		5,351	5,727	5,817	5,817

Priorities (2022-23)

- Finalize plan to address challenges related to staffing capacity within the Family Wellness Division.
Status: Staffing challenges continue. The department streamlined coordination of regional job actions requests and focused on filling supervisory positions to provide long term stability.
- Support government efforts to develop a comprehensive Elder and senior care strategy.
Status: The department engaged in interdepartmental working groups.
- Support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.
Status: The department enhanced our grants and contribution funding to better support our communities. Research and engagements to better understand community needs and perspectives have also taken place.

Priorities (2023-24)

- Undertake community mapping of country food needs.
- Consult and identify Elders needs and wishes.
- Support the implementation of the Children and Family Services' Case Management System.

- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
- Continue to support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.

Priorities (2024-25)

- Initiate a review of records management needs across the department.
- Continue to support government efforts to develop a comprehensive Elder and senior care strategy.
- Continue to support government efforts in promoting and providing long-term core funding to support and expand effective models for community-led programs and services.

Priorities (2025-26)

- Finalize review and develop plan to handle records management needs.

Poverty Reduction

The Poverty Reduction Division is mandated to facilitate coordination and collaboration across government departments and with Inuit organizations on strategic approaches to poverty reduction. The division provides recommendations on how programs and policies can be reformed to reduce poverty, and works to identify ways to better support community governments and non-profit organizations in their pursuit of community-based solutions to poverty.

Objectives

- To fulfill the department's requirements under the *Collaboration for Poverty Reduction Act*.
- To collaborate with and increase dialogue among Inuit organizations, other government departments and community-based organizations on initiatives aimed at reducing poverty, and increasing well-being and self-reliance.
- To bring together partners under a joint commitment and shared accountability to work together and contribute to a shared vision of poverty reduction and reduced food insecurity.
- To identify areas for change in government policy and programming and support implementation of change through research, and advocacy.
- To support community governments and other non-profit organizations that provide emergency shelter, transitional housing and support services to Nunavummiut experiencing homelessness.
- To support capacity building of not-for-profit organizations and community groups.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Poverty Reduction					
Headquarters		1,399	1,498	1,598	1598
<p>The Poverty Reduction Division monitors, reports upon, and supports the coordination and collaboration of poverty reduction initiatives across government, and with Inuit and other community-based organizations through the <i>Collaboration for Poverty Reduction Act</i>. This includes supporting annual community engagement through the Nunavut Roundtable for Poverty Reduction and the Nunavut Food Security Coalition. Divisional staff undertake program and policy research specific to poverty reduction, make recommendations where reforms are necessary, and work on the development and implementation of targeted poverty reduction initiatives. The division funds community governments and non-profit organizations to provide food security programming and to provide emergency shelter and transitional housing supports and services. Focused areas of work include homelessness, food security, Inunnguiniq and building the capacity of community based organizations.</p>					
Emergency Homeless Shelters, Transitional Housing and Support Services					
		6,727	6,727	6,727	6,727
<p>The Poverty Reduction Division provides contribution funding to community governments and non-profit organizations that provide emergency homeless shelter, transitional housing and supports services to Nunavummiut experiencing homelessness. The department also supports organizations in accessing additional resources for shelter operations and programming, and for strengthening their governance and administration.</p>					
Community-based Poverty Reduction Initiatives					
		650	650	650	650
<p>The Poverty Reduction Division provides contribution funding to community governments, non-profit organizations and businesses to support the <i>Collaboration for Poverty Reduction Act</i> and the implementation of the five-year poverty reduction action plan prepared by the Nunavut Roundtable for Poverty Reduction. This includes community-based initiatives designed to address food security and in tandem with the Nunavut Food Security Strategy and Action Plan, as well as funding associated with support for parents and child development through Inunnguiniq.</p>					
Total, Poverty Reduction		8,776	8,875	8,975	8,975

Priorities (2022-23)

- Finalize and implement the new Makimaniq Plan with the Homelessness Action Plan and Food Security Strategy incorporated as important pillars in the foundation of the new Makimaniq plan.

Status: The evaluation of Makimaniq II has been completed and drafting of the new Makimaniq III has begun. The homelessness action plan and food security strategy will be rolled into the new Makimaniq framework.

- Further support food centers in all Nunavut regions, including multi year core funding for operations.
Status: The department now offers multi year core funding to food centers. Work is ongoing to enhance this programming and ensuring all our communities are food secure. Planning is underway for community food organization and community champions to receive food specific training workshops.
- Implement solutions identified for strengthening the governance of local non-governmental organizations and community groups.
Status: A new not-for-profit capital fund has been created to boost capital projects initiated by social/wellness organizations working to address core operational gaps. A research project on the value of Not -for-profit organizations in communities, including recommendations on how to better support them has been published.
- Build community capacity to offer increased Inunnguiniq programming.
Status: Inunnguiniq programs are supported by the departments grant and contribution funding. A need for an evaluation of the program has been identified.
- Support government efforts to enable elders to access more country food.
Status: The Department works closely with NTI, Health, Environment and Economic Development & Transportation in support of food security initiatives. The Department is working in collaboration with Culture and Heritage to consult elders on needs and ways to improve access to country food.
- Support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
Status: Shelter funding has been increased and the department is working with our shelter partners to continue building capacity. The poverty reduction unit also works closely with NTI on the tripartite table to secure more funding for shelter projects, as well as actively lobbying the federal government for more support to address our housing needs.
- Support government efforts to enhance and support school meal programs with community-based partners.
Status: Work is ongoing with department of Education in creating a more robust school meal program for our schools.

Priorities (2023-24)

- Continue to implement the Makimaniq framework to reduce homelessness and develop additional resources for safe and affordable housing specific to homelessness shelters, respite services, and transitional housing.
- Finalize the Makimaniq III 5 year poverty reduction action plan.
- Continue to implement the Food Security Strategy and Action Plan and monitor its progress.

- Continue to support government efforts to enable elders to access more country food.
- Continue to support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Continue to support government efforts to enhance and support school meal programs with community-based partners.
- Evaluate the Inunnguiniq program and ways to better support child rearing programs.

Priorities (2024-25)

- Mid way evaluation and review of the Makimaniq Plan III.
- Continue to support government efforts to enable elders to access more country food.
- Continue to support government efforts in identifying options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Continue to support government efforts to enhance and support school meal programs with community-based partners.

Priorities (2025-26)

- Coordinate and implement governance, leadership and community capacity building initiatives.

Family Wellness

The Family Wellness 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 will support the Departments of Health, Education, and Culture and Heritage Support reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination.

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*, and *Aboriginal Custom Adoption Recognition Act*.
- 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)	2022-23	2023-24	2024-25	2025-26
Family Wellness Headquarters		4,020	4,288	4,308	4,308
Family Wellness Headquarters is responsible for interpreting legislation and policy, identifying program gaps and, 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.					
Child Protection Services		12,418	13,317	13,397	13,397
Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This includes investigations and interventions that are provided by child protection workers under the <i>Child and Family Services Act</i> .					
Adoption Services		55	55	55	55
Under the <i>Adoption Act</i> , Children and Family Services is responsible for adoptions in the territory. The department provides support to Custom Adoption Commissioners under the <i>Aboriginal Custom Adoption Recognition Act</i> .					
Adult Support Services		975	975	975	975
Adult Support Services provides a range of support services to eligible adults with disabilities.					
Family Violence Services		7,373	7,373	7,373	7,373
Community Social Services Workers (CSSWs) provide family violence intervention services. This may include referral to other services and transportation to a safe location.					
Residential Care (Facility Based)		47,422	47,422	47,422	47,422
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.					
Foster Care		7,245	7,245	7,245	7,245
Provides children and youth with a safe family setting during a time of crisis.					
Youth Support Services		900	900	900	900
This program provides support to youth in crisis.					
Social Advocacy		590	590	590	590
This program provides Grants and Contributions that support the Qulliiit Nunavut Status of Women Council, the Nunavummi Disabilities Makinnasuaqtiit Society (NDMS), Rick Hansen Foundation, Women's Initiatives Grants, and Men and Boys' Initiatives Grants.					
Total, Family Wellness		80,998	82,165	82,265	82,265

Priorities (2022-23)

- Undertake a territory wide foster parent recruitment campaign.
Status: Regional efforts by frontline staff to engage with communities to increase the number of foster care parents has taken place.
- Support government efforts in reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse.
Status: Family Services continue to work with interdepartmental partners and support community entities.
- Support government efforts to re-invigorate health and mental health promotions programs.
Status: The department continues to work with and support the government's efforts to re-invigorate health and mental health promotion programs.

Priorities (2023-24)

- Build capacity within the quality assurance program to increase compliance with standards and support frontline staff in service delivery
- Continue to support government efforts in reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse.
- Support government efforts to re-invigorate health and mental health promotions programs.
- Begin the process to review and make suggested changes to *Adoptions Act* and formalize Inuit custom adoption practices in legislation.

Priorities (2024-25)

- Initiate review of Family Wellness service framework.
- Continue to support government efforts in reinvesting in suicide prevention and postvention programs with our partners, with an emphasis on those that address root causes such as child sexual abuse.
- Support government efforts to re-invigorate health and mental health promotions programs.
- Continue working on making amendments to *Adoptions Act* and formalize Inuit custom adoptions practices in legislation.

Priorities (2025-26)

- Increase data management process capacity, including computer-based file management.
- Finalize legislative proposal to make amendments to *Adoptions Act*.

Income Assistance

Income Assistance Division assist Nunavummiut 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 and 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 policies and procedures 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 *Income 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 or agency programs.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Income Assistance

Headquarters Office		1,497	1,592	1,592	1,592
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The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps, 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 develops materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Income 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.

Divisional headquarters is also responsible for assisting and completing program audits to ensure the *Income 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 and the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency and enhance program effectiveness and accountability. The Senior Compliance Analyst works closely with the three regional Income Assistance offices and Corporate Services to conduct audits.

Community Delivery 60 60 60 60

Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to one community to deliver the income assistance program on behalf of the Government of Nunavut. Hamlet staff hired to deliver the program must adhere to the *Income Assistance Act* and Regulations, as well as policies and procedures established by the department.

Administration – Regional 5,426 6,199 6,423 6,423

Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

Senior Citizen

Supplementary Benefit 2,706 2,706 2,706 2,706

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 250 250 250 250

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.

Income Assistance Payments 52,308 59,308 59,308 59,308

Income Assistance Workers guided by the *Income 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 and over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

Day Care Subsidy 477 477 477 477

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.

Seniors Fuel Subsidy 478 478 478 478

This program provides a subsidy for the high cost of home heating fuel to homeowners aged 60 and over. The program is income tested.

Senior Burial Benefit (South Baffin) 200 200 200 200

The Senior's Burial Benefit provides financial support to bereaved families in covering the burial costs of Senior Citizens/Elders who receive the Senior Citizen Supplementary Benefit across Nunavut.

Total, Income Assistance 63,402 71,270 71,494 71,494

Priorities (2022-23)

- Review results of the Guaranteed Basic Income feasibility study.
Status: Recommendations of the feasibility study will inform our ongoing overhaul of the Income Assistance Act and regulations.
- Begin the legislative process to amend the *Income Assistance Act* and Regulations.
Status: The department has commenced through the legislative process and will incorporate findings of the Guaranteed Basic Income study.
- Support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
Status: The processes for elders accessing support has been simplified and the department continues to provide the Senior Fuels Subsidy and the Senior Citizen Supplementary Benefit.

Priorities (2023-24)

- Prepare revisions to the *Income Assistance Act* and Regulations and implement recommendations from the Guaranteed Basic Income feasibility study.
- Develop and pilot training and cross-training matrix for Income Assistance Workers.
- Continue to support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Priorities (2024-25)

- Focus on retention, training and recruiting of staff who meet the current needs of the position.
- Implement training and cross training matrix for Income Assistance Workers.
- Continue to support government efforts to encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Priorities (2025-26)

- Explore additional options for strengthening one-client one plan approach.

Career Development

Career Development researches, develops and implements a coordinated plan for career and labour market training programs. Emphasis is placed on working with partner organizations including the federal government, Inuit organizations, Nunavut Arctic College, the private sector and not-for-profits. Through these partnerships, Career Development develops more accurate labour market information and designs and delivers labour market interventions that support the development of

Nunavut's labour force. Particular emphasis is placed on interventions to improve Inuit participation and success in the labour force. The Division is responsible for developing a coordinated client sponsorship approach for adult training that involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

The Apprenticeship Certification Unit is responsible for administering the apprenticeship and trade qualification processes and ensuring that apprentices and trade qualifiers meet all standards of knowledge and experience. Career Development Officers and Apprenticeship Officers provide career counselling and funding supports for apprentices.

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 counselling) 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 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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Career Development HQ		852	901	916	916
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Career Development researches, develops and implements a coordinated approach to the 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, Nunavut Arctic College, 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.

Nunavut Apprenticeship		444	472	482	482
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Nunavut Apprenticeship is comprised of the Director of Career Development as the Director of Apprenticeship, the Nunavut Apprenticeship, Trade and Occupations Certification Board (NATOC) and the Apprenticeship Certification Unit (ACU). The ACU is responsible for the administration and monitoring of apprenticeship, trade and occupations certification. The Unit is

also responsible for developing and delivering apprenticeship-related training to regional staff and acts as a liaison with industry and technical training providers. The Unit is responsible for the development of promotional and communication materials for staff and the general public related to apprenticeship, trade and occupations certification. The Certification Unit is composed of a Supervisor and two Certification Officers who report to the Manager of Labour Market Programs.

Regional Offices 3,838 **4,089** 4,164 4,164

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, Training on the Job, and Adult Learning and Training Supports. 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.

Adult Labour Market Programs 4,975 **4,975** 4,975 4,975

Adult Labour Market Programs funds both financial support for clients to participate in non-post-secondary employment training programs and targeted training programs to serve particular groups of clients or to meet specific territorial training needs. Any non-post-secondary education or training program that leads directly to employment or to better employment will be considered for funding.

Labour Market Agreement 1,000 **1,000** 1,000 1,000

This program contributes towards the funding of programming and services to assist people who face persisted barriers to employment, people who are unemployed/underemployed and youth who are not attending school. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of Nunavummiut and assist with helping them remain and/or enter the workforce.

Total, Career Development 11,109 **11,437** 11,537 11,537

Priorities (2022-23)

- In partnership with Nunavut Arctic College, expand the Skilled Trades Worker Diploma program.
Status: The program will expand to offer Cook trade programs in Cambridge Bay in collaboration with Nunavut Arctic College.
- In collaboration with the Department of Education, begin to implement the Nunavut Adult Learning Strategy (NALS) 2.0.
Status: Planning meeting have taken place and collaboration with Education is ongoing.
- Bring into force the Apprenticeship and Certification Act and Regulations.
Status: Policy intentions paper has been submitted and work is underway with implementing and drafting regulations under the Apprenticeship and Certification Act.
- Improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.

***Status:** The department is reviewing and updating the Adult Learning and Training Supports program and close to completion.*

- Continue to work with Nunavummi Nangminiqqtunik Ikajuuti Secretariat on implementing measures to better encourage contractors to provide skills and trades training in conjunction with major capital construction projects.
***Status:** A process is in place to ensure contractors provide training on the job and implementation is ongoing paired with ongoing review for improvement.*
- Support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
***Status:** Career Development continues to support and advice as needed.*
- Support government efforts to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
***Status:** Career Development continues to support and provide advice and subject matter expertise as needed.*
- Support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
***Status:** Career development continues to support and provide advice and subject matter expertise as needed.*
- Support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
***Status:** Career development continues to support and provide advice and subject matter expertise as needed.*
- Support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.
***Status:** Career development continues to support and engage with stakeholders.*
- Support government efforts to enhance indirect supports for post-secondary learners.
***Status:** Career development continues to support and provide advice and subject matter expertise as needed.*
- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.
***Status:** Career development continues to support and provide advice and subject matter expertise as needed.*

Priorities (2023-24)

- Launch the Certification by Attestation program mandated in the Apprenticeship and Certification Act.
- Continue to support government efforts to improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.
- Continue to implement programs and services directed at youth, persons with disabilities, and women.
- Continue to support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Continue to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Continue to support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Continue to support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Continue to support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.
- Continue to support government efforts to enhance indirect supports for post-secondary learners.
- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

Priorities (2024-25)

- Implement formal training program for Career Development Officers and Apprenticeship Officers.
- Continue to support government efforts to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

- Continue to support government efforts to increasing opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Continue to incorporate more life skills and career counselling into the K-12 curriculum to foster self-reliance, self-esteem, and early career direction.
- Continue to support government efforts to improve the efficiency and effectiveness of financial aid for post-secondary learners by reviewing and updating Adult Learning/Training Supports Program.
- Continue to support government efforts in preparing and implementing a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Continue to support government efforts to increasing training for employment in various sectors in partnership with Inuit organizations and the private sector.
- Continue to support government efforts to enhance indirect supports for post-secondary learners.
- Support government efforts to expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

Priorities (2025-26)

- Establish processes for designating a trade as a Compulsory Certification trade as per the *Apprenticeship and Certification Act*.

Financial Summary

Branch	2022-2023		2023-2024		2024-2025		2025-2026	
	Main		Main		Planned		Planned	
	Estimates		Estimates					
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,783	33.0000	5,159	33.0000	5,249	33.0000	5,249	33.0000
Grants & Contributions	-		-		-		-	
Other O&M	568		568		568		568	
Subtotal	5,351		5,727		5,817		5,817	
Family Wellness								
Compensation & Benefits	14,418	109.5999	15,585	109.5999	15,685	109.5999	15,685	109.5999
Grants & Contributions	7,905		7,905		7,905		7,905	
Other O&M	58,675		58,675		58,675		58,675	
Subtotal	80,998		82,165		82,265		82,265	
Income Assistance								
Compensation & Benefits	6,385	52.2664	7,253	58.0328	7,477	58.0328	7,477	58.0328
Grants & Contributions	56,225		63,225		63,225		63,225	
Other O&M	792		792		792		792	
Subtotal	63,402		71,270		71,494		71,494	
Career Development								
Compensation & Benefits	4,453	43.0000	4,781	43.0000	4,881	43.0000	4,881	43.0000
Grants & Contributions	5,715		5,715		5,715		5,715	
Other O&M	941		941		941		941	
Subtotal	11,109		11,437		11,537		11,537	
Poverty Reduction								
Compensation & Benefits	1,325	11.0000	1,424	11.0000	1,524	11.0000	1,524	11.0000
Grants & Contributions	6,836		6,836		6,836		6,836	
Other O&M	615		615		615		615	
Subtotal	8,776		8,875		8,975		8,975	
Total	169,636	248.8663	179,474	254.6327	180,088	254.6327	180,088	254.6327

Inuit Employment Plan

Departmental Inuit Employment Targets				
Family Services	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	246.87		254.64	
Total Filled Positions	161.7	66%	169.47	67%
Total Vacancies	85.17	34%	85.17	33%
Total Inuit	102.7	64%	110.47	65%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	15		15	
Total Filled Senior-Management Positions	12	80%	12	80%
Total Vacant Senior-Management Positions	3	20%	3	20%
Total Inuit in Senior-Management Positions	3	25%	3	25%
Total Middle-Management Positions	24		24	
Total Filled Middle-Management Positions	20	83%	20	83%
Total Vacant Middle-Management Positions	4	17%	4	17%
Total Inuit in Middle-Management Positions	9	45%	9	45%
Total Professional Positions	94		94	
Total Filled Professional Positions	58	62%	58	62%
Total Vacant Professional Positions	36	38%	36	38%
Total Inuit in Professional Positions	23	40%	23	40%
Total Paraprofessional Positions	90.77		96.54	
Total Filled Paraprofessional Positions	56.17	62%	61.94	64%
Total Vacant Paraprofessional Positions	34.6	38%	34.6	36%
Total Inuit in Paraprofessional Positions	52.17	93%	57.94	94%
Total Administrative Positions	21.10		23.10	
Total Filled Administrative Positions	13.53	64%	15.53	67%
Total Vacant Administrative Positions	7.57	36%	7.57	33%
Total Inuit in Administrative Positions	13.53	100%	15.53	100%

Capacity

Since inception, the department has consistently built capacity while maintaining its levels of Inuit representation. The department experiences similar capacity challenges that other departments and organizations with Nunavut-wide operations face. These issues include a labour market where demand greatly exceeds supply, limited access to office and operations spaces, and high turnover. These challenges are manageable obstacles, and the department believes that Inuit representation can be further improved upon in this environment.

The Department of Family Services is working hard to plan, build, and implement policies, organizational structures and mechanisms that will increase Inuit representation amongst the workforce. Achieving some of the department's objectives will require working with other departments and Nunavut organizations. The department believes it can achieve its expectations by working hard on Inuit employment goals and working collaboratively with partners.

The department is currently developing three major Inuit employment opportunities that will greatly improve its Inuit representation in the Professional, Middle Management and Senior Management roles.

Inuit Employment Plans

March 31, 2024 Inuit Employment Target Positions

- The Department of Family Services plans to fill 7.77 of target positions with Inuit.

Priorities (2022-23)

- Continue to focus on long-term casual direct appointments.
Status: The department has submitted over 10 Direct Appointment Requests for 2022-23, 5 of which have been long-term casuals.
- Focus on reducing the number of vacant positions in the department.
Status: Family Services is continuously working with the Department of Human Resources to fill our vacant positions. Family Services is advocating for additional HR positions needed to improve recruitment initiatives.
- Forge new outreach and partnerships with universities to decrease vacancies and assist with mentorship possibilities.
Status: Family Services has an outreach program with NAC which provide social work college program. Participate in tradeshows and outreach to students.

Priorities (2023-24)

- Continued and renewed focus on internship possibilities for the department including consideration of retiring employees.
- Additional focus on PY business case additions to support long-term casuals to indeterminate employment status

Priorities (2024-25)

- Identify employees for and encourage career broadening opportunities through professional development.
- Development and extension of training opportunities and budget within the department.

Department of Environment

Business Plan

2023-2026

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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 and parks. The department has the lead responsibility for establishing climate change adaptation and mitigation programs for Nunavut. 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 Agreement*.

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, environmental protection, as well as parks and special places. Careful management of our resources including land, water, and air will help ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Corporate Management	5,580	5,875	5,935	5,935
Wildlife Operations	8,267	8,676	8,724	8,724
Wildlife Research	4,934	5,154	5,201	5,201
Environmental Protection	3,471	3,613	3,660	3,660
Parks and Special Places	2,457	2,591	2,638	2,638
TOTAL	24,709	25,909	26,158	26,158

All divisions are responsible for sector-specific program development and delivery as well as providing support for corporate management of the department.

KATUJJILUTA

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction by:
 - Work closely with Nunavut Housing Corporation (NHC)/Community and Government Services (CGS) to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. Climate Change Secretariat (CCS) will schedule quarterly exploratory meetings with the leads of the appropriate GN Departments and Agencies.

- Continue to work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. This could include but is not limited to matching programs with federal funding opportunities.
- Continue to work closely with NHC/CGS to support the alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.
- Enhance Support for Harvesters by:
 - Enhance Support for harvesters by re-examining the wolf incentive program for further incentives.

Corporate Management

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division, the Corporate Services division, and the Climate Change Secretariat.

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. The division also develops environmental education materials and coordinates many departmental outreach initiatives.

The 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.

The Climate Change Secretariat is guided by: *Upagiaqtavut* - the GNs climate change adaptation strategy; the *Pan-Territorial Adaptation Strategy*; and the clean energy-related aspects of *Ikummatiit* - the GNs energy strategy, as they relate to Nunavut's commitments on climate change adaptation and mitigation. Climate Change Secretariat builds public awareness around the impacts of climate change and establishes territory-wide outreach activities. Climate Change Secretariat supports national and international initiatives on climate change and promotes awareness of Inuit Qaujimagatuqangit of climate change and its integration into decision-making in Nunavut.

Objectives

- Provide strategic direction, support, guidance, and financial accountability to departmental operations in the delivery of our programs and services.
- Coordinate departmental work that supports GN-wide priorities.
- Work with other departments to incorporate climate change adaptation and mitigation into government decision-making.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Directorate		845	893	908	908
The Directorate is responsible for overall management and direction of the Department of Environment.					
Policy, Planning and Legislation		1,169	1,236	1,251	1,251
Policy, Planning and Legislation oversees all corporate planning, legislation, and policy development along with associated research, communications and public education.					
Corporate Services		2,248	2,391	2,406	2,406
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.					
Climate Change Secretariat		1,318	1,355	1,370	1,370
The Climate Change Secretariat is responsible for establishing climate change adaptation and mitigation programs, policies, and resources for the Government of Nunavut.					
Total, Corporate Management		5,580	5,875	5,935	5,935

Priorities (2022-23)

- Explore and prioritize long-term funding opportunities for the Youth Advisory Council. *Status: CCS continues to engage with federal funders as we explore options for multi-year funding for the youth committee.*
- Develop partnerships with GN Departments and identify priority departments to develop climate change risk assessment process. *Status: A GN wide Climate Change Risk & Resiliency Assessment is underway in an effort to align operational approaches to the realities of a changing climate. A project steering committee (PSC) was established with representatives from across all GN departments and agencies.*
- Identify and assist communities that require additional support with Community Energy Planning. *Status: CCS is presently discussing opportunities of working with the hamlets of Kugluktuk and Pangnirtung on the development of community energy plans (CEP). CCS is also supporting the hamlet of Baker Lake in the development of a CEP. In the spring of 2022, CCS worked with the hamlets of Coral Harbour and Nauyasat to complete their CEPs. CCS continues*

to promote net metering and community based alternative energy projects through territorial channels.

- Work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. CCS will schedule quarterly exploratory meetings with the leads of the appropriate GN Departments and Agencies.

***Status:** CCS continues to work with partners on alternative building technologies. Nunavut's unique northern situation makes implementation of net-zero and low carbon materials highly challenging, from an economical, infrastructure, and environmental perspective. The government continues to identify and share these challenges with federal counterparts and seek assistance.*

Priorities (2023-24)

- Review the existing territorial climate change strategies and determine next steps for updating.
- Finalize Nunavut-wide risk assessment of climate change impacts
- Begin recruitment of second cohort of Climate Change Youth Advisory Committee members.
- Develop the resources and modules for the Nunavut Trapper Education Program.
- Promote and encourage participation in home renovation, retrofit, and continue to support community-based alternative energy projects.
- Support communities to identify risks and implement infrastructure resiliency.
- Continue to work closely with NHC/CGS to support the potential for alternative building technologies with an emphasis on energy-efficient and climate-friendly construction. This could include but is not limited to matching programs with federal funding opportunities.
- Provide input on the development of the Canada Green Buildings Strategy;

Priorities (2024-25)

- Ensure the Climate Change Secretariat is sufficiently staffed to take on work-load.
- Continue to support youth and climate change initiatives.
- Analyse risk assessment outcomes to identify priority areas for adaptation action.
- Develop a framework for implementing territorial energy priorities.
- Continue to work closely with NHC/CGS to support the alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.

Priorities (2025-26 April - October)

- Finalize the resources and modules for the Nunavut Trapper Education Program.
- Build mentorship opportunities for youth into the Climate Change Secretariat.
- Increase public awareness of climate change in Nunavut.
- Liaise with GN Departments and Agencies on exploring priority areas for adaptation action.
- Identify new funding opportunities for clean energy projects.
- Continue to work closely with NHC/CGS to support alternative building technologies with an emphasis on energy-efficient and climate-friendly construction.

Wildlife Operations

Wildlife Operations has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Operations is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions.

Objectives

- 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)	2022-23	2023-24	2024-25	2025-26
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Wildlife Operations		6,646	6,805	6,853	6,853
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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.

Hunters and Trappers Organizations	438	438	438	438
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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
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This program area involves provision of core operating funding to each of Nunavut’s three RWOs.

Wildlife Community Support and Contributions

315 **315** 315 315

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 support for active harvesters, disaster compensation, wildlife damage prevention, and wildlife damage compensation.

Seal and Fur Programs Policy

645 **395** 395 395

The Seal and Fur Programs Policy provides support for individuals and organizations involved in the harvesting of Nunavut’s seal and furbearers. This program provides funding through its three program areas, Fur Assessment and Advance, Fall Incentive, and Sealskin Purchasing.

Wolf Sample Collection Program

0 **500** 500 500

The Wolf Sample Programs provides compensation and support for harvesters who provide wolf sample submissions. This program provides funding for samples to be collected and paid for directly from the local Wildlife Offices across Nunavut.

Total, Wildlife Operations **8,267** **8,676** **8,724** **8,724**

Priorities (2022-23)

- Finalize and implement the Enforcement and Licencing Database System. *Status: Development and initial testing of the system is completed. The department is working with CGS on the next phase, which is the integration of the system into the GN network*
- Enhance Support for harvesters by re-examining the wolf sample collection program for further incentives. *Status: Development of a program is underway.*

Priorities (2023-24)

- Develop a Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.
- Conduct a review of training standards for enforcement officers in line with national statutory regulations.

Priorities (2024-25)

- Update and reintroduce seal skin and wild fur grading training for all departmental staff.
- Implement the Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.

Priorities (2025-26 April - October)

- Finalize the Wildlife Guardian training program, to promote and provide employment opportunities within this field for Nunavummiut.

Wildlife Research

The Wildlife Research Division is responsible for overseeing scientific research, wildlife monitoring, and the collection, and analysis of Inuit knowledge and Inuit Societal Values research. The Research Division uses the scientific and traditional knowledge gathered to develop management plans, regulations, and conservation recommendations.

Objectives

- Provide up-to-date information from various sources, including in-house scientific research and IQ, 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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Wildlife Research		4,894	5,114	5,161	5,161
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 Hunters and Trappers Organizations (HTOs), Regional Wildlife Organizations (RWOs), Nunavut Wildlife Management Board, territorial 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.					
Wildlife Community Support and Contributions		40	40	40	40
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.					
Total, Wildlife Research		4,934	5,154	5,201	5,201

Priorities (2022-23)

- Initiate a survey of the Western Hudson Bay polar bear sub-population to estimate distribution and abundance.
Status: Field work was completed during the fall of 2021; the analysis was completed during the fall of 2022. A draft report is currently in the review stage and expected completion prior to January 2023.

Department of Environment

- Initiate research on Peary caribou movement ecology.
Status: Initial research was completed and indicates a stable herd.

Priorities (2023-24)

- Continue to survey the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Begin planning stage of Baffin Island Caribou Abundance Survey.
- Survey the Qamanirjuaq caribou herd.
- Survey the Dolphin and Union caribou herd.
- Initiate a survey of the Foxe Basin polar bear sub-population to estimate distribution and abundance.

Priorities (2024-25)

- Finalize survey of the Kitikmeot region grizzly bear to estimate distribution and density.
- Conduct Beverly Caribou Herd Abundance Survey.
- Conduct MX/07 Muskox Survey.

Priorities (2025-26 April - October)

- Survey South Hampton Island Caribou.
- Initiate planning for Baffin Bay Polar bear survey.

Environmental Protection

The Environmental Protection (EP) Division is responsible for the protection of people and natural spaces of Nunavut. EP is divided into three sections: Environmental Compliance, Land Use and Environmental Assessment, and Environmental Science. These sections encompass a broad spectrum of programming, and the sections work together to find positive outcomes and solutions for Environmental Protection issues.

EP enforces Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act*. EP develops environmental guidelines to educate the public and industry about their responsibilities under the legislation. EP is responsible for leading the territorial government in relation to land use planning and for coordinating the department's participation in the environmental assessment process in accordance with the Nunavut Impact Review Board. The division is responsible for inspection and investigation of residential oil tanks and responding to spills. The Division manages the contaminated sites inventory for the GN and oversees waste

management and diversion efforts as well as conducting targeted environmental monitoring throughout the territory.

Some of the key functions of the Environmental Protection Division include the following:

- Ensure legislative and regulatory compliance through inspections, education, and enforcement.
- Reduce the number of residential oil spills in the Territory.
- Work with stakeholders, industry, the public, government, and other territorial organizations to minimize negative impacts of resource development projects on the environment.
- Lead GN participation in negotiation and implementation of land use planning in Nunavut through coordination with other GN departments.
- Conduct investigation and monitoring of contaminated sites throughout Nunavut.
- Maintain contaminated sites liabilities inventory for the GN.
- Conduct air quality monitoring for the Territory in collaboration with Environment Canada.
- Work with stakeholders on spill investigations and carrying out enforcement actions as necessary.
- Prepare for the devolution of water management responsibilities from the Government of Canada to the GN.
- Represent the GN in discussions or negotiations pertaining to transboundary watershed management with neighbouring jurisdictions.
- Develop and work with stakeholders to promote solid waste management programs.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Environmental Operations		1,598	1,681	1,728	1,728
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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		323	337	337	337
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The primary function of this section is enforcement of the *Environmental Protection Act* and the attendant regulations. This entails environmental inspections, investigations, spill response and enforcement action.

Environmental Assessment and Land Use Planning		471	502	502	502
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This section is responsible for supporting the Department of Environment and the GN in the delivery of obligations under the *Nunavut 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 GNs expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section works with the Department of Economic Development

and Transportation to coordinate the GNs 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 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 *Nunavut Agreement* 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.

Environmental Science 1,079 **1,093** 1,093 1,093

This section undertakes work relating to contaminated sites on Commissioner’s land, including their identification and investigation. The section also works with the Department of Finance to appropriately record information pertaining to the financial liability posed by contaminated sites.

This section works to build capacity and knowledge in water management and aquatic sciences, in preparation for the devolution of water resource-related responsibilities from the Government of Canada. It also supports negotiations on transboundary watershed agreements with neighbouring jurisdictions, as per Section 13.10.1 of the *Nunavut Agreement*.

The Environmental Science section also runs a territorial air quality monitoring program along with Federal partners.

The section provides advice to other GN departments and external organizations on waste management and best practices in Nunavut. The Department’s Pollution awareness, prevention and anti-littering education work also relies on technical expertise and programing provided by the Environmental Science section.

Total, Environmental Protection **3,471** **3,613** **3,660** **3,660**

Priorities (2022-23)

- Evaluate the department’s past, present, and future capacity to monitor the environmental impacts of mining and infrastructure projects.
Status: Evaluation complete and recommendations identified for improvements to the environmental assessment process.

- Develop a State of Nunavut Freshwater Ecosystems report, identifying data limitations while consolidating and summarizing existing water management knowledge.
Status: Ongoing. Engagement with third party consultative services to be sought.

- Support communities with environmental protection measures, for example pilot waste oil barrel removal project which will focus on three communities one in each region. The pilot project will focus on developing a structure for communities to follow with support from DOE in the removal of waste oil barrels.
Status: Environmental Protection has piloted a waste oil barrel removal project. Arviat has had an inventory, packaging and backhaul of waste oil barrels (Southern disposal). Cambridge Bay and Pond Inlet both have had their inventory and packaging completed with backhaul slated for Summer/Fall of 2023.

- The contaminated sites working group has been re-established in 2022 with the goal to support the GN in delineating liabilities under direction of the Federal Auditor General. EP will continue to work collaborating with this working group.

Status: Ongoing. The working group continues to meet regularly to discuss site inventories and delineating liabilities.

Priorities (2023-2024)

- Review the Division's performance and structure and develop an action plan to improve service delivery.
- Conduct a review to determine how the Department could incorporate waste management programing.

Priorities (2024-25)

- Explore how Environmental Compliance can improve service delivery to communities.
- Spills training for Environmental Protection Officers.
- Waste Management Strategy for the Territory.

Priorities (2025-26 April - October)

Work with communities to support contaminated sites; evaluation risk, assessment and reporting.

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 culture and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities.

Parks and Special Places are planned and managed jointly with co-management partners, through the *Umbrella Inuit Impact and Benefits Agreement for Territorial Parks in the Nunavut Settlement Area* and the *Nunavut Agreement*, 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 natural and cultural values. They are important destinations and attractions for Nunavummiut and visitors. In addition, they provide direct and indirect economic benefit to communities.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Program Development		379	397	397	397
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 ‘Katjaaqnaq’ 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.					
Operations and Planning		1,579	1,663	1,710	1,710
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.					
Geospatial Information and Land Tenure		499	531	531	531
Geospatial Information and Land Tenure is responsible for the development, implementation, management, and operation of the division’s Geographic Information System. The division also maintains accurate land tenure and descriptions for parks and special places; manages and maintains the department’s geospatial database; and provides geographic information system products and services to the division, the department, other GN departments, and to external clients.					
Total, Parks and Special Places		2,457	2,591	2,638	2,638

Priorities (2022-23)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Kinngaaluk, Agguttinni, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee. *Status: CJPMC appointments are complete for Kugluk, Agguttinni, Katannilik, Iqalugaarjuup Nunanga, Napartulik Territorial Parks, and for the NJPMC. Appointments needed for Ovayok, Kingngaaluk and Sylvia Grinnell/Qaummaarviit.*

- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
Status: Implementation is ongoing for Kugluk, Kingngaaluk, and Agguttinni. Approval process is ongoing for Katannilik, Iqalugaarjuup Nunanga, Ovayok, Sylvia Grinnell/ Qaummaarviit, Kekerten, Mallikjuaq Master and Management Plans, Kingngaaluk as well as Agguttinni Management Plans.
- Continue the implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Katannilik, Sylvia Grinnell/Qaummaarviit, Iqalugaarjuup Nunanga, Kekerten, Mallikjuaq, Kinngaaluk, and Agguttinni Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
Status: Implementation is ongoing for Kugluk, Ovayok, Katannilik, and Kingngaaluk, and Iqalugaarjuup Nunanga. Development process is ongoing for Agguttinni, Kingngaaluk, Sylvia Grinnell/ Qaummaarviit, Kekerten, Mallikjuaq, Heritage Appreciation Plans
- Complete the development of Heritage Appreciation and Interpretive Plans for Napartulik Territorial Park.
Status: Delayed due to COVID-19. Development re-scheduled for 2023-24.
- Continue to pursue the revision of the Territorial Parks legislation, following the process described in the *Inuit Impact Benefit Agreement* and the Government of Nunavut's Legislative Process.
Status: Amendments to the legislation has been initiated and is currently in progress.

Priorities (2023-24)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue the implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Begin early development of a Nunavut Parks System and Implementation Plan.
- Negotiate a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut, including the following items:

development of new Management Plans, new Heritage Appreciation Plans, new Local Inuit Tourism Strategies for existing territorial parks as well as Master Plans, Management Plans, Heritage Appreciation Plans, and Local Inuit Tourism Strategies for new parks to be established as per the Nunavut Parks System Implementation Plan.

Priorities (2024-25)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue the implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue work on a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut, including the following items: development of new Management Plans, new Heritage Appreciation Plans, new Local Inuit Tourism Strategies for existing territorial parks as well as Master Plans, Management Plans, Heritage Appreciation Plans, and Local Inuit Tourism Strategies for new parks to be established as per the Nunavut Parks System Implementation Plan.
- Draft final revisions of the *Territorial Parks Act*.
- Continue the development of a Nunavut Parks System and Implementation Plan.

Priorities (2025-26 April - October)

- Continue to maintain the appointments to the Community Joint Planning and Management Committees for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks, and for the Nunavut-Wide Joint Planning and Management Committee.
- Continue the development and implementation of the approved Park Master and Management Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.
- Continue the development and implementation of the approved Heritage Appreciation and Interpretive Plans for Kugluk, Ovayok, Iqalugaarjuup Nunanga, Sylvia Grinnell/Qaummaarviit, Katannilik, Kekerten, Mallikjuaq, Kinngaaluk, Agguttinni and

Napartulik Territorial Parks. Continue the cycle of approvals, implementation, and updates of the plans.

- Implement the *Territorial Parks Act*.
- Finalize the negotiations for a new Funding and Implementation Plan for the 2026-2036 period of the Inuit Impact and Benefit Agreement for Territorial Parks in Nunavut.
- Finalize the development of a Nunavut Parks System and Implementation Plan.

Financial Summary

Branch	2022-2023		2023-2024		2024-2025		2025-2026	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CORPORATE MANAGEMENT								
Compensation and Benefits	3,982	34.0	4,082	34.0	4,142	34.0	4,142	34.0
Grants and Contributions	528		528		528		528	
Other O&M	1,070		1,265		1,265		1,265	
Subtotal	5,580		5,875		5,935		5,935	
PROGRAM MANAGEMENT								
Compensation and Benefits	12,024	102.5	12,829	102.5	13,018	102.5	13,018	102.5
Grants and Contributions	1,016		1,016		1,016		1,016	
Other O&M	6,089		6,189		6,189		6,189	
Subtotal	19,129		20,034		20,223		20,223	
TOTAL	24,709	136.5	25,909	136.5	26,158	136.5	26,158	136.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
Environment	As at Sept 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	136.5		136.5	
Total Filled Positions	94.5	69%	104.5	77%
Total Vacancies	42	31%	32	23%
Total Inuit	51.5	54%	59.5	57%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	7	100%	7	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	1	14%	1	14%
Total Middle-Management Positions	19		19	
Total Filled Middle-Management Positions	12	63%	14	74%
Total Vacant Middle-Management Positions	7	37%	5	26%
Total Inuit in Middle-Management Positions	1	8%	2	14%
Total Professional Positions	35		35	
Total Filled Professional Positions	18	51%	21	60%
Total Vacant Professional Positions	17	49%	14	40%
Total Inuit in Professional Positions	5	28%	7	33%
Total Paraprofessional Positions	63		63	
Total Filled Paraprofessional Positions	48	76%	51	81%
Total Vacant Paraprofessional Positions	15	24%	12	19%
Total Inuit in Paraprofessional Positions	35	73%	38	75%
Total Administrative Positions	10.5		10.5	
Total Filled Administrative Positions	7.5	71%	9.5	90%
Total Vacant Administrative Positions	3	29%	1	10%
Total Inuit in Administrative Positions	7.5	100%	9.5	100%

Capacity

As of September 30, 2022, the Department of Environment is operating at 69% capacity, with 42 positions vacant. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department. The Department has identified eight positions to be filled by Nunavut Inuit by March 31, 2024.

Inuit Employment Plan

Priorities (2022-23)

- Continue to identify candidates for Department of Human Resource leadership, mentorship, and Inuit employment programs.
Status: The department has 5 graduates of the Hivuliqtikhanut Leadership Development Program.
- Identify career ladders for Inuit employed within the department, enabling individuals to be trained for higher-paying professional and management roles.
Status: The department is establishing an Associate Deputy Minister position with the intent for career laddering and succession planning, targeting Nunavut Inuit for this senior departmental leadership role. Further, the department internally funded the creation of three new permanent positions: Waste Management Specialist – Professional; Park Coordinator – Agguttinni – Paraprofessional; and Park Maintenance Officer – Administrative Support.
- Utilize staffing mechanisms, such as acting assignments, restricted competitions, and internal transfer assignments, to create opportunities for upward mobility.
Status: The department has been approved for three intern positions through the Sivuliqtiksat Internship Program. One is currently filled, another is scheduled to start and the third is waiting to be posted for competition.
- Continue to promote education leave and professional development opportunities to staff.
Status: The department has employees enrolled in the GN sponsored Advanced Policy Training and Chartered Practitioner of Human Resources. We also have employees enrolled in programs offered by Southern Institutions.
- Identify Inuit cultural competency training programs for all staff, particularly supervisors.
Status: The department has several employees who have identified as taking the Indigenous Cultural Competence course. We will continue to identify staff who can benefit from these programs.
- Consider the creation of entry-level positions where this may address capacity concern.
Status: The department internally funded the creation of three new permanent entry-level positions: Waste Management Specialist; Park Coordinator – Agguttinni; and Park Maintenance Officer
- Where appropriate, use casuals to enable entry-level opportunities where none currently exist and the potential to create new positions is low.
Status: The department has an approximate running total of 30 Casual and 10 Relief employees at any given time.
- Continue to provide valuable professional experiences for Nunavut youth through the Summer Student Employment Equity Program, prioritizing the employment of Inuit candidates.

***Status:** The department's 2022 Summer Student Program had a total of 45 potential placements. Of the 45 we were able to fill 39 placements which was a 87% hire rate. Of the 39 placements, 35 were Nunavut Inuit, which represents a 90% hire rate.*

- Create additional Summer Student Employment Equity Program opportunities in regional offices: Kugluktuk, Igloolik, Arviat, and Pond Inlet.

***Status:** The department's 2022 Summer Student Program had summer student placements in a total of 13 communities covering all 4 regions.*

- Continue involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.

***Status:** The department continues to have an active role in the Nunavut Arctic College's Environmental Technology Program. The department targets graduates each year as potential employees.*

Priorities (2023-24)

- Continue to identify/create and fill positions, through restricted competition for positions identified and created for Inuit only.
- Continue to provide valuable professional experiences for Nunavut youth through the Summer Student Employment Equity Program, prioritizing the employment of Inuit candidates.

Priorities (2024-25)

- Continue to identify career ladders for Inuit employed within the department, enabling individuals to be trained for higher-paying professional and management roles.
- Continue to identify Inuit cultural competency training programs for all staff, particularly supervisors.
- Continue involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.

Priorities (2025-26)

- Continue to utilize staffing mechanisms, such as acting assignments, restricted competitions, and internal transfer assignments, to create opportunities for upward mobility.
- Continue to provide valuable professional experiences for Nunavut youth through the Summer Student Employment Equity Program, prioritizing the employment of Inuit candidates.

Department of Environment

- Continue involvement in Nunavut Arctic College's Environmental Technology Program in order to inform Inuit graduates of potential roles they could have in the department as well as inform them of the further qualifications they require for other positions.

Department of Community and Government Services

Business Plan

2023-2026

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CORE BUSINESS

The Department of Community and Government Services focuses on the following five core lines of business:

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Advisory and Administrative Services	13,108	13,658	13,960	13,960
Local Government & Municipal Transfer Payments	88,900	95,146	94,084	95,804
Information Management/Information Technology	44,756	51,768	52,261	52,261
Infrastructure	120,987	133,225	133,944	133,944
Petroleum Products*[*Revolving Fund]	-	-	-	-
TOTAL	267,751	293,797	294,249	295,969

The department's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly:

- Expedite the construction of regional long-term care facilities with capabilities to meet the needs of Nunavummiut with complex care needs
- Expand and/or renovate existing continuing care facilities
- Renovate or repurpose existing buildings for use in the housing continuum
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction

Advisory and Administrative Services

The Advisory and Administrative Services branch provides management support and advice to the Minister's office. The Directorate is also responsible for policy & communications, human resource management, and finance and administration services in support of both headquarters and regional operations.

Objectives:

- Support and guide the business of the department.

Department of Community and Government Services

- Support and implement policy and legislation.
- Government-wide procurement services and corresponding logistics supports.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Deputy Minister's Office		582	596	604	604
The Deputy Minister provides support and advice to the Minister and ensures implementation of ministerial direction and government policy. The Deputy Minister provides overall leadership to the department.					
Policy and Planning		838	882	906	906
Policy, planning, and communications provides leadership and advisory services in the review, development and implementation of departmental policies, legislation and communication initiatives. This division provides strategic advice to the department.					
Consumer Affairs		462	484	496	496
Provides consumer protection services, lottery, and business licensing to residents across Nunavut.					
Financial Services		4,989	5,268	5,421	5,421
Provides financial management advisory services, external and internal reporting, and accounting services for the department.					
Human Resources		1,405	1,471	1,507	1,507
Human Resources provides support for recruitment and retention, Inuit employment planning and human resource administration					
Technical Professional Studies Program		80	80	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					
Procurement, Contract Support, and Logistics Services		4,752	4,877	4,946	4,946
Provides centralized purchasing services for all government departments' goods, services, and logistical requirements.					
Total, Advisory and Administrative Services		13,108	13,658	13,960	13,960

Priorities (2022-23)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.

Status: *The work is ongoing, CGS leadership continues to work with departments to identify and optimize opportunities for collaboration to achieve mandate objectives.*

- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

Status: *The department is working to increase program options to encourage municipalities to initiate and manage projects locally.*

- Evaluate the employee online onboarding website to assess its effectiveness with new employees.

Status: *It is expected that the Departmental website will be updated by the end of the 2022-23 fiscal year. The development and approval of accompanying supporting onboarding materials is ongoing.*

- Review the Lotteries Act and proceed with the legislative process to propose potential amendments.

Status: *The legislative process has commenced and continues to make progress.*

- Work closely with EDT, Finance and HR to develop options, a workplan and timeline for the realignment of EDT and CGS

Status: *The department is working closely with EDT, Finance and HR to create a workplan and timeline for the options related to a realignment with a target completion date of March 2023.*

Priorities (2023-24)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Continue the legislative process to propose amendments to the *Lotteries Act*.
- Develop communication tools to ensure new initiatives and business processes are shared with stakeholders, partners, and clients.
- Review and evaluate client services processes and protocols with internal and departmental customers, vendors, stakeholders, and partners.

Department of Community and Government Services

- Work with NHC to examine GN assets across the portfolio that are either under utilized or deemed surplus and may be considered for redevelopment to support increased housing supply.
- Work closely with EDT, Finance and HR to develop options related to the realignment of EDT and CGS.

Priorities (2024-25)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Develop a departmental communications strategy to communicate and meet core business objectives more effectively.
- Develop a departmental strategic plan to identify opportunities to increase the value of the departments service delivery to stakeholders.
- Develop a client services model to include processes and protocols with internal and departmental customers, vendors, stakeholders, and partners.

Priorities (2025-26)

- Provide leadership and support to divisions to ensure that Katujjiluta priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Ensure the prioritization of projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Work to develop an internal policy performance review process to maximize the value of departmental policies in achieving their objectives.
- Implement the Departmental Strategic Plan to increase service delivery to stakeholders and achieving organizational objectives.
- Continue to implement the client service model to departmental customers, vendors, stakeholders and partners.

Local Government Services & Municipal Transfers

The Local Government and Municipal Transfers Branch supports building community capacity through developing partnerships and training programs. The Community and Lands division provides community planning monitoring and sustainability planning. The Sports and Recreation division promotes amateur sport, and recreation through territorial sport and recreational organizations. This division leads the territories emergency preparedness and Search and Rescue operations.

Community Support and Community Infrastructure divisions provide community governments with capital planning, lifecycle management of municipal infrastructure, and operational support. The divisions work with the Nunavut Community Infrastructure Advisory Committee to identify and give recommendations for community capital infrastructure priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans.

Objectives:

- Enhance the capacity of local governments by providing training and resources to elected officials and municipal staff.
- Provide operational and capital funding to municipalities to support the planning and delivery of municipal programs and services.
- Provide community planning in accordance with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*.
- Encourage and promote sport, physical activity and recreational opportunities at the community, territorial and national level.
- Develop resilience in communities by supporting emergency preparedness and local ground search and rescue capacity.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
ADM, Local Government		715	730	738	738
The ADM, Local Government provides strategic direction over municipal support services, planning and lands, community infrastructure development, sport, recreation and emergency services.					
Community Development Division		3,631	3,815	3,916	3,916
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
Community Support Division		1,865	1,946	1,990	1,990
Provides onsite in-community support of municipalities in the areas of regulatory compliance and operational support for the delivery of municipal water, wastewater and solid waste programs and services.					

Municipal Organization Operating Fund	1,103	1,103	1,103	1,103
Provide financial support to non-profit organizations to assist with operational costs and delivery of services to their membership.				
Community Development Fund Program	457	457	457	457
Proposal based program, supports community-based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.				
Community Planning and Lands Division	4,287	4,412	4,481	4,481
Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.				
Senior Citizens and Disabled Persons Tax Relief	318	318	318	318
Municipal Collaboration Program	150	150	150	150
Facilitates community leadership meetings in Nunavut.				
Community Asset Protection Program	850	850	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.				
Municipal Funding Program	49,003	54,231	54,231	54,231
Allocates core funding that assists community governments to deliver municipal programs and services.				
Water and Sewage Subsidy Program	8,018	8,018	8,018	8,018
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.				
Grant in Lieu of Taxes	6,733	7,133	7,453	7,453
Ensures fair compensation to tax-based municipal governments for municipal services provided to the Government of Nunavut.				
Sport and Recreation Division	3,407	3,495	2,273	3,543
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 4,384 **4,384** 3,934 4,384

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 1,916 **1,997** 2,041 2,041

Division

Responsible for the territorial emergency preparedness plan and provides assistance to Nunavut communities emergency planning and the territories search and rescue planning and training.

Search and Rescue 300 **300** 300 300

Serves to enhance community-based ground search and rescue (GSAR) capability and preparedness across Nunavut.

Search and Rescue Grants and Contributions 620 **620** 620 620

Search and Rescue funding is provided through Contribution agreements and grants in support of SAR operations and maintenance amongst Search and Rescue Organizations.

Community Infrastructure Division 1,143 **1,187** 1,211 1,211

Provides research, planning, administration, and financial oversight for municipal infrastructure projects. This division integrates community-identified priorities into the five-year capital planning process and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee. Using an evidence based, research informed approach into the regulatory and planning processes it can administrate departmental and federally funded capital infrastructure projects.

Total, Local Government Services & Municipal Transfers **88,900** **95,146** **94,084** **95,804**

Priorities (2022-2023)

- Work with partners and stakeholders to develop and deploy the Drinking Water Strategic Framework action plan.
Status: The strategic framework draft has been completed; and development of the Framework Action Plan was paused to allow a shift in focus to drinking water regulations. It is expected the framework action plan can be completed by end of March 2023.
- Continue to work with lead agencies, and other stakeholders in the development of a solid waste strategy and solid waste management regulations

Status: Community infrastructure continues to support stakeholders in the development of a solid waste strategy. Completed to date a regionalization study. Further progress on this project is delayed due to capacity restraints held by partner stakeholders.

- Develop the accompanying Action Plan to the Nunaliit Aulajut, Nunavut's Sport, Physical Activity and Recreation Framework.
Status: The action plan has been developed; it is now awaiting translations followed by distribution to all stakeholders. It is expected distribution will be completed by end March 2023.
- Work collaboratively with the municipalities to strengthen the municipal capital planning process to include maintenance and new project prioritization under the Integrated Community Sustainability Plan.
Status: Capacity constraints have delayed progress on this priority. Alternate solutions were investigated and work on this project is to be reinstated by January of 2023.
- Finalize the Emergency Plans of Nunavut Departments and Agencies into the Government of Nunavut Territorial Emergency Plan.
Status: This initiative is ongoing. It is planned that an RFP will be released, and work commence in early winter 2023.
- Work with municipal councils and stakeholders to continually improve council orientation and training resources.
Status: Work is underway and training resources are expected to be in complete in March 2023 and ready for implementation following the general election in fall 2023.
- Begin collaboration with the Nunavut Housing Corporation (NHC) to support efficient lot development and opportunities for private land development and housing construction.
Status: CGS Planning and Lands Division is working to support land development needs across Nunavut and will continue to identify collaborative opportunities with NHC housing construction plans.

Priorities (2023-24)

- Engage with key stakeholders to develop an action plan based on the Drinking Water Strategic Framework.
- Develop an evaluation matrix to monitor progress of the Sport, Physical Activity and Recreation Framework and Action Plan.

Priorities (2024-25)

- Implement the Drinking Water Strategic Framework action plan.

Priorities (2025-26)

- Commence a review of the Municipal Water Sewage Subsidy Program.

- Continue implementation of the Sport, Physical Activity and Recreation Framework and Action Plan.

Information Management/Information Technology

The Information Management/Information Technology (IM/IT) is responsible for government-wide information and communications technology.

Objectives:

- Provide a centralized and shared source of IM/IT planning, development, applications, and support.
- Provide a network of satellite communication systems.
- Implement supports to the clients to include, computer servers, applications software, computer workstations, and a centralized helpdesk support system.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Telecommunications (Voice and Satellite)		13,136	18,636	18,636	18,636
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 Government of Nunavut.					
Information & Communications Technology Division		23,020	23,782	23,975	23,975
Contribution to the development and implementation of key information and communication technology strategies, policies, standards and business processes which directly relate to the delivery of core government functions in support of service delivery goals. Establish an analytical framework for review and approval of all Information and Communications Technology (ICT) and Information Management (IM) plans, project expenditures and service contracts across all government. Performs a critical role in the alignment of business architecture and IT strategy for the support and the maintenance of all departmental application systems that provide services and delivery of programs for the Government of Nunavut.					
Computer Award Program Grant in Kind		50	50	50	50
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.					

Government Information &

Planning Division 6,781 **6,965** 7,066 7,066

Develops and implements policies, standards, procedures, and guidelines on records management issues. Oversees, maintains, and implements Administrative Records Classification System and Operational Records Classification systems. Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.

Corporate Chief Information Officer 1,769 **1,799** 1,815 1,815

The Corporate Chief Information Officer provides executive leadership and direction for the coordinated planning, design, development and implementation of strategies and initiatives to optimize the Government of Nunavut's (GN) investment in IM/IT through the delivery of corporate Information Management (IM) and Information and Communications Technology (ICT) programs and services.

Telecommunication Commercialization - **536** 719 719

Develops, implements and manages policies, standards, procedures, guidelines and forms the team for offering of Services including commercial terms and conditions, prices, marketing and sales activities to share the GN's Telecommunication infrastructure with the public. Defines, develops, implements and operates on 24/7/365 basis related network platform and assets, operating support systems, business support systems, facilities and transport links to upstream and downstream Telecommunication partners.

**Total, Information Management/
Information Technology** **44,756** **51,768** **52,261** **52,261**

Priorities (2022-2023)

- Continue supporting the promotion of language through technology with the integration of Inuktitut and Inuinnaqtun into the Microsoft Machine Translator Project.
Status: A user guide is in the final review stage; it is expected the user guide will be ready by end March 2023.
- Work with stakeholders to improve business relationships and align IT strategies for new capabilities.
Status: The Department continues to work with government partners and stakeholders to enhance service capacity, and business practices and sharing of information.
- Implement improvements and design solutions to enhance mobile and remote security protocols.
Status: The Department participated in Cyber Security Awareness month. This program introduced GN users with information on best cyber security practices. The IM/IT Security Awareness program is currently being modified to fit GN standards. The release of an Introduction to Information Security campaign was released in November 2022 with future campaigns expected through 2023 and 2024.

- Improve telecommunications and IM/IT customer services through the development of new communications resources and the strategic introduction of hybrid technologies.

Status: The Department is continuing to resource internal technical requirements. The Department meets regularly with partner stakeholders to identify GN ongoing telecommunication requirements that will assist in enhancing the current organization.

Priorities (2023-24)

- Continue the development and implementation of the data classification system for information management.
- Develop professional development and education opportunities for staff and new positions.
- Continue to build and improve the communications strategy for IM/IT customer service.
- Initiate the implementation of the telecommunications strategy, to transition technologies (Low Earth Orbit Satellites).
- Work to identify and develop requirements with Human Resources and Executive and Intergovernmental Affairs for new IM/IT Resource tools for Government of Nunavut employees.

Priorities (2024-25)

- Develop professional development and education opportunities for staff.
- Continue the implementation of the telecommunications strategy, to transition technologies (Low Earth Orbit Satellites).
- Continue the transition of government departments from satellite to the high-speed network.

Priorities (2025-26)

- Review and evaluate the effectiveness of communication tools developed for introducing new initiatives and processes shared with stakeholders, partners, and clients.
- Continue to implement the transition towards digital government and automation systems and the data classification system for Information management.
- Continue to develop a Government of Nunavut digitization program.

Infrastructure

The Infrastructure Branch is responsible for the delivery of capital projects, facilities management, and the Government of Nunavut asset portfolio.

Objectives:

- Establish infrastructure priorities and works with client departments to lead ongoing planning, technical advisement, and safety for all capital projects.
- Provide and delivers facility management and maintenance for assets owned and operated by GN
- Provides facility administrative management of all government office and warehouse space.
- Ensures all facilities meet safety and building codes with ongoing monitoring, and inspections for compliance in safety and legislative and regulatory requirements.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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ADM, Infrastructure		613	635	647	647
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The ADM, Infrastructure provides executive level support to the Deputy Minister as well as professional Infrastructure services (capital planning, project management through design/construction, asset management, technical and safety services) to client departments.

Technical Services		1,463	1,515	1,543	1,543
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Technical Services is an advisory group supporting the capital planning and project delivery process through technical support services. In addition, Technical Services undertakes Building Condition Assessments to measure the effectiveness of current maintenance programs by determining useful life of building systems and compares it with the full economic life expected. Also, Technical Services oversees and manages an energy management program to reduce utility costs and greenhouse gas emission.

Facility Management		34,261	34,674	35,056	35,056
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Provide facility management services for approximately 510 GN-owned and 100 GN-leased facilities to provide suitable space for GN departments and agencies (except NHC and QEC) to deliver critical programs and services to Nunavummiut. The facility management team operates regional offices in Cambridge Bay, Rankin Inlet, Iqaluit and Pond inlet and also employ local community maintainers in each of the 25 communities.

Capital Projects		2,212	2,300	2,348	2,348
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Establishing infrastructure priorities, initiating projects, and leading the planning phase of major capital projects. Working with Client Departments and Regional Infrastructure Offices from project initiation to project closeout, the primary role of this division is to provide cost-effective solutions delivered on an agreed upon schedule and budget.

Regional Infrastructure Offices		4,673	4,916	5,048	5,048
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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.

Real Property	28,388	29,393	29,409	29,409
Manages the Government of Nunavut (GN) commercial office and warehouse lease portfolio, manages GN office space, both leased and owned, for the GN Departments, Boards, and applicable Agencies, and is responsible for the administration of the fixed-assets stream of the GN Surplus Disposal Policy.				
Utilities Management	43,028	53,259	53,259	53,259
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.				
Safety Services Division	6,349	6,533	6,634	6,634
Provides the private and public sectors with fire prevention (implementation of the Nunavut Fire Protection Strategy), electrical, elevator, boiler and gas services and issuance of building, demolition and occupancy permits, plan reviews and related inspections. This includes consultations and the enforcement of the relevant regulations and acts. Administers the Public Fire Safety, Community Fire Department Contribution Policy to support education seminars as a tool to assist in raising public awareness of fire safety and prevention techniques at home and in the community.				
Total, Infrastructure	120,987	133,225	133,944	133,944

Priorities (2022-23)

- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
Status: Facility assessments are planned for the continuing care centres in Gjoa Haven, Igloolik, Cambridge Bay and Arviat. It is expected visits will be completed within the current fiscal year.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
Status: The Department continues to collaborate with the Department of Economic Development and Transportation to conduct market value environmental studies.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
Status: The Department continues to work with NHC in establishing priorities and has prioritized identifying surplus buildings that have the potential to be renovated or repurposed for the housing continuum.
- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Addiction and Trauma Treatment Centre.
Status: The department continues its work in collaboration on Long Term Care with the Department of Health. There continues to be discussions with the Inuit Organizations and the City of Iqaluit. Construction of the Long-Term Centre in Kivalliq is ongoing and slated for completion in late 2023.

The Nunavut Addiction and Trauma Treatment Centre, now referred to as the Nunavut Recovery Centre, design and negotiations remain ongoing with the City of Iqaluit for the land lease and infrastructure improvements.

- Continue to manage project delivery for the Nunavut Fibre Infrastructure.
Status: *Multiple Request for Proposal are planned to be issued in support of this priority over the each of 2022-23, 2023-24 and 2024-25 Fiscal years.*
- Continue implementation of the Nunavut Energy Management Initiative and monitor construction activities in North and South Baffin.
Status: *This is a phased project with the south Baffin entering into the implementation phase. It is expected North Baffin implementation phase will end in 2023-2024 fiscal year.*
- Continue with the strategic review and study on the impacts of the adoption of Nunavut specific modifications as it applies to:
 - Existing Nunavut building codes;
 - National Energy code of Canada for Buildings; and,
 - Development of a permit processing tracking system.**Status:** *Natural Resources Canada is conducting a review of the data collection. A set of requirements continues to be developed for the permit process tracking system.*
- Work with partners and stakeholders to commence a review of GN building inventory to support sustainable use and long-term planning of office and program space.
Status: *This work is ongoing. The next step includes the development of a plan of action to be drafted by end March 2023.*
- Work with HEA to explore options to expedite the construction of Qikiqtaaluk and Kitikmeot long-term care facilities.
Status: *The department is providing technical advice related to facility planning, design and construction to support HEAs approach to expedite the construction of the Qikiqtaaluk and Kitikmeot Long Term Care Facilities.*
- Assume responsibility for the maintenance of continuing care facilities.
Status: *CGS divisions are working closely with (NHC) to continue the transition of the continuing care facilities under CGS Infrastructure, Asset Management Division including the transfer of O&M, utilities, and the ongoing management of the facilities.*

Priorities (2023-24)

- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.

- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Recovery Centre.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Recovery Centre.
- Continue to monitor project delivery for Nunavut Fibre Infrastructure projects.
- Finalize implementation of the Nunavut Energy Management Initiative in South Baffin and commence planning in the Kitikmeot Region.
- Initiate public consultations on the adoption of an energy code and implementation plan.
- Continue to work with HEA to explore options to expedite the construction of Qikiqtaaluk and Kitikmeot long-term care facilities.

Priorities (2024-25)

- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.
- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Recovery Centre.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Commence a review of the asset management planning process.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Recovery Centre.
- Continue to work with HEA to explore options to expedite the construction of Qikiqtaaluk and Kitikmeot long-term care facilities.

Priorities (2025-26)

- Provide support for expanding and/or renovate existing continuing care facilities in Nunavut.

- Ensure departmental advice to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support efforts to renovate or repurpose existing buildings for use in the housing continuum.
- Continue to work with stakeholders and manage project delivery for development of Long-Term Care Facilities, and the Nunavut Recovery Centre.
- Continue to collaborate with stakeholders to monitor project delivery for Long-Term Care facilities, and the Nunavut Addiction and Trauma Treatment Centre.
- Develop an Energy Code and implementation plan.
- Finalize the Nunavut Energy Management Initiative in the Kitikmeot Region.
- Monitor the GN building inventory for sustainable use and long-term planning of office and program space.
- Continue to work with HEA to explore options to expedite the construction of Qikiqtaaluk and Kitikmeot long-term care facilities.

Petroleum Products Division

The Petroleum Products Division is responsible for the purchase, import, storage and deliver of petroleum products in Nunavut.

Objectives:

- Manage bulk fuel storage facilities assets that service various clients to include government, business, airlines, homeowners, and the public.
- Manages the sale of petroleum products, inventory, accounts receivable and expenditures.

Priorities (2022-23)

- Commence an audit of the Petroleum division's health and safety management and environmental management systems with an aim to achieve International Organization for Standards certification.

***Status:** The work is ongoing, the division is aiming to initiate the audit in early 2023.*

- Evaluate strategies to create new efficiencies in the purchase and transportation of refined petroleum products in Nunavut.

***Status:** An RFP is expected to be awarded by January 2023 that includes the evaluation of transportation options, monitoring of market prices and purchase planning to identify opportunities to increase efficiencies in petroleum product distribution across Nunavut.*

- Commence a needs assessment for the upgrade and replacement of PPD's legacy back-office software; PPD Windows.

***Status:** Assessment interviews are completed, and the first draft report is slated for January 2023. Once the assessment has been finalized, it will be reviewed, and implementation plans will be developed.*

- Proceed through the legislative process to establish a Nunavut Petroleum Products Commission.

***Status:** The division continues work on the development of a new legislative proposal and will proceed through the process in 2023.*

Priorities (2023-24)

- Finalize the needs assessment for the upgrade and replacement of PPD's legacy back-office software.
- Review long-term fuel storage needs across Nunavut to align with targeted territorial housing growth.
- Support the Human Resources division to assess opportunities to collaborate with colleges in the delivery of petroleum related trades education programs for Nunavut.

Priorities (2024-25)

- Implement the Petroleum Products Division new software solution.
- Continue to work with Human Resources division to assess opportunities to collaborate with colleges in the delivery of petroleum related trades education programs for Nunavut.

Priorities (2025-26)

- Develop and implement new efficiencies in the purchase and transportation of refined petroleum products in Nunavut.

Financial Summary

Branch	2022-23		2023-24		2024-25		2025-26	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	9,708	82.0	10,258	82.0	10,560	82.0	10,560	82.0
Grants and Contributions	80		80		80		80	
Other O&M	3,320		3,320		3,320		3,320	
Subtotal	13,108		13,658		13,960		13,960	
LOCAL GOVERNMENT SERVICES								
Compensation and Benefits	11,144	88.0	11,762	88.0	12,100	86.0	12,100	86.0
Grants and Contributions	71,766		77,394		77,264		77,714	
Other O&M	5,990		5,990		4,720		5,990	
Subtotal	88,900		95,146		94,084		95,804	
INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY								
Compensation and Benefits	9,533	78.0	10,636	81.0	11,129	81.0	11,129	80.0
Grants and Contributions	50		50		50		50	
Other O&M	35,173		41,082		41,082		41,082	
Subtotal	44,756		51,768		52,261		52,261	
INFRASTRUCTURE								
Compensation and Benefits	23,192	184.0	24,274	182.0	24,993	181.0	24,993	180.0
Grants and Contributions	1,795		1,795		1,795		1,795	
Other O&M	96,000		107,156		107,156		107,156	
Subtotal	120,987		133,225		133,944		133,944	
PETROLEUM PRODUCTS DIVISION								
Compensation and Benefits	-	34.0	-	35.0	-	35.0	-	35.0
Grants and Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
TOTAL	267,751	466.0	293,797	468.0	294,249	465.0	295,969	463.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Community and Government Services	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	466		468	
Total Filled Positions	276	59%	312	67%
Total Vacancies	190	41%	156	33%
Total Inuit	120	43%	152	49%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	3	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Inuit in Executive Positions	0	0%	1	33%
Total Senior-Management Positions	22		25	
Total Filled Senior-Management Positions	17	77%	22	88%
Total Vacant Senior-Management Positions	5	23%	3	12%
Total Inuit in Senior-Management Positions	2	12%	4	18%
Total Middle-Management Positions	62		62	
Total Filled Middle-Management Positions	40	65%	43	69%
Total Vacant Middle-Management Positions	22	35%	19	31%
Total Inuit in Middle-Management Positions	14	35%	15	35%
Total Professional Positions	126		127	
Total Filled Professional Positions	68	54%	77	61%
Total Vacant Professional Positions	58	46%	50	39%
Total Inuit in Professional Positions	14	21%	18	23%
Total Paraprofessional Positions	202		202	
Total Filled Paraprofessional Positions	115	57%	124	61%
Total Vacant Paraprofessional Positions	87	43%	78	39%
Total Inuit in Paraprofessional Positions	58	50%	71	57%
Total Administrative Positions	51		49	
Total Filled Administrative Positions	34	67%	43	88%
Total Vacant Administrative Positions	17	33%	6	12%
Total Inuit in Administrative Positions	32	94%	43	100%

Capacity

The Department of Community and Government Services is committed to Inuit employment planning. Going forward, the department will be working on individualized training plans for its Inuit employees. The goal is to create succession plans for Inuit to help them reach their career goals. The successful completion of proper succession planning will mean more Inuit can move

into professional, management and executive positions. Proper succession planning will take time. As the departments' Inuit employees succeed, more entry-level positions will become available for other Inuit.

For March 31, 2024, Inuit Employment Target Positions will be a total of 152 which will be an increase from 120 as of September 30, 2022.

The department's Orientation Program was revised in September 2019 to be more Inuit-focused highlighting Article 23, Inuit employment, training and development opportunities for Inuit staff, and our Inuit Internship and Development opportunities. Sessions are held once per month in Iqaluit via Microsoft Teams and Teleconference with both headquarters and regional employees.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2022-23:

Inuit Employment Plan

Priorities 2022-23

- Continue to build capacity within the department for individual training and development plans, including:
 - Professional development, education and training opportunities internal to CGS employees.
 - Career laddering opportunities; and
 - Ongoing coaching and mentoring.

The Department continues to identify positions to promote opportunities and when appropriate initiate the direct appointment process. There are ongoing monthly promotional and training options and there is continued improvement in the Department's tracking system.

- Continue delivery of the after-school employment initiatives in Nunavut schools and increase awareness for students of the jobs and career paths available in CGS across Nunavut.
A promotional video is being developed as well as social medial tools in support of the program. The Department is working closely with the Department of Education to ensure sufficient capacity and continued student interest and enrolment for this program.
- Engage with Nunavut Arctic College to explore the opportunity of developing a Memorandum of Understanding that focuses on educational and training opportunities in trade professions.
The Memorandum of Understanding (MOU) has been drafted and the next steps identified. The Department will continue to work with Nunavut Arctic College to finalize the MOU by the end of March 2023.

Priorities 2023-24

- Finalize the Memorandum of Understanding with Nunavut Arctic College in trades programs similar to the Memorandum of Understanding with the University of Manitoba.

- Initiate an advertising campaign to promote careers in the department.
- Continue to build capacity within the department for individual training and development plans, including training opportunities internal to CGS.
- Encourage Nunavut Inuit employees with progressive and incremental career laddering opportunities within CGS. CGS HR will continue to coach directors and line managers in identifying Nunavut Inuit for support in their career aspirations.

Priorities 2024-25

- Implement the Memorandum of Understanding with Nunavut Arctic College.
- Develop a recruitment and retention plan that identifies professional technical and specialized employment requirements within the department.
- Continue promotion and delivery of the after-school employment initiatives in Nunavut schools and increase awareness for students of the careers and career paths available within the Department of Community and Government Services across the territory.

Priorities 2025-26

- Identify and develop areas of opportunity for professional development and education for entry-level Nunavut Inuit employees within the department.
- Develop a three-year internal human resources division plan that will include targets for Inuit employment.
- Implement the recruitment and retention plan for professional technical and specialized employment requirements within the department.

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**Department of
Economic Development
and Transportation**

**Business
Plan**

2023-2026

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CORE BUSINESS

	Budget (\$000)			
	2022-23	2023-24	2024-25	2025-26
Corporate Management	6,290	6,647	6,727	6,727
Transportation Policy and Planning	3,148	3,664	3,678	3,678
Motor Vehicles	4,006	4,165	4,198	4,198
Nunavut Airports	20,105	21,053	21,091	21,091
Iqaluit International Airport	24,851	25,392	25,397	25,397
Business Development	17,487	17,522	17,530	17,530
Community Operations	4,248	4,509	4,567	4,567
Tourism and Cultural Industries	5,673	5,683	5,710	5,710
Minerals and Petroleum Resources	4,651	4,749	4,770	4,770
Fisheries and Sealing	4,687	4,757	4,773	4,773
TOTAL	95,146	98,141	98,441	98,441

The department's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Refresh strategic plans for sustainable economic development and diversification in all sectors
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector
- Identify and promote opportunities for new local businesses and services
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction
- Repatriate fisheries licenses and purchase more fishing quota
- Enhance supports for harvesters
- Create an online marketplace for Nunavut arts and crafts

The department's responsibilities include providing support for the following mandate commitments of the 6th Legislative Assembly:

- Enable elders to access more country food
- Incentivize the use of Inuit labour in housing construction and maintenance
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs
- Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy

Corporate Management

Corporate Management is responsible for overseeing the management and operations of the department. Corporate Management provides overall central leadership and direction, financial management, policy development, corporate and human resource management, communications and support and oversight of the Government of Nunavut's implementation of the *Nunavummi Nangminiaqqtunik Ikajuuti Act*. Corporate Management is also responsible for managing requests made to the department under the *Access to Information and Protection of Privacy Act*.

Corporate Management is responsible for monitoring the department's progress in the attainment of key government priorities, including implementation of *Katujjiluta*, Inuit societal values, and the department's Inuit Employment Plan. Corporate Management is made up of the Directorate, the Responsible Development division, the Policy, Planning and Communications division, the NNI Secretariat and the Finance and Administration division. Corporate Management also coordinates requested assistance on behalf of the department to the Chief Public Health Officer and COVID-19 Response Secretariat to support the whole-of-government response to the COVID-19 pandemic.

Objectives

- To advise government on strategies to support sustainable development in Nunavut, job creation and providing support for the *Katujjiluta* mandate.
- To harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies.
- To support the Government of Nunavut in implementing its Nunavut Agreement obligations, in particular Article 24 (Nunavummi Nangminiaqqtunik Ikajuuti (NNI)).
- To gather information and undertake research required to make informed policy decisions.
- To collaborate with organizations and other levels of government and agencies working on economic development and transportation in Nunavut.
- To collaborate with private sector partners to achieve economic growth and support Nunavut's transportation sector.
- 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, ensuring the delivery of programs that are fully accountable and produce measurable results.
- To coordinate Government of Nunavut participation in resource development, planning activities and initiatives to improve the regulatory system for land management.
- To support and empower the Sustainable Development Committee, which serves to facilitate the Government of Nunavut's positions on issues of land and resource management.
- To support a consistent and predictable regulatory environment, to attract and retain investment across Nunavut's economic sectors.

- To ensure coordinated development of Nunavut's economy and transportation systems.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Directorate		1,762	1,855	1,876	1,876
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 <i>Katujiluta</i> , Inuit societal values and other Government of Nunavut strategies.					
Responsible Development		185	191	193	193
The Responsible Development section is responsible for coordinating the Government of Nunavut's participation in processes mandated by the <i>Nunavut Agreement</i> for environmental assessment, land use planning and general monitoring. The section of the department acts as a liaison between the Institutions of Public Governments, Inuit Organizations, Government of Nunavut and federal departments and stakeholders in all resource development planning and regulatory activities including coordinating the Government of Nunavut's involvement in marine resource development and conservation.					
Policy, Planning and Communications		979	1042	1056	1056
Policy, Planning and Communications supports and oversees all corporate planning, legislation and policy development along with associated research, and communication.					
<i>Nunavummi Nangminiaqtunik Ikajuuti</i>					
Secretariat		661	693	700	700
The <i>Nunavummi Nangminiaqtunik Ikajuuti</i> Secretariat is responsible for the facilitation, coordination and implementation of the <i>Nunavummi Nangminiaqtunik Ikajuuti Regulations</i> and is the chief advocate for these regulations in the Government of Nunavut. The <i>Nunavummi Nangminiaqtunik Ikajuuti Regulations</i> were developed responsive to Article 24 of the <i>Nunavut Agreement</i> , with the goal of promoting long-term economic development in Nunavut by maximizing the participation of Inuit and Nunavut residents in the Government of Nunavut's procurement activities.					
Finance and Administration		2,703	2,866	2,902	2,902
The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.					
Total, Corporate Management		6,290	6,647	6,727	6,727

Priorities (2022-23)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
Status: Corporate Management worked with all EDT divisions affected by the Katujjiluta mandate, as well as oversight staff at Executive and Intergovernmental Affairs, to support the implementation of priorities.
- Review all departmental strategic plans and begin work on refreshing strategies with stakeholders and partners to ensure effective sustainable economic development and diversification in all sectors.
Status: Corporate Management engaged with staff in Tourism and Cultural Industries, Minerals and Petroleum Resources, and Fisheries and Sealing to initiate planning for the review of all sector-specific strategic plans during the current government. Please see the above-referenced sections of this plan for further information.
- Lead government efforts to increase training for employment in mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.
Status: Corporate Management worked with departmental staff in Tourism and Cultural Industries, Minerals and Petroleum Resources, Fisheries and Sealing, and Business Development to initiate sector-specific plans to increase training for employment. Please see the above-referenced sections of the plan for further information.
- Explore options to identify opportunities for new local businesses and services to create more jobs and local businesses in Nunavut communities.
Status: Corporate Management worked with staff in the Business Development Division to identify opportunities for new local businesses and services. Please see the Business Development section of this plan for further information.
- Lead government efforts to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
Status: Corporate Management worked to increase capacity in the Business Development division to meaningfully take on this priority; further work, including engagement with supporting departments, has been assigned to out-years in the plan.
- Lead the development of a plan to repatriate fisheries licences and purchase more fishing quota.
Status: Corporate Management worked with staff in the Fisheries and Sealing Division to identify planning options to repatriate fishing licenses to Nunavut. Please see the Fisheries and Sealing section of this plan for further information.
- Lead the development of a strategy in collaboration with the Department of Environment to enhance supports for harvesters in Nunavut.
Status: Corporate Management worked with staff in Community Operations and Fisheries and Sealing to move forward on renewing the Canadian Agricultural Partnership Agreement;

when signed, the agreement will include funding that can be used to develop programming in support of harvesters. Please see the relevant sections of the plan for further information.

- Provide leadership support for the development of a strategy to create an online marketplace for Nunavut arts and crafts.
Status: Corporate Management provided support to staff in the Tourism and Cultural Industries Division to identify planning options for a Nunavut online arts and crafts market. Please see the Tourism and Cultural Industries section of this plan for further information.
- Ensure departmental support in government efforts to enable elders to access more country food.
Status: Corporate Management provided support to staff in the Business Development, Community Operations, and Fisheries and Sealing Divisions to identify options to enable elders access to more country food. Please see the Business Development, Community Operations, and Fisheries and Sealing sections of this plan for further information.
- Ensure departmental support in incentivizing the use of Inuit labour in housing construction and maintenance.
Status: Corporate Management staff supported the NNI Secretariat to complete background research and planning in advance of initiating the required five-year review of the NNI Regulations (please see below for further information).
- Ensure departmental support to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
Status: Corporate Management staff supported the NNI Secretariat to complete background research and planning in advance of initiating the required five-year review of the NNI Regulations (please see below for further information).
- Ensure departmental support in government efforts to prepare a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
Status: Corporate Management staff engaged with the Department of Education (the designated lead department) on efforts to prepare a multi-year labour force development and training strategy, including participating in steering committee meetings and information gathering interviews with the consultants leading the project.
- Initiate consultations with NTI, the regional Inuit associations, communities, and other stakeholders on the department's strategy and plans for economic development and diversification in alignment with *Katujjiluta* objectives.
*Status: Corporate Management staff supported staff in Business Development, Community Operations, Fisheries and Sealing, Minerals and Petroleum Resources, and Tourism and Cultural Industries to begin engaging with external stakeholders to complete sector-specific economic development strategies as per the *Katujjiluta* mandate. Please see the above-referenced sections of the plan for specific information on these actions.*

- Begin the *Nunavummi Nangminiqagtunik Ikajuuti* Comprehensive review, as mandated by section 12.7 of the *Nunavummi Nangminiqagtunik Ikajuuti* Regulations, and in support of *Katujjiluta* actions.

Status: NNI Secretariat staff engaged internally, as well as with NTI, to determine a path forward to commence the necessary 5 Year Comprehensive Review of the NNI Regulations.

- Explore market-based solutions to land and lot development in Iqaluit and Rankin Inlet to support the whole-of-government response to Nunavut's housing crisis.

Status: Corporate Management engaged with the Nunavut Housing Corporation (NHC) during the research and development of their newly proposed Nunavut 3000 project. The department will continue to explore land and lot development in conjunction with NHC as their project progresses.

Priorities (2023-24)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Support the Minerals and Petroleum Resources, Tourism and Cultural Industries, and Fisheries and Sealing divisions to refresh strategic plans for sustainable economic development and diversification in all sectors.
- Support the Business Development, Community Operations, Minerals and Petroleum Resources, Tourism and Cultural Industries, and Fisheries and Sealing divisions to increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.
- Support the Minerals and Petroleum Resources, Tourism and Cultural Industries, and Community Operations divisions to identify and promote opportunities for new local businesses and services.
- In partnership with Community and Government Services, Qulliq Energy Corporation, and the Nunavut Housing Corporation, investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.
- Support the Fisheries and Sealing division to repatriate fisheries licenses and purchase more fishing quota.
- Support the Fisheries and Sealing and Community Operations divisions to enhance supports for harvesters.
- Support to Tourism and Cultural Industries division to create an online marketplace for Nunavut arts and crafts.
- Support the Department of Family Services to enable elders to access more country food.

- Support the Nunavut Housing Corporation to incentivize the use of Inuit labour in housing construction and maintenance.
- Support the Nunavut Housing Corporation to prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Support the Department of Education and the Department of Family Services to prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable development of Nunavut's labour force and economy.
- Establish final priorities and proposed objectives through ongoing consultation with Nunavut Tunngavik Inc., the private sector and GN procurement officials with the goal of preparing amendments, mutually agreeable to NTI and the GN, to a revised set of NNI Regulations. Targets in revised NNI Regulations will be to enhance opportunities for Inuit employment, training and the growth of genuine Inuit owned and controlled firms.
- Prepare and implement the Motor Vehicles e-commerce pilot project on the new GN website.
- Initiate discussions with Community and Government Services regarding a potential interdepartmental reorganization to align the GN's infrastructure, land development, and local government branches.
- Engage with the Devolution Secretariat to further planning for the integration of land and resource management responsibilities upon handover from the Government of Canada.

Priorities (2024-25)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Monitor and evaluate the success of the Motor vehicles e-commerce pilot project on the new GN website.
- Explore options to increase availability of departmental services through e-commerce on the new GN website.
- Finalize draft edition of the NNI Regulations in collaboration with NTI and set time frame for implementation.
- In partnership with Community and Government Services, provide options regarding a potential reorganization to align the GN's infrastructure, land development, and local government branches.

- The department will collaborate with CGS, NHC, and QEC to investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

Priorities (2025-26)

- Provide leadership and support to divisions to ensure that *Katujjiluta* priorities are implemented and collaborate with other departments on joint efforts to achieve mandate objectives.
- Carry out Nunavut wide, region by region, instruction and training to GN contracting authorities and Nunavut businesses on successful uptake and compliance to revised NNI Regulations.
- Develop a plan to implement the agreed-upon reorganization of CGS and EDT to better align the GN's infrastructure, land development, and local government branches.

Transportation Branch

The Transportation branch serves to connect Nunavummiut to one another and to the rest of Canada. The branch is responsible for critical elements of Nunavut's transportation system, encompassing air, land, and marine transport modes. This includes operating community and regional hub airports, administering traffic safety legislation and supporting programs, and supporting community-based and strategic territorial priorities for road and marine infrastructure development. The Transportation branch includes the Transportation Policy and Planning division, the Motor Vehicles division, the Nunavut Airports division, and the Iqaluit International Airport division.

Transportation Policy and Planning

Transportation Policy and Planning is responsible for planning the development of roads, marine, and air infrastructure for Nunavut. The division develops long and short-term plans and strategies for Nunavut's transportation system, advocates for Nunavut's unique needs in federal government transportation policy activities and works to secure and manage ongoing funding agreements with the federal government. The division also works with communities and transportation users to plan for transportation-related infrastructure.

Objectives

- 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 resources.
- Develop, operate and maintain critical pieces of transportation infrastructure to facilitate the efficient movement of people and goods throughout the territory.
- Implement the recommendations of the Nunavut Transportation Strategy.

- Work with the federal government to advance projects to build or improve roads, airports, and marine infrastructure.
- Advance the development of Nunavut's community-based marine infrastructure for the benefit of Nunavummiut, commercial fisheries and marine transportation service providers.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Division Operations		1,348	1,864	1,878	1,878
The Transportation Policy and Planning division develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure, oversees the implementation of the Nunavut Transportation Strategy, coordinates the department's capital planning and oversees the operation and maintenance of marine infrastructure owned by the department.					
Community Transportation Initiatives Program		1,800	1,800	1,800	1,800
This program supports communities to develop local transportation facilities and infrastructure to connect communities, natural resource development opportunities, and traditional livelihood activities.					
Total, Transportation Policy and Planning		3,148	3,664	3,678	3,678

Priorities (2022-23)

- Manage the procurement and execution of the Kivalliq inter-community road study, encompassing planning and initial design of a road network connecting Arviat, Whale Cove, Rankin Inlet, Chesterfield Inlet and Baker Lake.
Status: A contract for the Kivalliq inter-community road study was awarded in spring 2022; the project will conclude towards the end of 2023-24.
- Monitor the design, procurement and delivery of airport and marine infrastructure projects, including airport mobile equipment shelters in seven communities and the Qikiqtarjuaq port.
Status: The division is actively involved in a range of capital projects; design is underway for the mobile equipment shelters in seven communities and the Qikiqtarjuaq port projects.
- Corresponding with the completion of the Pond Inlet and Iqaluit marine infrastructure projects, launch marine oversight and support function.
Status: The division managed the operation of the Pond Inlet harbour in 2022; the Iqaluit facility was granted substantial completion in September 2022, and the deep water port and causeway components will be the department's responsibility in 2023. The job description for the position of Marine Manager has been completed.
- Publish comprehensive marine infrastructure scoping studies final report.

***Status:** The final report was completed in the fourth quarter of the fiscal year and publication is expected to take place early in 2023-24.*

Priorities (2023-24)

- Monitor changes in federal infrastructure programs and identify and prioritize transportation projects for submission to future calls for proposals.
- Monitor design, procurement and delivery of airport and marine infrastructure projects.
- Based on the results of the comprehensive marine infrastructure scoping studies, develop an implementation plan prioritizing projects and considering departmental resources and opportunities for increased federal support and participation in marine infrastructure development.

Priorities (2024-25)

- Based on the outcome of the Kivalliq inter-community road study, identify the project's next steps.
- Undertake an evaluation of *Ingirrasiliqta*: the Nunavut Transportation Strategy, including progress towards completing actions and achieving objectives set out in the strategy.
- Develop a plan for reclamation and/or re-purposing of legacy airport buildings and lands, incorporating new commercial opportunities where possible.

Priorities (2025-26)

- Evaluate the effectiveness of marine operations.

Motor Vehicles

The safety of passengers and pedestrians on our roads is the 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. Additionally, the division undertakes the delivery of General Identification Cards, Nunavut's primary identification system. The division also works to ensure that Motor Vehicles services are available throughout the Territory.

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)	2022-23	2023-24	2024-25	2025-26
Division Operations		4,006	4,165	4,198	4,198
The Motor Vehicles division ensures Nunavut's traffic safety legislation meets national standards, and that driver's licencing, motor vehicles registration, and the government's General Identity Cards are available in all communities.					
Total, Motor Vehicles		4,006	4,165	4,198	4,198

Priorities (2022-23)

- Implement automated reminders from the Motor Vehicles Information System to clients before Driver's Licence, General Identification, and Vehicle Registration expiry.
Status: Initiative was deferred due to high cost of implementation.
- Strengthen regional operations in support of improved community examination and services delivery.
Status: There was a re-organization of the division and relocation of divisional headquarters from Gjoa Haven to Rankin Inlet. Under the re-org, each region will have one regional Manager, Operations, as well increased driver examiner capacity (Qikiqtaaluk: 3; Kitikmeot: 1; Kivalliq: 2). This initiative is underway; progress hampered by lack of office space in Rankin Inlet, as well as fire in Gjoa Haven.
- Expand the availability for Nunavummiut to access Motor Vehicle services through www.gov.nu.ca.
Status: Ongoing as part of GN wide update of web services. Renewals of Driver and Vehicle services are available through https://www.gov.nu.ca/motor_vehicles and by email motorvehicles@gov.nu.ca
- Proceed through the legislative process to amend the *Traffic Safety Act* to permit adoption of National Safety Code Standards for mandatory entry level training for Class 1 Driver's Licences.
Status: The department responded to the request for initiatives and is currently drafting the legislative proposal.
- Conduct a five-year review of the Division's performance in implementing the *Traffic Safety Act*.
Status: The report was completed and tabled in the Legislative Assembly.

Priorities (2023-24)

- Review Demerit Point assignments, including the addition of automated letters to clients at 8,

12, and 15 points.

- Review and update Motor Vehicles Division internet-based services.
- Recruit a Director, Motor Vehicles Services, and establish the new divisional headquarters in Rankin Inlet as per the approved reorganization plan.
- Conduct review of the School Bus Regulations and Driver’s Licence Regulations.
- Review the effectiveness of the Motor Vehicles Information System in advance of the contract expiration in November 2024.

Priorities (2024-25)

- Based on the review of the Motor Vehicle Information System, complete procurement, or extension process to ensure continuity of services.
- Develop recommendations for future management of motor vehicles information.

Priorities (2025-26)

- Implement recommended changes to the Motor Vehicles Information System.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of all 24 Nunavut Airports, with the exception of Iqaluit. The division ensures facilities are in regulatory compliance and that staff and equipment meet or exceed federal standards. The division ensures close working relationships with Transport Canada, Nav Canada, and local community governments and contractors who provide services to operate and maintain community airports and with consultants and contractors who deliver construction projects.

Objectives

- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification and authorization on all 24 airports.
- Provide for efficient movement of people and goods by ensuring adequate airport facilities for scheduled air service to each community.
- Provide support for facility planning, airport construction, and rehabilitation projects in compliance with regulatory and design standards for airports as directed by federal statutes.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Division Operations		20,075	21,023	21,061	21,061

The Nunavut Airports division ensures safe and efficient airport services and facilities are available

in all Nunavut communities.

Simata Pitsiulak Aviation Scholarships 30 **30** 30 30

This program provides scholarships to students from Nunavut and Nunavut Inuit who are pursuing full-time studies leading towards a northern aviation career.

Total, Nunavut Airports **20,105** **21,053** **21,091** **21,091**

Priorities (2022-23)

- Monitor and implement pandemic related directives for airports as issued by Nunavut’s Chief Public Health Officer.
Status: The Division continues to monitor updates from the Nunavut CPHO to ensure compliance with territorial public health orders relating to airports.
- Identify two major rehabilitation priorities for submissions to Transport Canada Airports Capital Assistance Program.
Status: Cambridge Bay (CYCB) and Rankin Inlet (CYRT) have been identified for runway rehabilitation and resurfacing projects. The division is preparing Airport Capital Assistant Program submissions for both airport sites.
- Support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove, Chesterfield Inlet, Naujaat and Rankin Inlet.
Status: The division is working as a member of the project team supporting construction of the new Rankin Inlet air terminal building with civil sitework and preliminary project work now underway. The division is also actively engaged as part of the project planning team working on the new air terminal buildings planned for Kimmirut, Kugluktuk, Naujaat, Chesterfield Inlet, and Whale Cove
- Conduct independent quality assurance audits at eight Nunavut airports, review findings and address deficiencies. Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.
Status: The Division successfully completed quality assurance audits at airports in Sanikiluaq, Chesterfield Inlet, Coral Harbour, Gjoa Haven, Taloyoak, Arctic Bay, Grise Fiord, and Rankin Inlet. Tests of airport’s Emergency Response Plans were also completed by regional transportation staff with live tests taking place at airports in Arctic Bay, Sanirajak, Whale Cove, Chesterfield Inlet, Baker Lake, Arviat, and Taloyoak.

Priorities (2023-24)

- Identify two major rehabilitation priorities for submission to Transport Canada’s Airport Capital Assistance Program.
- Support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove Chesterfield Inlet, Naujaat, and Rankin Inlet.
- Conduct independent quality assurance audits at eight Nunavut airports; review results and address deficiencies.

- Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.
- Support project planning and construction of new airport parking garage in Pond Inlet, Arviat, Gjoa Haven, Taloyoak, Kugaaruk, and Kugluktuk.

Priorities (2024-25)

- Identify two major rehabilitation priorities for submission to Transport Canada's Airport Capital Assistance Program.
- Support the construction of the new air terminal building in Rankin Inlet.
- Conduct independent quality assurance audits at eight Nunavut airports; review results and address deficiencies.
- Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.
- Support project planning and construction of new airport parking garage in Pond Inlet, Arviat, Gjoa Haven, Taloyoak, Kugaaruk, and Kugluktuk.

Priorities (2025-26)

- Identify two major rehabilitation priorities for submission to Transport Canada's Airport Capital Assistance Program.
- Support the construction of new air terminal buildings in Kugluktuk, Kimmirut, Whale Cove, Chesterfield Inlet, Naujaat, and Rankin Inlet.
- Undertake Emergency Response Plan tests at all Nunavut airports in accordance with the regulations.
- Conduct independent quality assurance audits at eight Nunavut airports; review results and address deficiencies.

Iqaluit International Airport

Iqaluit International Airport serves a vital role in supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes, and North American Air Defense. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada. The airport also fulfills an important international role serving as a safe alternative landing location for hundreds of transcontinental flights per week. Additionally, the airport serves a vital role for Nunavut as a regional hub for people and goods.

In 2013, the Government of Nunavut signed a Public-Private-Partnership (P3) Agreement with

Arctic Infrastructure Partners (AIP) to design, build, finance, operate, and maintain the airport for 30 years. Payment to AIP is in the form of three Annual Service Payments as follows: 1) Operations and Maintenance (O&M); 2) Capital Cost Repayment (paid from O&M); 3) Life Cycle Replacement (paid through Capital appropriations).

Objectives

- 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.
- 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)	2022-23	2023-24	2024-25	2025-26
Iqaluit International Airport		24,851	25,392	25,397	25,397
This program area ensures the safe, reliable, efficient, and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		24,851	25,392	25,397	25,397

Priorities (2022-23)

- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
Status: The Private Partner is currently meeting all its obligation under the Project Agreement.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
Status: EDT's main priority in this area is to complete the transfer of surplus lands to the City of Iqaluit as per the MOU executed with the City of Iqaluit on April 7, 2014. It is expected to be complete in 2023.
- Undertake structural & building envelope repairs of the Old Terminal Building.
Status: A contract to complete the structural repairs of the Old Terminal Building had been awarded this May. Unfortunately, the contract had to be canceled due to contractor performance issues. The work will be retendered next year. Our engineering consultant is working with CGS to design specifications for tender, to temporarily shore two of the most damaged piers until a permanent repair can occur next year. The building's envelope repairs are also expected to be sent out for tender next spring with completion expected by end of 2023.

Priorities (2023-24)

- Undertake structural & building envelope repairs of the Old Terminal Building.
- Monitor the Private Partners' compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Initiate surplus/divestiture process of certain lands no longer required for airport purposes.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Develop a 20-30 year capital lifecycle plan for the Old Terminal Building.

Priorities (2024-25)

- Monitor the Private Partners' compliance with all provisions of the 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.

Priorities (2025-26)

- Monitor the Private Partners' compliance with all provisions of the 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.

Economic Development Branch

The Economic Development Branch serves the well-being and self-reliance of Nunavummiut by working to maximize and diversify economic opportunities. The branch includes the three Community Operations divisions and related supports, the Business Development division, the Tourism and Cultural Industries division, the Minerals and Petroleum Resources division, and the Fisheries and Sealing division.

Business Development

The Business Development Division leads and provides strategic oversight and delivery of the Department's economic and business development. The Business Development Division works closely with the Community Operations divisions in each of the three regions, as well as working closely with the other economic development divisions to fulfill a key role in enhancing and supporting Nunavut economic sectors locally, nationally, and internationally.

Objectives

- To set out vision and action plans that provide strategic focus on economic development programming to better serve Nunavummiut.
- Align departmental goals in economic development programs and ensure policies are positioned with the Nunavut Economic Development Strategy and key government priorities.
- Coordinate funding with the regional economic development offices as it relates to EDT's grants and contributions programs.
- Effective tracking, monitoring, and reporting on the department's grants and contributions programs.
- Work with all levels of government to enhance economic opportunities for Nunavummiut.
- Responsible for the obligations under the *Co-operatives Act* and ensuring co-ops are in good standing.
- Responsible for Nunavut's national and international trade relations.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Division Operations		760	795	803	803
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The Business Development Division supports all economic sectors in the territory and works with other governmental and non-governmental organizations and sector associations, and manages the development, review, and implementation of the Nunavut Economic Development Strategy.

Nunavut Development Corporation

		3,358	3,358	3,358	3,358
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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. Nunavut Development Corporation also runs an Inuit art marketing service that supports the promotion of Inuit art both domestically and abroad.

Nunavut Business Credit Corporation

		900	900	900	900
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Nunavut Business Credit Corporation is a territorial corporation whose mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. As the lender of northern opportunity, Nunavut Business Credit Corporation provides financing alternatives to small and medium business enterprises in Nunavut, including term loans, lines of credit, standby letters of credit, loan guarantees, bid bond security, and indemnification of bonds provided by bonding companies.

Strategic Investments Program		1,796	1,796	1,796	1,796
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The Strategic Investments Program supports the implementation of the economic development priorities identified in *Katujiqatigiit* and the *Nunavut Economic Development Strategy*. The

program contributes to business development and job creation and supports economic development projects sponsored by external organizations.

Small Business Support Program 823 **823** 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.

Community Capacity Building 4,454 **4,454** 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 training.

Program Partnerships 3,820 **3,820** 3,820 3,820

This program supports Economic Development in Nunavut through targeted funding for partner organizations. It serves to ensure funding is available for a range of partner organisation, including Nunavut-wide economic development organisations, regional economic development organisations (including regional chambers of commerce and regional business development centers), and sector specific industry organisations.

Country Food Distribution Program

1,576 **1,576** 1,576 1,576

This program supports the harvesting sector through investments and operations funding for modern energy efficient community freezers, retrofitting existing harvesting infrastructure, and by supporting locally identified harvesting and training initiatives that benefit the harvesting economy in every community of Nunavut.

Total, Business Development 17,487 **17,522** 17,530 17,530

Priorities (2022-23)

- Collaborate with stakeholders to begin development of economic development plans for each region.
Status: EDT moved away from regional level planning towards sector-specific plans in response to the Katujjiluta mandate. Please see the Minerals and Petroleum Resources, Fisheries and Sealing, and Tourism and Cultural Industries sections of this plan for further details on strategy development.
- Initiate consultations with external partners on the department’s plans and strategy for economic development and diversification.
Status: EDT moved away from regional level planning towards sector-specific plans in response to the Katujjiluta mandate. Please see the Minerals and Petroleum Resources, Fisheries and Sealing, and Tourism and Cultural Industries sections of this plan for further details on strategy development.
- Explore opportunities to improve monitoring and reporting on economic development programs delivered by the department.
Status: The department standardized variance reporting processes across region so funding

could be better reallocated across regions as needed. For the remainder of 2022-23, the department will look at Community Capacity Building (CCB) funding to see if it can be reallocated to worthwhile projects under the Program Partnerships program. The department has also made changes to enable reallocating funding within programs – specifically the Community Capacity Building program – so communities with an active Economic Development Officer can apply for and receive additional funding to increase the net disbursement of funds.

- Work with federal partners to expand opportunities for country food processing and distribution.
Status: EDT hosted Agriculture and Agri-food Canada for bilateral meetings in Rankin Inlet in 2022; the department anticipates signing a new five-year Sustainable Canadian Agricultural Partnership (SCAP) agreement this fiscal year. This new agreement will include funding for infrastructure, direct supports for harvesters, research for the harvesting sector, foodsafe handling products that can be integrated into the harvesting sector, and capacity improvements within the department to better administer country food distribution funding.
- Support the integration of social enterprise initiatives into existing economic development program management.
Status: Business Development and Community Operations approved funding under the Country Food Distribution Program (CFDP) to Deacon's Cupboard, a community food bank non-profit based in Rankin Inlet, to distribute country food in the Kivalliq region. Additionally, the department signed a three-year Program Partnerships agreement with Ilitaqsiniq to provide literacy training and personal financial literacy initiatives across the territory.
- Explore options for the integration of renewable energy initiatives into existing economic development infrastructure.
Status: The division continues to support communities to build community freezers under the Country Food Distribution Program (CFDP) and encourages applicants to explore renewable power sources. The division will include renewable energy in the scope of the policy and program review in 2023. Additionally, the department has begun participating in the GN's interdepartmental Climate Change Risk and Resiliency Assessment working group and will look to integrate the findings of this assessment into economic development programming going forward.

Priorities (2023-24)

- Ensure a new Director, Business Development is hired early in the fiscal year and continue to implement the reorganization proposal.
- Increase collaboration with the Inuit organisations relative to program management and coordination.
- Review results of 2022-23 changes to variance reporting and continue to make improvements that will better enable economic development funding to be utilized across programs efficiently throughout the year. Explore options for technological or software solutions to support this

work.

- Explore opportunities for increased small business ownership and participation in Nunavut communities.
- Review the sunset Country Food Distribution Program to include lessons learned from previous funding years and to ensure closer alignment with the *Katujjiluta* mandate.

Priorities (2024-25)

- Explore options to work with regional Inuit associations and economic development agencies to support small business-related training.
- Update the department's internal monitoring and tracking system to better align with sector strategic plans.

Priorities (2025-26)

- Review of the Grants and Contributions policy for potential improvements.

Community Operations

Community Operations is responsible for the strategic direction, program delivery, and advancement of economic and business development in Nunavut. The regional Community Operations divisions administer most of the department's grant and contribution programs and identify economic development opportunities in all sectors of the Nunavut economy. Together the division advance economic development strategies and initiatives to ensure Nunavut communities can enhance their capacity and achieve sustainable economic growth and diversification.

Objectives

- Provide leadership and strategic oversight to advance economic and business development opportunities.
- Ensure the delivery of fair, consistent, and accessible economic development programs and services across the territory.
- Collaborate with stakeholders to address local and regional economic development needs through stakeholder engagement and the administration of departmental programs and strategies.
- Identify and promote potential economic opportunities through education, program improvements, and funding to businesses and other organizations.
- Support economic stakeholders and communities with identifying, addressing, and benefitting from new and current economic opportunities.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Community Operations		4,248	4,509	4,567	4567
The Community Operations division is the key program delivery arm of the department. The division provides direct support to regional organizations and community governments to foster community economic development. Community Operations offices are decentralized to Kugluktuk, Rankin Inlet, Pangnirtung, and Pond Inlet, with strategic support located in Iqaluit.					
Total, Community Operations		4,248	4,509	4,567	4,567

Priorities (2022-23)

- Collaborate with stakeholders in developing economic development plans for each region.
Status: EDT moved away from regional level planning towards sector-specific plans in response to direction in the Katujjiluta mandate. Please see the Minerals and Petroleum Resources, Tourism and Cultural Industries, and Fisheries and Sealing sections of this plan for specific updates on strategy planning work. In 2022-23, Community Operations approved CCB funding for the Hamlet of Rankin Inlet to develop their community development plan.
- Support the integration of social enterprise initiatives into existing economic development program management.
Status: Community Operations approved funding under the Country Food Distribution Program (CFDP) to Deacon's Cupboard, a community food bank non-profit based in Rankin Inlet, to distribute country food in the Kivalliq region. Additionally, the department signed a three-year Program Partnerships agreement with Ilitaqsiniq to provide literacy training and personal financial literacy initiatives across the territory.
- Support the integration of renewable energy initiatives into existing economic development program management. Leveraging investment in renewable energy into community and business-based developments.
Status: The division continues to support communities to build community freezers under the Country Food Distribution Program (CFDP) and encourages applicants to explore renewable power sources. Additionally, businesses are eligible to apply to the Strategic Investment Program and Small Business Support Program for funding to support renewable energy retrofits. Additionally, the Hamlet of Rankin Inlet have been approved for funding under the CFDP and are about to go to tender for energy efficient freezer design. The division will also support the upcoming policy review of the CFDP with plans to integrate explicit support for renewable energy into new policy.
- Integrate economic recovery priorities that have been set by various sector working groups into the department's existing program delivery efforts.
Status: The division continued to support many Nunavut businesses with their post-pandemic recovery through the Small Business Support Program. For example, the division disbursed funding to Kivalliq Expediting and Tours Inc., a Rankin Inlet tourism company, to help

integrate lessons learned during the pandemic and increase resiliency by expanding their offerings from tourism and outfitting to include expediting and logistics services.

Priorities (2023-24)

- Support and ensure Nunavut benefit is derived from economic infrastructure projects, by strengthening internal application assessment, review, and decision-making processes.
- Increase collaboration with the Inuit organisations relative to program management and coordination to identify needs and reduce duplication in funding areas.
- Explore opportunities to improve monitoring and reporting on economic development programs delivered by the department.
- Launch the Sustainable Canadian Agricultural Partnership (SCAP) agreement, a federally funded program that is dedicated to enhancing the agriculture, agri-food production and harvesting sectors in Nunavut.
- Support the Business Development Division to review the Country Food Distribution Program and identify areas for growth.

Priorities (2024-25)

- Develop the policy framework for a dedicated program that supports the integration of renewable energy initiatives for small businesses and community infrastructure initiatives that are economic development in nature.
- Coordinate a comprehensive program review of the Grants and Contributions Policy, including the Nunavut Mine Training Fund, the Policy on Program Partnerships, the Science Education Enabling Program, and the Small Business Support Program.

Priorities (2025-26)

- Review Community Operations organizational structure to ensure it meets increasing demand for programs.
- Ensure departmental program policies are maximizing the benefits offered by technological advancements.

Tourism and Cultural Industries

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural industries sectors throughout Nunavut. The division administers funding programs and provides information and advice to businesses, community organizations, non-governmental organizations, and sector associations to help create community-based sustainable economic development opportunities.

Objectives

- Guide travel and tourism development through continued collaboration between government and stakeholders.
- Develop and coordinate initiatives and programs to support Nunavut’s cultural industries.
- Provide quality advice and support on tourism and cultural industries.
- Support the operation of Nunavut’s network of Visitor’s Centres.
- Undertake initiatives to market the territory’s tourism sector.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Division Operations		3,120	3,130	3,157	3,157
The Tourism and Cultural Industries division supports 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 cultural industries and tourism development strategies.					
Nunavut Film, Television, and New Media Program		1,136	1,136	1,136	1,136
This program supports the growth and development of Nunavut screen-based media and the participation of Nunavummiut in the industry. Program funding allows for financial support for film, television, and new media productions that use and emphasize Inuit content and expertise.					
Visitor Centres Program		89	89	89	89
This program works in partnership with municipal governments and partner organizations to support the operations of established community and regional visitor centers.					
Community Tourism and Cultural Industries Program		1,328	1,328	1,328	1,328
This program strengthens community infrastructure and readiness for the tourism industry and enhances economic development in the full range of creative sectors.					
Total, Tourism and Cultural Industries		5,673	5,683	5,710	5,710

Priorities (2022-23)

- Reposition Visitor Centers to focus more on their role as community assets that support cultural industries, tourism, and other economic development programming in the community.
Status: The Visitor Centers have all reopened post-COVID with community programming for Nunavummiut as well as visitors, including outside regular hours. Over \$588,000 in capital improvements have been allocated for this fiscal, with a plan being developed for similar

amounts in future years.

- Prepare protocols for the projected return of expedition cruises, including engaging external partners and industry.
Status: *The division has been in communication with the Association of Artic Expedition Cruise Operators (AECO) to ensure that this current sailing season runs smoothly, as well as address items relevant for next sailing season. Staff also attended the AECO annual meeting to further hear concerns and recommendations for improvement whilst communicating Nunavut's needs. All the hamlets that received cruise ships were contacted before the 2022 sailing season to determine hamlet council's views on cruise ship visits and to see if they would desire a CruiseReady! Workshop. CruiseReady! workshops were delivered in Pond Inlet and Resolute Bay this fiscal, in partnership with Nunavut Tourism.*
- Explore options to develop an Inuit tourism business mentorship program.
Status: *The division completed an options analysis in support of this item; options will be evaluated in 2023-24.*
- Review the *Nalunaiqsijit* training program to train Inuit to gain employment on cruise ships.
Status: *TCI collaborated with AECO and NFMTC to review and refresh the *Nalunaiqsijit* program. The onboard paid internship will resume in the 2023 sailing season.*
- Continue to support the implementation of Article 4 of the Inuit Impact Benefit Agreement for territorial parks.
Status: *The division engaged with Department of Environment (DOE) to discuss transferring two IIBA implementation positions over to that department, with the goal to realign Article 4 responsibilities solely with DOE. Discussions are ongoing.*
- Review the proposed Arts and Creative Industries Strategy.
Status: *The proposed Arts and Creative Industries Strategy has been reviewed. There are a few edits to be made, such as rewriting a section to refer to COVID pandemic impacts in the past tense rather than future. An Inuktitut name is also required. The division expects to finalize the strategy in 2023.*
- Continue to support the development of the screen and music sectors through the effective management of partnerships.
Status: *This year we changed the structure of the partnership agreement (now three separate agreements) to improve GN reporting requirements. Staff continue to attend the board meetings to obtain an understanding of the issues in the sector, and to monitor the implementation of the partnership agreements.*
- Research options for an online marketplace for Nunavut arts and crafts.
Status: *We continue to fund targeted marketing activities with the Nunavut Development Corporation at the Winnipeg Art Gallery, whose online shop ships worldwide. TCI has also historically conducted a variety of marketing activities including training for artists on e-commerce platforms such as Etsy, Shopify, and Facebook which are employed effectively by Nunavummiut artists.*

Priorities (2023-24)

- Finalize the Tourism Strategy to focus on increasing visitation and economic impact.
- Distribute the Arts and Creative Industries Strategy and develop an implementation plan.
- Coordinate cultural industries and tourism marketing initiatives to promote both sectors.
- Reintroduce the *Nalunaiqsijiit* training program.
- Develop an online information portal for the multiagency cruise ship permitting processes.
- Implement an Inuit tourism business mentorship program.
- Commission a feasibility study to explore the concept of a central body to provide representation, coordination, expertise, and support across the arts and cultural industries.

Priorities (2024-25)

- Host an arts summit in the territory to discuss how a revised Nunavut Arts and Crafts Association could be structured and more inclusive for all forms of art.
- Launch the online arts and crafts marketing/information site, in all four official languages.
- Develop a curriculum for “business skills for artists”.
- Finalize the Nunavut Marine Tourism Management Plan II
- Create both the Tourism Training Committee and the Tourism Task Force.

Priorities (2025-26)

- Promote sustainable tourism and cultural preservation.
- Deliver business training to artists.
- Develop a relationship with CARFAC (Canadian Artist Representation) in support of artists legal rights.

Minerals and Petroleum Resources

The Minerals and Petroleum Resources division promotes Nunavut as a sound place to invest by 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, enhancing public

awareness, investor confidence, and liaison with key players, including industry, local service sectors, and potential workforce participants.

Objectives

- Implement Nunavut's mineral exploration and mining strategy and help ensure the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- Participate, educate, and increase awareness in the regulatory, environmental and socio-economic assessment process.
- Develop mining and petroleum industries in Nunavut by providing support for prospectors and the exploration sector, and by promoting to investors.
- Assist in acquiring new geoscience information and ensuring that both new and existing data are readily available to support mineral exploration and development in Nunavut.
- Perform strategic analyses, research, and monitoring of exploration activity, mineral potential, and other issues and conditions essential for discovery and mine development, closure, and rehabilitation to contribute to a sustainable resource industry.
- Support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.
- Provide technical support to Nunavut's ongoing devolution process.
- Provide information and advice to the government and public on mineral or oil and gas resource-related issues. Collaborate with government and external stakeholders to ensure Nunavummiut are prepared to maximize employment opportunities in mining through a Government of Nunavut mine training strategy.
- Work with communities and mining companies to ensure ongoing investment and understanding in Nunavut mineral projects.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Division Operations		1,881	1,979	2,000	2,000
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The Minerals and Petroleum Resources division oversees program delivery and the implementation of *Parnautit*, Nunavut's mineral exploration, and mining strategy. The division promotes investment in Nunavut's mineral and petroleum resources that bring the maximum benefit to Nunavummiut while building awareness of resource issues locally and across Nunavut. The division participates as an intervener in the environmental assessment of resource development projects and facilitates regional Socio-Economic Monitoring Committees.

Nunavut Prospector's Program		150	150	150	150
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This program supports the development of a sustainable and viable mining industry in Nunavut through financial and technical assistance to prospectors by encouraging their work and building the information base regarding mineral deposits. The program delivers the Introduction to

Prospecting Course and provides contribution funding to Nunavut residents to carry out prospecting activities.

Nunavut Exploration

Support Program 900 **1,900** 1,900 1,900

This program increases proactive dialogue with communities affected by or soon-to-be-affected by resource development to gain public confidence in the regulatory, environmental, and socio-economic assessment process. Targeted financial assistance is provided to community organizations, mineral exploration, and junior mining companies to carry out resource development community engagement activities considered to be in the public interest.

Science Education Enabling Program 70 **70** 70 70

This program supports student interest and enrolment in math and science courses and encourages students to pursue further education, skills development, and careers in math, science, and technology.

Nunavut Geoscience Program 450 **450** 450 450

This program supports the Canada-Nunavut Geoscience Office, a partnership between Natural Resources Canada (Geological Survey of Canada), Crown-Indigenous Relations and Northern Affairs Canada, and the Government of Nunavut, as represented by the Department of Economic Development and Transportation.

The Canada-Nunavut Geoscience Office's mandate is to develop the geoscience knowledge of Nunavut and provide accessible geoscience information and expertise to support government and private sector decision-making for resource exploration and development, infrastructure development, and geoscience capacity building. Public awareness and geoscience education are delivered through publications and outreach activities.

Nunavut Mine Training Fund 200 **200** 200 200

This program supports and facilitates partnerships that provide targeted skills training to Nunavut residents to allow them to participate in employment opportunities related to mineral exploration and mining.

Total, Minerals and Petroleum Resources 4,651 **4,749** 4,770 4,770

Priorities (2022-23)

- Create an exploration incentive program to help off-set the high costs of exploration to support the junior exploration sector.
Status: The department created a new incentive program in summer 2022.
- Continue to expand the direct support for prospectors, including upgrading the Introduction to Prospecting Course and review the Nunavut Prospector Program policy to provide more support and skill development for advanced projects.

Status: An advanced field training program was scheduled for summer 2022; however, it was cancelled due to low interest and changes to logistics. The training may be offered in 2023 depending on capacity, logistics, and participant interest. The review of the Nunavut Prospector Program is ongoing.

- Develop an outreach campaign to improve community awareness of economic opportunities and encourage self-reliance and local employment through the mining sector.

Status: The division organized Mining Week in Iqaluit in partnership with the NWT and Nunavut Chamber of Mines. The division also participated in the Kivalliq Tradeshow and Nunavut Tradeshow distributing outreach and educational material, promoting career opportunities, and raising awareness about the Nunavut mineral sector.

- Finalize the Memoranda of Understanding (MOU) with Agnico Eagle Mines for the Hope Bay mine and continue to implement to existing MOUs with Baffinland and Agnico Eagle.

Status: A draft of the MOU is currently under review by all parties and discussions are ongoing. Agnico Eagles operations are scaled back to focus on exploration rather than the development of a mine, so the MOU is postponed.

- Actively participate in the Nunavut Planning Commission land use planning process, including contributing to the development of GN submission regarding the 2021 draft, and participate in the upcoming public meetings. Provide support to prepare the Government of Nunavut to make an informed decision on the final draft.

Status: EDT contributed to the development of the GN's 2021 submission regarding the proposed 2021 draft Nunavut Land Use Plan and continues to actively participate in the Nunavut Planning Commission process. EDT is attending all public hearings and is preparing for future submissions, signatories' meetings, and potential GN positions on the final draft Plan that will be submitted for decision to the signatories (NTI, CIRNAC, GN) in the spring of 2023.

- Improve and develop digital geoscience information management to support natural resource decision-making and provide current information for the department, the public, and industry to encourage mineral exploration and development in the territory by updating data available online and building Geographic Information System (GIS) capacity internally.

Status: The division ran an unsuccessfully competition to fill the GIS Technician role in Iqaluit. Work to produce geoscience data compilations of Nunavut's critical mineral inventory for public release, as well as discussions around the revitalization of the Nunavut's geoscience data portal, is ongoing.

- Support geoscience data collection and monitoring of all phases of mineral exploration, development, mining and mine closure projects using field and remote sensing data to improve Nunavut's mine information infrastructure and improve public confidence in the regulatory, environmental, and socio-economic assessment processes.

Status: Regional in-person Socio-Economic Monitoring Committees resumed in fall/winter 2022.

- Promote proactive dialogue with communities affected by or soon-to-be-affected by resource

development, to increase awareness of and gain public confidence in the regulatory, environmental, and socio-economic assessment process.

Status: The division developed information material regarding regulatory, environmental, and socio-economic assessment process to take to tradeshows, schools, and community meetings in the future.

- Continue to participate in the five-year review of the moratorium on Arctic offshore oil and gas licensing advocating for a decision-making role in the process and preparing the Government of Nunavut to respond and participate in discussions with NTI and Government of Canada leadership leading to the final decision scheduled for December 2022.

Status: Discussions are currently taking place at the political level between all northern partners and the Government of Canada. A path towards a final decision should be announced in the coming months.

- Finalize the Mine Training Strategy and initiate work towards the implementation plan for the strategy with other GN departments and in consultation with other partners and relevant stakeholders.

Status: A final strategy report was completed in cooperation between EDT, the Department of Family Services, and Nunavut Arctic College. A completed strategy is anticipated to be complete by Winter 2023.

- Build capacity to engage in the proposed federal protected areas and collaborate with other GN departments and partners to start the work towards developing a Nunavut Protected Areas Strategy.

Status: The division has successfully hired a full-time staff member which significantly increased the GN's capacity to engage in the protected areas files. EDT coordinates the GN Protected Areas Working Group, ensuring a whole of government approach to the development of a Nunavut Protected Areas Strategy and appropriate GN participation in federal protected areas initiatives.

Priorities (2023-24)

- Continue to actively participate in the land use planning process supporting the government of Nunavut and partners during the decision phase after the final Nunavut Land Use Plan is submitted for decision to the signatories.
- Continue to collaborate with other GN departments and partners to develop policies that will inform the Nunavut Protected Areas Strategy.
- As required by *Katujjiluta*, finalize the Mineral Exploration and Mining Strategy in consultation with other partners and relevant stakeholders.
- Finalize the Nunavut Mine Training Strategy and develop an implementation plan in collaboration with Family Services and Nunavut Arctic College.

- Increase proactive outreach activity to improve community awareness of the full mining cycle and the economic opportunities, such as employment and training.
- Implement the necessary work regarding the decision on the Arctic Offshore Oil and Gas Moratorium and discuss with partners the next steps regarding the NIRB SEA recommendations.
- Continue to expand the direct support for prospectors, including upgrading the Introduction to Prospecting Course and review the Nunavut Prospector Program policy to provide more support and skill development for advanced projects.

Priorities (2024-25)

- Implement and disseminate information on the new Mineral Exploration and Mining Strategy in consultation with other partners and relevant stakeholders.
- Finalise the Implementation Plan of the Nunavut Mine Training Strategy with the departments of Family Service, the Nunavut Arctic College, and other partners.
- Finalize the Nunavut Protected Areas Strategy and initiate the development of an implementation plan.

Priorities (2025-26)

- Initiate necessary work for the transition with regards to new responsibilities for resource management to be inherited post-devolution and build capacity accordingly.
- Evaluate existing outreach activities and initiate necessary work to ensure Nunavummiut gain and maintain a great understanding of the mining cycle and the opportunities offered by the industry.

Fisheries and Sealing

The Fisheries and Sealing Division supports subsistence and commercial fisheries, sealing sector, and the fur trapper and harvesting mixed economies in Nunavut, ensuring sustainable harvests and maximum benefits to Nunavummiut in close collaboration with Inuit, co-management partners, and other stakeholders. The division plays a key role in advocating, promoting, and supporting Nunavut's fisheries, fur, and sealing economies locally, nationally, and internationally.

Objectives

- Encourage and support viable, sustainable fisheries, fur, and sealing sectors in cooperation with stakeholders in all regions of Nunavut.
- Promote a clear understanding of all three sectors through education and awareness.
- Support training initiatives and projects where needed in the three sectors.

- Support inshore and offshore fishery development that is sustainable and ethical.
- Support research that contributes to sustainability and is done in a respectful and collaborative manner with Nunavut communities.
- Represent Nunavut's sealing, fur, and fishery interests locally, regionally, nationally and internationally.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Division Operations		3,800	3,870	3,886	3,886
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The Fisheries and Sealing division oversee program delivery and strategy implementation to develop viable and sustainable industries that benefit Nunavummiut. The division works in partnership with industry stakeholders to support and enhance industry research and development and advocate for Nunavut's fisheries, sealing, and fur industries within Nunavut, Canada, and internationally. The division also crews and operates Nunavut's two research vessels: the Research Vessel (RV) Nuliajuk and the Motor Vessel (MV) Papiruaq.

Seal and Fur Grant Program		10	10	10	10
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This program provides grants to individuals, organizations, businesses, or societies who wish to undertake projects and activities that support the promotion, advocacy, research, development, and diversification of Nunavut's sealing and fur sectors.

Fisheries Development and Diversification Program		525	525	525	525
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This program provides financial support to Nunavut's fishing industry for sustainable economic diversification of existing fisheries and the development of new emerging fisheries. The program supports research and development initiatives that are of industry-wide benefit and contributes to businesses, organizations, and individuals undertaking viable fisheries development and diversification initiatives.

Commercial Fisheries Freight Subsidy		190	190	190	190
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This program provides financial support to eligible commercial fishing businesses in Nunavut to offset the freight costs required to move their product to market and air charters for fly-in fisheries.

Sealing and Fur Advocacy		12	12	12	12
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This program supports work on promoting and advocating the sealing and fur industries within and outside Canada that benefits Nunavut.

Seal and Fur Contribution Program	150	150	150	150
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This program provides financial assistance to individuals, organizations, businesses, or societies who wish to undertake projects and activities that support the promotion, advocacy, research, development, and diversification of Nunavut's sealing and fur sectors.

Total, Fisheries and Sealing	4,687	4,757	4,773	4,773
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Priorities (2022-23)

- Complete strategy engagement with Nunavummiut and finalize and implement the 2023-2028 Fisheries and Sealing Strategy and associated support documents.
Status: Strategy engagement has been completed and the Fisheries and Sealing Strategy and associated implementation and support documents prepared and anticipated to be finalized in winter 2023.
- Start a working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively work towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.
Status: A working group of Nunavut stakeholders has been established to discuss advancing Nunavut's adjacent water allocations. RIA partnership letters to support this work have been approved to support collaboration on these files.
- Plan a Fisheries and Marine Economic Development Symposium in 2023 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.
Status: The Fisheries and Marine Economic Development Symposium is being planned for 2023-24 to bring all stakeholders to discuss current status of fisheries and plan for future collaborations.
- Review, summarize and identify gaps in fisheries, sealing and fur focused training opportunities for Nunavut.
Status: The division has begun its review of current training options for sealing, fur, and fisheries through outreach to the Greenlandic government and meetings with stakeholders. This item will be continued in 2023-34 as more time for fulsome review and gap identification is needed.
- Work with the Transportation Policy and Planning Division to establish a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
Status: The working group has been established and two meetings were held in Qikiqtarjuaq in 2022.
- Plan a baseline monitoring program around the Qikiqtarjuaq deep seaport, which may include establishing partnerships with researchers. Conduct pilot research activities as possible.
Status: The baseline monitoring program has been planned and partnerships with researchers

and Fisheries and Oceans Canada have been established. Pilot research activities are planned to start spring 2023 as per community direction.

- Develop a long-term research plan for research vessels owned by the Government of Nunavut. Begin an outreach and education campaign on employment and research opportunities for Nunavummiut on these vessels.
Status: The long-term research plan for the research vessels is underway, with initial focus on R.V. Nuliajuk. Promotional videos have been prepared and planning for an outreach campaign on education on employment has been started.
- Provide training and support for Nunavummiut to learn skills in fisheries development and the sealing sector.
Status: Training on fisheries development is currently underway through the IQaluk program in Taloyoak (year one of five). A knowledge exchange with Greenland on sealing to facilitate future training discussions has been completed.
- Continue supporting research and information collection within Nunavut that supports sustainable economic development.
Status: The division maintained its current support for research and expanded in some areas its support for research. Through the expanded efforts of the RV Nuliajuk the division is supporting more marine research on Nunavut inshore fisheries as well as expanding efforts to new communities like Grise Fiord. Additionally, the division focused its support through its grants and contributions to prioritize Nunavut lead research questions on fisheries.
- Develop a plan to engage with stakeholders and Nunavummiut for feedback on the harvester support programs and any gaps. Lead engagements with Nunavummiut and stakeholders to get feedback on harvester support programs offered by GN, including improvements, and identified gaps.
Status: The division initiated a GN internal working group to open communication about the harvester support programs. Plans for outreach to Nunavummiut have been deferred. This priority will be carried over into 2023-24.

Priorities (2023-24)

- Develop options for fisheries, sealing and fur focused training opportunities for Nunavut that would fill previously identified gaps.
- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy. Prepare an annual report on activities, outcomes, and challenges.
- Maintain and continue with the working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively working towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.

- Work with Transportation Policy and Planning Division and the Department of Community and Government Services to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Begin the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction (year one of five).
- Host a Fisheries and Marine Economic Development Symposium in Iqaluit where stakeholders will look at accomplishments to date and the sectors' futures.
- Continue and complete review, summarize and identify gaps in fisheries, sealing and fur focused training opportunities for Nunavut.
- Develop a plan on how to engage with stakeholders and Nunavummiut for feedback on the harvester support programs and any gaps. Lead engagements with Nunavummiut and stakeholders to get feedback on harvester support programs offered by GN, including improvements, and identified gaps.

Priorities (2024-25)

- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy. Prepare an annual report on activities, outcomes and challenges.
- Maintain and continue the working group for Nunavut stakeholders and representatives to discuss and collaboratively work on advancing Nunavut's access to its fair share of adjacent water allocations. Actively working towards repatriating fishing quota and buying new quota, where possible, including advocating to acquire Government of Canada financial investments for these purchases.
- Work with Transportation Policy and Planning Division to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport. Working group will be supported through development and construction.
- Continue the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction.
- Plan a Fisheries and Marine Economic Development Symposium in 2025 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.
- Review of the *RV Nuliajuk* longevity and prepare internal documents for decision and plan on asset replacement or retention (5+ year forecast).

- Conduct consultations and begin to develop an enhanced harvester support program based on feedback.

Priorities (2025-26)

- Support the sustainable development of fisheries for the long-term benefit of Nunavummiut as it relates to the Fisheries and Sealing Strategy.
- Work with Transport Policy and Planning Division to maintain a working group for the Qikiqtarjuaq deep seaport for the purpose of open and continued communication throughout the construction and development of the deep seaport.
- Continue the full baseline monitoring research program to monitor impacts of the Qikiqtarjuaq deep seaport construction.
- Host a Fisheries and Marine Economic Development Symposium in 2025 in Iqaluit where stakeholders will look at accomplishments to date and the sectors' future.
- Finalize the development of an enhance harvester support program and begin roll out of the program in communities.

Financial Summary

Branch	2022-2023		2023-2024		2024-2025		2025-2026	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	5,148	40.0	5,505	40.0	5,585	40.0	5,585	40.0
Grants & Contributions	-		-		-		-	
Other O&M	1,142		1,142		1,142		1,142	
Subtotal	6,290		6,647		6,727		6,727	
Transportation								
Compensation & Benefits	5,785	48.0	6,226	48.0	6,316	48.0	6,316	48.0
Grants & Contributions	1,830		1,830		1,830		1,830	
Other O&M	44,495		46,218		46,218		46,218	
Subtotal	52,110		54,274		54,364		54,364	
Economic Development								
Compensation & Benefits	8,207	72.0	8,791	72.0	8,921	72.0	8,921	72.0
Grants & Contributions	22,937		22,937		22,937		22,937	
Other O&M	5,602		5,492		5,492		5,492	
Subtotal	36,746		37,220		37,350		37,350	
Total	95,146	160.0	98,141	160.0	98,441	160.0	98,441	160.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
Economic Development and Transportation	As at Sept 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	160		160	
Total Filled Positions	86	54%	97	61%
Total Vacancies	74	46%	63	39%
Total Inuit	56	65%	64	66%
Total Executive Positions	3		3	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	67%	2	67%
Total Senior-Management Positions	13		12	
Total Filled Senior-Management Positions	12	92%	12	100%
Total Vacant Senior-Management Positions	1	8%	0	0%
Total Inuit in Senior-Management Positions	4	33%	4	33%
Total Middle-Management Positions	32		32	
Total Filled Middle-Management Positions	19	59%	23	72%
Total Vacant Middle-Management Positions	13	41%	9	28%
Total Inuit in Middle-Management Positions	8	42%	10	43%
Total Professional Positions	46		47	
Total Filled Professional Positions	22	48%	25	53%
Total Vacant Professional Positions	24	52%	22	47%
Total Inuit in Professional Positions	16	73%	18	72%
Total Paraprofessional Positions	35		35	
Total Filled Paraprofessional Positions	19	54%	21	60%
Total Vacant Paraprofessional Positions	16	46%	14	40%
Total Inuit in Paraprofessional Positions	15	79%	17	81%
Total Administrative Positions	31		31	
Total Filled Administrative Positions	11	35%	13	42%
Total Vacant Administrative Positions	20	65%	18	58%
Total Inuit in Administrative Positions	11	100%	13	100%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 54% of all positions located outside Iqaluit. As of September 30 2022, capacity and Inuit employment were higher for the department's positions located outside the capital at 56% and 76 % respectively, compared to 51% capacity and 51% Inuit employment for positions located in Iqaluit.

The department's vacancies are partially addressed through the use of casual and relief employees. As of September 30, 2022, the department employed 42 casual and relief employees, 25 of whom are Inuit, or 60%.

Inuit Employment Plan

March 31, 2024

The department has identified eight targeted positions and intends to fill them with Inuit by March 31, 2024. It is anticipated that they will be hired through competitions subject to the Priority Hiring Policy, through the measured use of restricted "Inuit Only" competitions, and Direct Appointments.

Priorities (2022-23)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Students Employment Equity Program and the Hivuliqtikhanut Program.
Status: In 2022-23 the Department had two employees in the Sivuliqtiksat Intern Program and graduated one into a senior manager position. The Department had participants in the other programs.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.
Status: The department submitted targeted non-restricted job competitions with fixed terms and the majority of non-Inuit hired through the competitive process have fixed-terms.
- Continue to deliver an Interdepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation to be an employer of choice.
Status: The department holds a monthly IQ session on a range of topics to increase departmental understanding.
- Maintain succession plans for all managers and above who are nearing retirement.
Status: Succession plans are developed for employees who have been identified as nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.
Status: School and office closures impeded our ability and opportunities however we did participate in the GN Career Fair and are actively working to engage the College and High School for presentations.

Priorities (2023-24)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program and the Hivuliqtikhanut Program.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.
- Continue to deliver an Intradepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation to be an employer of choice.
- Maintain succession plans for all managers and above who are nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.

Priorities (2024-25)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program and the Hivuliqtikhanut Program.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.
- Continue to deliver an Intradepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimajatuqangit capacity of the Department of Economic Development and Transportation to be an employer of choice.
- Maintain succession plans for all managers and above who are nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.

Priorities (2025-26)

- Continue to actively promote and have employees participate in Government wide-programs such as the Sivuliqtiksat Internship Program, Summer Student Employment Equity Program and the Hivuliqtikhanut Program.
- Though the measured use of fixed-term job offers to non-Inuit, maximize the opportunities available for Inuit in the medium-to long-term.

Department of Economic Development and Transportation

- Continue to deliver an Intradepartmental Inuit Culture and Language program focused on increasing the Inuit Qaujimagatuqangit capacity of the Department of Economic Development and Transportation to be an employer of choice.
- Maintain succession plans for all managers and above who are nearing retirement.
- Deliver school presentations on the positions and opportunities within the department and related sectors.

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 Agreement* 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 employment categories.

Nunavut Agreement 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 public bodies 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 Inuit and non-Inuit by region, community, department and employment category.

The following table is a snapshot of the public service as of September 30, 2022 by employment category:

September 30, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	8	2	6	75%	3	50%
Senior Management	28	7	21	75%	7	33%
Middle Management	78	26	52	67%	20	38%
Professional	279	104	175	63%	74	42%
Paraprofessional	123	40	83	68%	56	68%
Administrative Support	103	31	72	70%	67	93%
TOTALS	619	210	410	66%	228	56%

Note: The table above only reports on established positions of the 5 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 Sivuliqtiksatsat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Inuit Employment Plan - Corporations

The following table is a snapshot of the public service as of September 30, 2022 by corporation:

September 30, 2022	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	281	125	156	56%	95	61%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	1	4	80%	3	75%
Nunavut Housing Corporation	121	43	78	64%	36	46%
Qulliq Energy Corporation	206.4	39.0	167.4	81%	92	55%
TOTALS	619	210	410	66%	228	56%

Note: The table above only reports on established positions of the 5 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 respectfully and cooperatively towards a representative workforce in the spirit of *Katujjiluta*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and public bodies.

Human Resources 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 public bodies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

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

Carrying out these initiatives across the departments and public bodies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2024.

The following identifies the targets by employment category:

March 31, 2024	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	8	0	8	100%	5	63%
Senior Management	28	2	26	93%	11	42%
Middle Management	79	15	64	81%	25	39%
Professional	293	68	225	77%	111	49%
Paraprofessional	137	51	86	63%	67	78%
Administrative Support	105	20	85	81%	82	96%
TOTALS	650	156	494	76%	301	61%

Note: The table above only reports on established positions of the 5 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.

The following is a snapshot of the Inuit employment targets for March 31, 2024 by corporation:

March 31, 2024	Total Positions				Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Nunavut Arctic College	308	103	206	67%	139	68%
Nunavut Business Credit Corporation	6	2	4	67%	1	25%
Nunavut Development Corporation	5	0	5	100%	4	80%
Nunavut Housing Corporation	124	29	95	77%	52	55%
Qulliq Energy Corporation	206	22	184	89%	105	57%
TOTALS	650	156	494	76%	301	61%

Note: The table above only reports on established positions of the 5 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.

Initiatives Specifically Designed for Inuit

The following initiatives are available specifically for Inuit of the Nunavut Agreement to enhance Inuit 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 Inuit. Inuit 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 public bodies. 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.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. This process supports the GN's commitment to the Priority Hiring Policy. *Inuit Only* competitions is a type of restricted competition that is available to Inuit enrolled under the Nunavut Agreement only, wherever they may reside. Another type of restricted competition available to Inuit only is *Inuit by Location* who are ordinarily resident in a specific targeted location on the closing date of a competition.

Sivuliqtiksat Internship Program

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for Inuit to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department/public body. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional employment 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 Inuit employees. These vary in length depending on the position and the skill level of the individual. Departments and public bodies initiate such trainee/internship positions and fund them internally.

Inuktitut as a First Language

Inuktitut 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.

Policy Foundations Program

The Policy Foundations Series is the foundational series in the Policy Skills Development Program, which is a comprehensive training program that will enable Inuit employees of the Government of Nunavut to explore the perspectives, knowledge and skills needed for a career in public policy.

Amaqtaarniq Education Leave Program

The aim of Amaqtaarniq is to remove barriers to post-secondary education for eligible Inuit employees and to help the Government of Nunavut to fill specialized positions with qualified Inuit. Amaqtaarniq sponsors long-term post-secondary education leave for Government of Nunavut (GN) Inuit employees and wish to qualify for a hard to fill job or profession in the GN that is not found in their home department.

Career Broadening Program

The Career Broadening Program provides on the job experience for Government of Nunavut (GN), Inuit employees so that they can gain the knowledge and skills needed for a successful career in the GN. The Career Broadening Program provides opportunities for employees to:

- Acquire or broaden their work-related skills.
- Develop management skills and experience that will help them to successfully compete for a first management position, or to move from manager to director level.
- Develop public service skills and experience needed to successfully compete for indeterminate positions.
- Fill special project leadership roles.

Training Travel Fund

The goal of the Training Travel Fund is to increase both the number of Inuit employees who take job and career related training and the amount of training they access. The program has been set up to pay the travel costs of Government of Nunavut Inuit employees and must leave their home communities in order to attend job and career related training.

Inuit Executive Career Development Program

The Inuit Executive Career Development Program is designed to increase Nunavut Inuit leadership capacity within the Government of Nunavut. This program supports Inuit career development and advancement into senior management and executive positions.

Over a three-year period, the program supports GN employees through the completion of a Graduate Diploma in Leadership and Management. It also provides wraparound support to participants, such as study tours, access to Elder and subject-expert mentors, and customized Inuktitut language training.

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 Inuit employment and support Inuit Employment Plans:

Policy Skills Development Program

The Policy Skills Development Program is a comprehensive training program that will enable Inuit employees of the GN to explore the perspectives, knowledge and skills needed for a career in public policy. It deepens the knowledge, skills and competencies of GN policy professionals through a comprehensive Policy Training and Advanced Policy Training Series

Hivuliqtikhanut Leadership Program

The Hivuliqtikhanut Leadership Development Program is designed to build and sustain leadership capacity within the Government of Nunavut. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Graduates of the program have advanced standing with Nunavut Arctic College's Management Studies Diploma program and Dalhousie University's Masters of Public Administration and Information Management programs.

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 public bodies.

Learning and Development Courses

Human Resources 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 various service providers for program delivery by institutions that specialize in that subject matter.

Training Fund

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

Mentorship

The Government of Nunavut has a mentorship program open to all GN employees to support their professional and personal growth. Participation in the program is voluntary and initiated by the employee. Mentors for example can be provided to nurses graduating from the Nunavut Nursing Program or to participants in training programs. 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 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

Human Resources 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. Public Service Training has delivered occupational programs such as the Human Resource Learning Series, the Master's Certificate in Project Management, the Diversity and Inclusion Program, and the Mediation and Facilitation Certificate Program.

Restricted Competitions

Restricted competitions enable Government of Nunavut departments and public bodies to limit the eligibility of certain candidates to specific criteria. *Internal competition* is a type of restricted competition that is available to current indeterminate, term, casual and relief GN employees only who are employees on the closing date of a competition.

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. Inuit 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/public bodies. 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
2023-2026*

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INTRODUCTION

The Nunavut Housing Corporation is a public agency of the Government of Nunavut created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the Nunavut Housing Corporation 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 Nunavut Housing Corporation 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 following:

- The ability to enter independently into funding partnerships, principally with the Canada Mortgage and Housing Corporation, outside the financial structure of the Government of Nunavut. This means that Nunavut's transfer payments from the federal government are not affected by the funding that the Nunavut Housing Corporation receives from outside parties.
- 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 Nunavut Housing Corporation 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

Housing market

Nunavut is facing a severe housing crisis marked by a significant housing shortage and staggering overcrowding rates. At the same time, the high population growth experienced in Nunavut in previous years has created additional demand pressures for new housing. However, the new supply has been unable to keep pace. Overcrowding and affordability continues to be the most pressing concerns in relation to housing in Nunavut. Young Nunavummiut and seniors continue to experience greater market affordability challenges.

The majority of Nunavummiut live in public housing. As of March 31, 2022, the government, through the Nunavut Housing Corporation, maintains approximately 5,992 public housing units (of which approximately 5,772 are Nunavut Housing Corporation-owned and 220 are leased). Furthermore, the Nunavut Housing Corporation maintains approximately 1,735 staff housing units (of which 592 are owned and 1,143 are leased) and holds mortgages for approximately 125 homeowners. This represents a significant majority of Nunavut's total housing stock and makes Nunavut Housing Corporation the largest housing provider in the territory. The remaining 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.

Due to the absence of private, affordable rental housing and given the high costs of independent homeownership, public housing units house more than half of Nunavummiut. In all, 76% of those living in social housing and over the age of 19 earn less than \$33,280 a year. According to the 2021 Northern Housing Report, nearly 40% of all households were unable to secure some sort of market housing without assistance in 2019. It takes an annual household income of \$63,000 to afford at least a bachelor unit in Nunavut's limited rental market and nearly \$143,000 to afford a single-detached house. Most of the population lives in public housing provided by the Nunavut Housing Corporation, and the current demand for public housing exceeds the supply in all 25 communities. Many households in public housing with adequate incomes get stuck, unable to shift into the private rental market or homeownership, because of the gaps in the housing continuum.

Homeownership is one component of Nunavut's housing spectrum, which is proportionally smaller than other provinces and territories. There are a number of barriers to homeownership in Nunavut. The total cost of maintaining a home in Nunavut is substantial. A lack of support services in many communities, extreme weather conditions and higher household occupancy rates may all contribute to repairs being required more frequently in Nunavut than in the rest of Canada. Younger Nunavummiut in Nunavut still face significant market affordability challenges. Approximately 80% of households 24 years old and younger couldn't affordably secure any market option in 2019, and elders experienced increasing affordability challenges as 42% of these households could not secure affordable market housing.

In addition, Nunavut is severely limited in the quantity and diversity of shelter for the housing vulnerable. Sufficient supportive housing is lacking for individuals with underlying social, mental or physical health issues or who are homeless for more complex reasons than simply lack of shelter or who are leaving a correctional facility.

Housing construction & labour market

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 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 on the annual summer sealift or by air. As a result, the cost of landed goods is substantially higher than elsewhere in Canada. Construction price pressures and supply chain issues due to Covid-19 have been felt across Canada. Over the past two years, the Nunavut Housing Corporation has seen a 20 percent increase in construction costs year over year and anticipates more increases. Rising construction costs will result in a depletion of the Nunavut Housing Corporation's surplus.

The adequate, affordable, and appropriate shelter is a key factor in achieving well-being, including the ability to participate and 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.

The continued training of Nunavummiut for employment in construction-related trades is a cornerstone of 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 be less affected by economic leakage to the south.

Housing as a social determinant of health

National Household Survey data indicates that 60% of Nunavut Inuit live in crowded housing (Statistics Canada, 2021). One-third of Inuit in Nunavut (35.5%) also lived in a dwelling needing major repairs. Studies have shown that inadequate housing conditions negatively affect both physical and mental health, raising the potential for stress, violence, food insecurity, abuse, addiction and suicide. Research has linked the high rates of respiratory infections, asthma and allergies to the lack of adequate housing.

The tuberculosis incidence among Canada's Inuit is approximately 300 times higher than among Canadian-born non-Indigenous population (Lancet, 2019). These rates matched those of some of the countries with the highest burden of tuberculosis in the world, including Afghanistan and Nigeria. Overcrowding and poor housing conditions are associated with poverty. They are a key driver to these high rates of tuberculosis among Inuit as it increases the risk for disease transmission. Furthermore, the risk of exposure is also known to increase if there is limited air movement in an enclosed space. In recent years, incidence rates in Nunavut have been similar. Addressing the housing conditions is crucial in eliminating tuberculosis by 2030.

The recent Covid-19 pandemic has also shown the speed and ease of transmission of diseases in Nunavut, especially respiratory infections, due to several factors that include overcrowding and health vulnerability. According to the 2021 Census by Statistics Canada, 60% of Inuit live in overcrowded homes. The Covid-19 pandemic demonstrated that Nunavut requires additional funding to assist with new builds to reduce overcrowding.

The National Housing Strategy and Other Federal Funding

In November 2017, the federal government released its National Housing Strategy, which incorporated collaboration between the federal, provincial and territorial governments. The National Housing Strategy brought new funding for housing construction, maintenance, and operations in the territory.

On April 1, 2019 Nunavut Housing Corporation signed a nine-year bilateral agreement with the Canada

Mortgage and Housing Corporation valued at \$274.6 million over nine years. Nunavut Housing Corporation has developed an action plan for the first three years of National Housing Strategy funding implementation to emphasize new construction and major renovations to relieve core housing needs.

As a component of the National Housing Strategy, the federal government committed to introducing a Canada Housing Benefit. The Canada Housing Benefit, which represents \$9 million over 9 years for Nunavut, has been targeted by Canada Mortgage and Housing Corporation for rent affordability. The Nunavut Canada Housing Benefit will provide temporary relief in crisis situations resulting from gaps in the Nunavut housing continuum, particularly the lack of transitional housing. The Nunavut Canada Housing Benefit agreement between the Nunavut Housing Corporation and Canada Mortgage and Housing Corporation was finalized in July 2021. Funding flows from Nunavut Housing Corporation to the Department of Family Services, which administers the program and is responsible for delivering the benefit. Another part of the NHC's funding for housing is provided by the government of Canada through the Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) in the form of grants. As of August 2022, CIRNAC provided grants totalling \$55 million to the GN to support the territory's short-term housing and infrastructure needs.

Rapid Housing Initiative

In October 2020, the Federal Government announced a new Rapid Housing Initiative to address the housing needs of vulnerable Canadians, especially in the context of Covid-19. Nunavut Housing Corporation applied to obtain capital contribution funding through the initiative to convert some staff housing units to public housing while addressing specific housing needs in Nunavut. Nunavut Housing Corporation received \$4.9 million through the first round of the Rapid Housing Initiative for use towards construction of 3 five-plex buildings for public housing.

In 2021, the Federal Government announced an additional \$1.5 billion in the Rapid Housing Initiative due to the considerable response during the first round. Nunavut Housing Corporation applied for capital contribution funding for six additional projects in the second round. It was approved for approximately \$45 million to construct 101 new affordable housing units in six communities.

The Blueprint for Action on Housing and the Nunavut 3000 Strategy

In response to the growing housing crisis in Nunavut, the Government of Nunavut developed the 2016 *Blueprint for Action on Housing*, a Government of Nunavut-wide strategic long-term action plan that outlines the Government of Nunavut's response to housing and homelessness. NHC has been working with other GN departments to deliver on the commitments of the *Blueprint*. Progress to date on *Blueprint* action items across the GN was reported in the *Status of Housing Snapshot*, tabled during the Fall 2022/23 sitting of the Legislative Assembly.

Additionally, the Government of Nunavut's Katujjiluta mandate identifies expanding the housing continuum as a key priority to address the growing housing crisis in Nunavut. In response, on October 18, 2022, the Nunavut Housing Corporation announced a new plan for housing called *Igluliuqatigiingniq: Building Houses Together*, also known as the Nunavut 3000 Strategy.

Nunavut 3000 builds on and compliments the 2016 *Blueprint for Action on Housing* through a commitment to increase the number of housing units built in the territory over the next 10 years. The plan will triple the annual rate of new public housing units that are built and will support partnerships to build transitional, affordable, and market housing units. All communities in Nunavut will receive housing

through the strategy and all housing construction between now and 2030, regardless of who builds it, will be counted toward the goal of Nunavut 3000.

Nunavut 3000 will advance the objectives of the *Katujjiluta* mandate and the *Blueprint for Action on Housing* by expanding the housing continuum, supporting elders to age with dignity in Nunavut by developing purpose-built housing units, and diversifying local economies by increasing training and employment opportunities for skilled trade labour. By partnering with other departments to better understand the need for various housing options and supports, the Nunavut Housing Corporation will ensure that housing investments are used effectively and efficiently.

Partnerships with Nunavut Inuit organizations is key to Nunavut 3000's success. The Government of Nunavut (GN) and Nunavut Tunngavik Inc (NTI) signed a Partnership Declaration to advance shared interests for Nunavummiut and the partnership agreement with the NCC Development Limited (NCCD), which is 100% Inuit owned by Nunavut's Inuit development corporations, including Kitikmeot Corporation, Sakku Investments Corporation, Qikiqtaaluk Corporation, and Nunasi Corporation, reflects the importance of collaborative engagement with Inuit organizations to address the housing crisis and ensures the best interests of the North are kept in mind.

The Nunavut Housing Corporation will support the *Katujjiluta* vision of working collaboratively with Inuit organizations and other government levels to achieve tangible outcomes. It is only through shared investment and collective responsibility that we can adequately address the complex issues related to housing.

Local Housing Organizations

Local Housing Organizations are community organizations that deliver NHC housing programs and are responsible for managing and maintaining NHC assets in their community. The Nunavut Housing Corporation looks to the Local Housing Organizations for valuable insight into community priorities and concerns. It ensures that the Nunavut Housing Corporation's programs are delivered consistently across the territory. The Nunavut Housing Corporation recognizes the value of enhancing the capacity of Local Housing Organizations and will continue to make this a critical priority for 2022-2025. As of September 30, 2022, Nunavut's 25 LHOs employed 435 people, 84% of whom are Inuit. Of the 25 LHOs, 19 are Housing Associations formed under the Societies Act. The remaining 6 are Housing Authorities formed under the Nunavut Housing Corporation Act. Communities with Housing Authorities are Baker Lake, Coral Harbour, Iqaluit, Kinngait, Kugaaruk, and Taloyoak.

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*.

Budget (\$ 000)	2022-23	2023-24	2024-25	2025-26
Advisory and Administrative Services	20,253	22,658	22,658	22,658
Public Housing	145,398	161,595	161,850	161,850
Staff Housing	71,892	72,991	73,112	73,112
TOTAL	237,543	257,244	257,620	257,620

**Note: The homeownership budget of \$4,620,000 is included in the capital estimates and is not reported in the numbers above*

The corporation's responsibilities include providing leadership for the following mandate commitments of the 6th Legislative Assembly:

- Identify options for housing those without homes in collaboration with communities and partners in poverty reduction.
- Improve the process for allocating social housing units to Nunavummiut.
- Prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.
- Improve and reinvest in home ownership assistance programs.
- Renovate or repurpose existing buildings for use in the housing continuum.
- Incentivize the use of Inuit labour in housing construction and maintenance.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

The corporation's responsibilities include support for the following mandate commitments of the 6th Legislative Assembly

- Expand and/or renovate existing continuing care facilities.
- Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.
- Review and improve delivery of Government of Nunavut staff housing
- Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

Advisory and Administrative Services

Advisory and Administrative Services for the Nunavut Housing Corporation are provided by a group of dedicated housing professionals. The Nunavut Housing Corporation team works diligently to make the corporation an action-oriented service delivery agency.

Through its Advisory and Administrative Services, the Nunavut Housing Corporation strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations in the areas of administration, finance, program delivery and housing maintenance. It also develops services for homeowners in the areas of finance, and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

Administrative and Advisory Services, along with the Department of Family Services, will help identify options for housing those without homes in collaboration with communities and partners in poverty reduction.

Administrative and Advisory services, along with the Department of Community and Government Services, will renovate or repurpose existing buildings for use in the housing continuum.

Administrative and Advisory Services is responsible for incentivizing the use of Inuit labour in housing construction and maintenance.

Administrative and Advisory Services, along with the Staff Housing Program and the Department of Human Resources, will review and improve the delivery of Government of Nunavut staff housing.

Administrative and Advisory Services, along with GN partners from various departments, will prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.

Administrative and Advisory Services, along with the Department of Health and other GN partners, will encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living.

Administrative and Advisory Services, along with the Department of Health and the Department of Community and Government Services, will expand or renovate existing continuing care centres.

Administrative and Advisory Services, along with the Department of Community and Government Services and the Department of the Environment, will investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction.

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 Local Housing Organization staff; and,
- 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 Local Housing Organizations that deliver housing services.

The following divisions of the Nunavut Housing Corporation are responsible for the delivery of Advisory and Administrative Services:

Programs Budget (\$ 000)	2022-23	2023-24	2024-25	2025-26
Corporate Governance	1,978	2,549	2,549	2,549
Responsible for managing the Nunavut Housing Corporation to ensure consistent and effective application of policy, standards, procedures, and program delivery throughout Nunavut.				
Corporate Operations	4,311	5,098	5,098	5,098
Responsible for the public housing, staff housing and homeownership programs as well the provision of related technical and maintenance services.				
Corporate Policy and Planning	2,143	2,302	2,302	2,302
Responsible for the administration of corporate policy, strategic planning and communications. This function is also accountable for the development and co-ordination of Nunavut Housing Corporation 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, strategic planning and support for the Minister's office.				
Corporate Finance Administration	2,045	2,383	2,383	2,383
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the Nunavut Housing Corporations assets, preparing, and issuing financial reports, maintaining internal financial controls and providing training and advice.				
District Program Administration	3,021	3,355	3,355	3,355
Supports the Local Housing Organizations in the delivery of rental housing programs through Local Housing Organization management agreements. This function is also accountable for the management of the mortgage portfolio. It supports the delivery of homeownership and housing repair programs, which include financial counseling and home maintenance training for clients.				
District Financial Administration	3,198	3,192	3,192	3,192
Provides financial and administrative support to the district offices through financial transaction processing, financial reporting and programing support. The function also provides ongoing financial oversight and support to Local Housing Organizations through periodic reviews and active support to Local Housing Organization managers and finance officers.				
District Technical Administration	3,557	3,779	3,779	3,779
Provides support and training to Local Housing Organization 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.				
Total, Advisory and Administrative Services	20,253	22,658	22,658	22,658

Status of Progress on Priorities (2022-2023)

- Work with LHOs to ensure elders and tenants with disabilities are accommodated so they may

more easily access their homes and age in place where possible.

Status of Progress: *NHC has incorporated accessibility and universal design principles into its new unit construction plans to ensure units will be available for elders and people with disabilities. NHC is also undertaking a review of LHO governance models which will consider topics such as how to make unit allocation more equitable.*

- Transfer maintenance responsibilities for existing continuing care facilities to CGS.

Status of Progress: *NHC anticipates the transfer of the Arviat Elder's Centre to the Departments of CGS and Health as of April 1, 2023.*

- Support the Department of Family Services in identifying options for housing those without homes and determine actions which may support these options.

Status of Progress: *Through the Purpose-built Housing Working Group, NHC held consultations with various representatives from the Department of Family Services to begin to identify requirements for emergency shelters and transitional housing units and gauge community capacity to provide support services. This information will inform a broader housing need and demand study with a focus on purpose-built housing.*

- Support Department of Human Resources to seek opportunities to improve the delivery of Government of Nunavut staff housing, including developing incentives and opportunities for staff housing residents to move into affordable rental/homeownership units.

Status of Progress: *NHC continues to work with the Department of Human Resources to improve the allocation of staff housing units. Over Q2 2022/23, the number of vacant staff housing units ready for occupancy decreased from 313 to 261. NHC is currently developing policy to promote construction of affordable housing units for rental or ownership as part of the Nunavut 3000 strategy.*

- In collaboration with CMHC and the Purpose-built Housing Working Group conduct a Housing Need & Demand Study to determine the diverse housing needs of Nunavummiut by using existing secondary data to update the 2010 Housing Needs Survey. The updated demand study, once completed, will support the development of a purpose-built housing policy for transitional housing, emergency shelters, people with disabilities, people experiencing homelessness, people involved in the criminal justice system and elder's homes that support independent living.

Status of Progress: *A Scope of Work has been developed and NHC has engaged a consulting firm to produce an updated housing Need and Demand study. Phase 1 includes a data inventory, gap analysis, and profiles for all 25 communities in Nunavut, and is anticipated to be completed by January 2023. Later phases will see the development of a full Need and Demand study which incorporates a focus on purpose-built housing.*

- Work with Nunavut Tunngavik Incorporated and regional Inuit organizations to address Inuit housing needs in Nunavut including collaboration on joint lobbying efforts aimed at the federal government, and potential partnerships to design and deliver additional housing units across Nunavut.

Status of Progress: *NHC collaborated with NTI on a proposal for \$500 million in federal funding for housing, to address Inuit housing needs in Nunavut.*

- Negotiate a potential long term partnership agreement with NCC Development to deliver cost effective housing units across Nunavut.

Status of Progress: NHC entered into a partnership agreement in September 2022 with NCC Development Limited, an Inuit-owned construction company, to deliver up to 2000 housing units across the territory by 2030.

- Develop a new three-year action plan (2023-2026) associated with the National Housing Strategy bilateral agreement to meet varied housing needs of Nunavummiut, including the Canada Housing Benefit.

Status of Progress: After consultations with PT partners, CMHC has modified the reporting requirements for the National Housing Strategy, with the next action plan to cover a two-year period. NHC is currently developing its action plan which will be completed by the end of Q3 2022/23.

- Implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.

Status of Progress: NHC continues to implement its Inuit Employment Plan and anticipates having one additional Inuit employee in an executive level position by Spring 2023.

- Strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.

Status of Progress: With the appointment of two new directors on Nov. 1, 2022, all Director positions on the NHC board are now filled. The NHC board has been offered opportunities for governance training. Vice-Chair George Qulaut provided an educational session on Inuit history and housing at the March 2022 board meeting.

- In collaboration with the Department of Economic Development and Transportation (NNI Division) to identify ways to further incentivize the use of Inuit labour in housing construction and maintenance.

Status of Progress: Collaboration with EDT is ongoing, as is collaboration with Nunavut Arctic College. Inuit labour and Inuit training in the construction trades is a cornerstone of the partnership agreement with NCC Development Limited as well as the Nunavut 3000 strategic plan. All future agreements and contracts will focus on this important performance outcome.

- Provide support to EDT in its investigation of alternative building technologies.

Status of Progress: Collaboration with EDT is ongoing. NHC will pursue design build opportunities in its future agreements and contracts that demonstrate alternate building technologies including components such as improved building envelopes.

- Ensure training of Inuit and northern labour is a priority in housing construction contracts and any potential negotiated agreements.

Status of Progress: NHC has made Inuit trades training a central part of its Nunavut 3000 strategy and its Partnership Agreement with NCC Development to promote the development of skilled Inuit tradespeople in the labour force. NHC has met with the Department of Family Services to consult on their Inuit Trades Training Strategy in conjunction with the Nunavut 3000 strategy. NHC is currently exploring an MOU with NCC Development, Nunavut Arctic College, and the Department of Family Services to support training initiatives.

- Initiate a review of existing housing stock in all 25 communities to identify buildings to

renovate or repurpose.

Status of Progress: *The review will be completed in Q4 2022/23. Nunavut 3000 includes the consideration of potential increased densification by examining opportunities to demolish older public housing units in need of major repairs and reconstruct new units at higher density.*

- Based off unit review, prepare a five-year redevelopment plan to renovate or repurpose existing buildings for use in the housing continuum.

Status of Progress: *NHC is preparing a five-year redevelopment plan to align with development of construction schedules under the Nunavut 3000 strategic plan.*

- Collaborate with Community and Government Services to support efficient lot development and the support of private land development and housing construction opportunities.

Status of Progress: *Collaboration with CGS on lot development is ongoing. NHC is developing policy to support private market housing construction opportunities. Timely access to serviced land is one of the challenges that NHC and other housing providers face in Nunavut. In partnership with Canada Mortgage and Housing, NHC is collaborating with CGS and other housing stakeholders to identify challenges and brainstorm possible solutions to ensure that appropriate land for housing is available to support Igluliuqatigiingniq Nunavut 3000.*

- Collaborate with Community and Government Services, the Climate Change Secretariat, Canadian High Arctic Research Station and Canada Mortgage and Housing Corporation in the support, engagement and development of opportunities to reduce costs associated with housing through technological innovation.

Status of Progress: *In collaboration with the Climate Change Secretariat and with funding provided by CMHC, NHC administers the Renewable Energy Homeowner's Grant Program (REHGP), which provides funding for solar panel installation. During Q1 and Q2 of FY 2022/23, NHC committed over \$53,000 in funding to REHGP applicants.*

- Provide updates and Status of Housing Snapshot in line with the Blueprint for Action on Housing while rolling out implementation of Katujjiluta mandate actions.

Status of Progress: *NHC has completed the Status of Housing Snapshot and tabled it during the Fall 2022/23 session of the Legislative Assembly.*

Priorities (2023-2024)

- Work with members of the Purpose-Built Housing Working Group and a consulting firm on production of phase 2 of the housing Need and Demand study which will inform a joint business case for elders' independent or assisted living units, emergency shelters and transitional housing units.
- Provide ongoing support to the Department of Human Resources to improve the delivery of Government of Nunavut staff housing, including the development of incentives and opportunities for staff housing residents to move into affordable rental/homeownership units.
- In collaboration with CGS, examine other GN assets across the entire portfolio that are either underutilized or deemed surplus and may be considered for development to support increased housing supply.
- In collaboration with the Department of Family Services and Nunavut Arctic College,

implement the first year of a plan for training with NCCD. This involves leveraging Nunavut 3000 to provide up to 80 local training opportunities

- In collaboration with the Department of Family Services and Nunavut Arctic College, develop new pathways for trades training through a new Building Trades Technician certification to strengthen community capacity to build and maintain housing.
- In collaboration with Nunavut Arctic College, expand the Nunavut Unindentured Construction Apprenticeship Program in Rankin Inlet with a new cohort.
- Continue to implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- Continue to strengthen the capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- In accordance with the Nunavut 3000 strategy, begin construction of approximately 360 housing units, including approximately 198 public housing units, 10 GN staff housing units, 106 affordable housing units, and 46 market housing units.

Priorities (2024-2025)

- Use the outcomes of the updated housing Need and Demand study to inform housing construction to ensure elders and tenants with disabilities are accommodated so they may more easily access their homes and age in place where possible.
- Undertake a review of efforts to encourage GN staff housing residents to move into affordable rental/homeownership units and continue to support Department of Human Resources to improve the delivery of Government of Nunavut staff housing.
- Continue to implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- In collaboration with the Department of Family Services and Nunavut Arctic College, implement the second year of a plan for training with NCCD. This involves leveraging Nunavut 3000 to increase the number of local training opportunities.
- In collaboration with the Department of Family Services and Nunavut Arctic College, continue to develop pathways for trades training to strengthen community capacity to build and maintain housing.
- In collaboration with Nunavut Arctic College, continue to support the Nunavut Unindentured Construction Apprenticeship Program in Rankin Inlet.
- Ensure the ongoing strength and capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.

- In accordance with the Nunavut 3000 strategy, begin construction of approximately 360 housing units, including approximately 198 public housing units, 10 GN staff housing units, 106 affordable housing units, and 46 market housing units.

Priorities (2025-2026)

- Continue to implement the Inuit Employment plan, including training, mentoring, development and staffing opportunities for Inuit within Nunavut Housing Corporation.
- In collaboration with the Department of Family Services and Nunavut Arctic College, implement the third year of a plan for training with NCCD. This involves leveraging Nunavut 3000 to increase the number of local training opportunities.
- In collaboration with the Department of Family Services and Nunavut Arctic College, continue to develop pathways for trades training to strengthen community capacity to build and maintain housing.
- In collaboration with Nunavut Arctic College, continue to support the Nunavut Unindentured Construction Apprenticeship Program in Rankin Inlet.
- Ensure the ongoing strength and capacity of the Nunavut Housing Corporation Board of Directors by offering continued governance training, education opportunities and ensuring all Director positions are filled.
- In accordance with the Nunavut 3000 strategy, negotiate targets with NCCD for public housing, affordable housing, and transitional housing.

Public Housing

The Nunavut Housing Corporation delivers a community-focused Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations (LHOs). LHOs are responsible for the property management of 5,992 units in the public housing portfolio (as of March 31, 2022), including unit allocations and rental assessments/collections, maintenance and repairs, and energy upgrading.

The Public Housing Program will improve the process for allocating social housing units to Nunavummiut

Objectives

- To provide training, development, and support to Local Housing Organization staff for the delivery of public housing in Nunavut.
- To increase the number of adequate, suitable, and affordable dwelling units in Nunavut.

Programs Budget (\$ 000)	2022-23	2023-24	2024-25	2025-26
Leased Units – Rent Supplement	7,639	7,639	7,639	7,639

There were approximately 220 leased public housing units throughout the territory, as of March 31,

2022. These units 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.

Administration and Maintenance	52,351	57,027	57,027	57,027
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The Administration and Maintenance component includes such items as salaries and benefits, equipment, and supplies.

Utilities	115,972	127,039	127,038	127,038
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Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewage, and garbage collection.

Taxes and Land Leases	3,937	3,937	3,937	3,937
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Covers the cost of taxes and land lease expenses.

Debt Payment	10,738	10,738	10,738	10,692
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Remitted to Canada Mortgage and Housing Corporation to pay down the debt on the public housing portfolio, which was \$65.2 million as of March 31, 2021.

Rental Revenue	(19,710)	(18,140)	(18,140)	(18,140)
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Local Housing Organizations 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.

Other Revenue	(25,529)	(26,645)	(26,389)	(26,343)
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Canada Mortgage and Housing Corporation contributions for Social Housing and internally generated revenue, which consist of investment income, mortgage interest, staff housing tenant damage charges and sundry income.

Total, Public Housing	145,398	161,595	161,850	161,850
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Status of Progress on Priorities (2022-23)

- Initiate a study on ways to improve the delivery of social housing in Nunavut including a review of the housing allocation process, organization structure and governance model.
Status of Progress: NHC has engaged a consulting firm to produce a report on Local Housing Organization governance models to see how the public housing allocation process and organizational structure can be improved.

- Prepare a five-year redevelopment plan to renovate or repurpose existing buildings for use in the housing continuum.
Status of Progress: Preparation of a five-year redevelopment is on hold pending development of construction schedules under Nunavut 3000.

- Monitor and review impact of collections policy and procedures to reduce Local Housing Organization arrears and continue to develop and implement Local Housing Organization deficit recovery plans.
Status of Progress: The capacity of LHOs to effectively implement policies and procedures, such as rent and arrears collection, will be included in the consulting firm report on LHO governance models, which is expected to be completed by mid-2023.

- Undertake mould remediation work in approximately 50 units and continue mould assessments.

***Status of Progress:** NHC targeted 76 units in 13 communities for mould remediation work during FY 2022/23.*

- Complete energy efficiency upgrade work on approximately 60 units using the Low Carbon Economy Fund while continuing the implementation of the modernization and improvement program to improve energy efficiency in approximately 1,000 public housing units.

***Status of Progress:** During FY 2022/23, 62 units in 7 communities were targeted for upgrades through the Low Carbon Economy Fund.*

- Hold three Tenant Education Program workshop pilots in communities across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.

***Status of Progress:** The first pilot workshop was held in Rankin Inlet in October 2022. A second pilot workshop is planned for Iqaluit in Q4 2022/23 and a third is planned in Cambridge Bay in Q3 2023/24.*

Priorities (2023-24)

- Commence implementation of recommended improvements outlined in study on how to improve LHO governance and the delivery of social housing in Nunavut.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Carry out mould remediation work in approximately 40 units and continue to undertake mould assessments.
- Complete energy efficiency upgrade work on remaining units targeted by the Low Carbon Economy Fund, which concludes in March 2024.
- Complete final pilot session of the Tenant Education Program and hold a pilot Train the Trainer workshop to ready facilitators for launch of the program.

Priorities (2024-25)

- Monitor and review the impact of recommended improvement actions related to LHO Governance and the delivery of social housing in Nunavut.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, continue to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Carry out additional mould remediation work in approximately 40 units and continue to undertake mould assessments.

- Produce a report on the impacts of the Low Carbon Economy Fund and its effectiveness at improving energy efficiency in public housing units across the territory.
- Launch the Tenant Education Program and hold between 3 to 6 workshops in communities across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.

Priorities (2025-26)

- Produce a report on the impact of changes to the LHO governance model and its effects on the delivery of social housing in Nunavut.
- Continue to work with Nunavut Housing Corporation's partners, including Nunavut Tunngavik Incorporated and the Regional Inuit Associations, continue to lobby for long-term federal investment and increased support for the provision of suitable, adequate and affordable housing across Nunavut.
- Carry out additional mould remediation work in approximately 40 units and continue to undertake mould assessments.
- Hold between 3 to 6 Tenant Education Program workshops in communities across the territory to provide resources and incentives that encourage current and future public housing tenants to monitor, care for and maintain housing units.
- Produce a report on the results and impacts of the Tenant Education Program to date.

Homeownership

Through its homeownership programs and supports, the Nunavut Housing Corporation 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.

There are significant challenges associated with delivering homeownership programs in Nunavut, including the lack of local contractors available to complete larger projects for both renovations and new builds. As such, programs such as the Home Renovation Program have funding allocated to projects that are not completed for long periods of time. The Nunavut Housing Corporation has tried to address this issue by making funding available to cover contractor travel from larger communities. Further development of the local workforce was identified as a priority within the Katujjiluta mandate and the Nunavut 3000 strategy and will also contribute towards addressing this issue.

Homeownership Programs, in collaboration with the Department of Human Resources and the Department of Finance, will prioritize actions to encourage residents to move from Government of Nunavut staff housing and social housing into affordable rental units or homes of their own.

Homeownership Programs will improve and reinvest in home ownership assistance programs.

Objectives:

- 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 \$4.6 million budget for Homeownership Programs is funded through the Capital Estimates and is therefore not included in the Main Estimates. The capital budget is broken down as follows:

Programs Budget	(\$ 000)	2022-23	2023-24	2024-25	2025-26
<i>Homeownership Programs</i>		4,000	4,000	4,000	4,000
Provides funding for Nunavut Housing Corporation's eight home purchase and home renovation programs. These consist of the Nunavut Down-payment Assistance Program, Home Renovation Program, Emergency Repair Program, Senior Citizens Home Repair Program, Tenant to Owner Program, Interim Financing Program, the Condo program and the Seniors and Persons with Disabilities Home Options program.					
<i>Heating Oil Tank Replacement Program</i>		500	500	500	500
This program provides a grant of up to \$7,500 to replace a homeowner's heating oil tank.					
<i>Seniors and Persons with Disabilities Preventative Maintenance Program</i>		120	120	120	120
This program provides a grant of up to \$3,000 to support seniors and persons with disabilities with preventative maintenance.					
Total, Homeownership		4,620	4,620	4,620	4,620

The Nunavut Down Payment Assistance Program

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

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 Staff Condominium Program

The GN Staff Condominium Program offers an opportunity for GN staff to purchase an affordable condominium unit.

The Interim Financing Program

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

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

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

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

The Senior and Disabled Persons Preventative Maintenance Program provides support to seniors and persons with disabilities for preventative maintenance and minor repairs. The assistance is an annual grant of up to \$3,000.

The Heating Oil Tank Replacement Program

The Heating Oil Tank Replacement Program assists homeowners to replace their home heating oil tank in the form of a grant of up to \$7,500.

The Seniors and Persons with Disabilities Home Options Program

The Seniors and Persons with Disabilities Home Options Program assists seniors and persons with disabilities who can no longer afford homeownership by allowing them to access public housing upon the sale or transfer of their home.

Status of Progress on Priorities (2022-2023)

- Investigate opportunities to make homeownership more affordable to Nunavummiut, including a review of public housing policies and subsidies to assess how they can support transitions to private market rentals and homeownership for those who can afford it.
Status of Progress: *NHC is in the process of drafting an affordable housing policy and is exploring ways to open up the GN Staff Condo program to all Nunavummiut. Reviews of public housing policies and subsidies are ongoing.*
- Undertake a review of existing homeownership programs to identify areas for improvement or reinvestment.
Status of Progress: *This review is ongoing.*
- Engage with the Department of Human Resources and the Department of Finance to review and modify staff housing policies and subsidies with an aim of promoting transitions to private market rentals and homeownership for those who can afford it.
Status of Progress: *Engagement is ongoing.*
- Initiate advertisement campaign to promote homeownership to Nunavummiut.
Status of Progress: *With the adoption of the Nunavut 3000 strategy, all NHC homeownership programs are under review to ensure they can better support homeownership across the territory. As such, a promotional campaign at this point would be premature.*
- Continue to work with mining companies to encourage development of homeownership support programs for employees.
Status of Progress: *The Nunavut 3000 strategy underlines the need for partnerships with the private sector to achieve the goal of increased options for homeownership in Nunavut, such as*

the Partnership Agreement between NHC and NCC. As the strategy unfolds, NHC will engage with stakeholders from the private sector, including the mining industry, to encourage development of homeownership programs and the construction of private market homes.

Priorities (2023-2024)

- Hold consultations with the private sector and Inuit orgs./corps. to encourage development of market and affordable housing units and homeownership support programs to make homeownership more affordable to Nunavummiut.
- Complete draft affordable housing policy and seek Cabinet/FMB approval of a permanent new affordable housing program(s), including an affordable housing co-investment project.
- Engage with the Department of Human Resources and the Department of Finance to implement the findings and modifications of the review of staff housing policies and subsidies with an aim of promoting transitions to private market rentals and homeownership for those who can afford it.

Priorities (2024-2025)

- Monitor and collect data on impact of improvements and reinvestments in homeownership programs and progress of any approved affordable housing policy and program.
- Collaborate with the Department of Human Resources and the Department of Finance to monitor and gather data on the implementation of changes to staff housing policy and subsidies to gauge their impact on promoting transitions to private market rentals and homeownership.
- Continue to work with the private sector and Inuit orgs./corps. to encourage development of market and affordable housing units and homeownership support programs for Nunavummiut.

Priorities (2025-2026)

- Continue with actions and implementation of identified opportunities to make homeownership more affordable to Nunavummiut.
- Monitor effectiveness of advertisement campaign to promote homeownership to Nunavummiut and modify campaign as needed.
- Report on outcomes of work with the private sector and Inuit orgs./corps. to encourage development of homeownership support programs for Nunavummiut.
- Report on outcomes of modifications to public housing and staff housing policy on uptake of homeownership
- Report on outcomes of affordable housing policy and development of affordable housing units

Staff Housing

Through the Staff Housing Program, the Nunavut Housing Corporation provides rental units to GN employees, as well as a range of housing-related programs and services to eligible staff. In all, approximately 66% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget. The Corporation will continue to add more units into our staff housing inventory to meet the high demand from the Government of Nunavut.

The Staff Housing division will support the Department of Human Resources to review and improve delivery of Government of Nunavut staff housing

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.

Programs Budget (\$ 000)	2022-23	2023-24	2024-25	2025-26
Operations Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units.	10,880	11,929	11,930	11,930
Leases for Staff Housing Rental Units The staff housing portfolio provides 1,735 rental units (592 owned and 1,143 leased), as of March 31, 2022.	61,012	61,062	61,182	61,182
Total, Staff Housing	71,892	72,991	73,112	73,112

Status of Progress on Priorities (2022-23)

- Support the Department of Human Resources in its review of options to improve the delivery of Government of Nunavut staff housing program.
Status of Progress: NHC continues to work with the Department of Human Resources to improve the delivery of the staff housing program. To address the increased vacancy factor, additional allocations to existing Inuit GN employees were undertaken in Q3 and Q4.
- Prepare a report to identify communities in greatest need for construction of staff housing where leasing is extremely limited.
Status of Progress: NHC has contracted a consulting firm to conduct a housing need and demand study. Phase 1 of the study will be completed by the end of December 2022 and will include profiles of all 25 communities. These community profiles will help identify communities in greatest need of staff housing.
- Collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.
Status of Progress: NHC continues to work with the Department of Human Resources to improve the allocation of staff housing units. Over Q2 2022/23, the number of vacant staff

housing units ready for occupancy was reduced from 313 to 261. NHC is currently developing policy to promote construction of affordable housing units for rental or ownership as part of the Nunavut 3000 strategy.

- Enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
***Status of Progress:** Tenders for staff housing construction were cancelled for 2022/23 due to cost overruns. 1 new lease has been signed so far in FY 2022/23 for a 12-plex in Cambridge Bay. 3 units were recently approved for purchase in Igloolik.*

Priorities (2023-24)

- Support the Department of Human Resources to review and improve the delivery of Government of Nunavut staff housing.
- Continue to enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.

Priorities (2024-25)

- Support the Department of Human Resources to initiate an implementation plan based on the review of options to improve the delivery of Government of Nunavut staff housing.
- Continue to enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.

Priorities (2025-26)

- Support the Department of Human Resources to produce a report reviewing the implementation plan to improve the delivery of Government of Nunavut staff housing.
- Continue to enhance the staff housing portfolio by leasing and/or construction of staff housing units, with the number and location of units to be determined by the Department of Human Resources.
- Continue to collaborate with the Department of Human Resources when monitoring staff housing vacancy rates and determine community options for housing development on a case-by-case basis.

APPENDIX I. Financial Summary

Three Year Expenditure Forecast

NUNAVUT HOUSING CORPORATION

Branch	2022-2023		2023-24		2024-25		2025-26	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Headquarters								
Salary	6,938	53.0	8,793	57.0	8,793	57.0	8,793	57.0
Grants & Contributions	-		-		-		-	
Other O&M	3,539		3,539		3,539		3,539	
Subtotal	10,477		12,332		12,332		12,332	
Debt Repayment								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	10,738		10,738		10,738		10,692.0	
Subtotal	10,738		10,738		10,738		10,692.0	
District Offices								
Salary	7,542	51.0	8,091	50.0	8,091	50.0	8,091	50.0
Grants & Contributions	-		-		-		-	
Other O&M	2,234		2,235		2,235		2,235	
Subtotal	9,776		10,326		10,326		10,326	
Affordable Housing (Public Housing)								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	160,189		177,502		177,502		177,502	
Other O&M	-		-		-		-	
Subtotal	160,189		177,502		177,502		177,502	
Affordable Housing (Staff Housing)								
Salary	2,327	17.0	2,197	17.0	2,198	17.0	2,198	17.0
Grants & Contributions	-	-	-		-		-	
Other O&M	69,565	-	70,794		70,914		70,914	
Subtotal	71,892	-	72,991		73,112		73,112	
Total	263,072	121.0	283,889	124.0	284,010	124.0	283,964	124.0
Less: CMHC Contribution and Other Revenue	(25,529)	(9.0)	(26,645)	(11.0)	(26,390)	(11.0)	(26,344)	(11.0)
Total Funded	237,543	112.0	257,244	113.0	257,620	113.0	257,620	113.0

APPENDIX II. Inuit Employment Targets

INUIT EMPLOYMENT PLAN

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Agreement goal for Inuit employment and plans to increase Inuit employment in the fiscal year 2023-2024 and future years.

Departmental Inuit Employment Targets				
Nunavut Housing Corporation	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	121		124	
Total Filled Positions	83	69%	100	81%
Total Vacancies	38	31%	24	19%
Total Inuit	39	47%	49	49%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	1	50%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	7	78%	9	100%
Total Vacant Senior-Management Positions	2	22%	0	0%
Total Inuit in Senior-Management Positions	2	29%	5	56%
Total Middle-Management Positions	22		23	
Total Filled Middle-Management Positions	15	68%	18	78%
Total Vacant Middle-Management Positions	7	32%	5	22%
Total Inuit in Middle-Management Positions	4	27%	6	33%
Total Professional Positions	26		26	
Total Filled Professional Positions	16	62%	18	69%
Total Vacant Professional Positions	10	38%	8	31%
Total Inuit in Professional Positions	5	31%	6	33%
Total Paraprofessional Positions	42		44	
Total Filled Paraprofessional Positions	25	60%	28	64%
Total Vacant Paraprofessional Positions	17	40%	16	36%
Total Inuit in Paraprofessional Positions	11	44%	14	50%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	18	90%	20	100%
Total Vacant Administrative Positions	2	10%	0	0%
Total Inuit in Administrative Positions	17	94%	20	100%

Capacity

As of September 30, 2022, NHC's workforce capacity (i.e. percentage of positions filled) was 64%, which remains consistent with NHC's average yearly workforce capacity of 72% over the past 9 years since 2013. NHC's workforce capacity percentage is based on a total position complement of 121, 9 of which are funded by CMHC.

While NHC's workforce capacity remains consistent with the average yearly rate for the past 9 years, not unlike other Government of Nunavut Departments, NHC continues to be challenged with attracting and retaining certain professional and technical skills and competencies to help increase overall workforce capacity rates. These specific challenges have been exacerbated over the past two years where the COVID-19 Pandemic resulted in many Employers adopting remote and other flexible work models to enhance their competitiveness in the labour market.

To support a concentrated effort to boost workforce capacity, NHC recently began the transition of assuming full subdelegated Staffing Authority through a Memorandum of Understanding with the Department of Human Resources. It is anticipated that with the transfer of these responsibilities the Corporation will be better placed to target strategies and adapt more quickly to changing recruiting needs, and to also reduce the total time it takes to staff a position. More targeted and agile recruitment strategies will also help NHC to not only increase our competitiveness and increase our workforce capacity numbers, but more importantly, to also increase our Inuit Employment representation within NHC. Currently, NHC has over 40+ staffing processes underway with the Department of Human Resources. Effective November 2022, a negotiated number of processes will be transferred from the Human Resources Department to NHC to begin to manage. Furthermore, effective January 1, 2023, all new NHC staffing and recruiting needs including Inuit Employment recruitment will be initiated and managed by NHC.

Inuit Employment Plans

Since its incorporation, the Nunavut Housing Corporation has endeavored to continually increase Inuit Employment. In fact, as of September 30, 2022, NHC's Inuit Employment rate was at an all-time high at 46%, with an appreciable increase realized in the last 2+ years. The organization is committed to do more however, as indicated in the Inuit Employment Plan and targets noted below, including our plan to hire 10 Inuit staff over the next fiscal year, for a total of 46 Inuit employees, providing that we are able to secure interested individuals who are qualified and/or willing to enter into an internship or developmental assignment.

The Nunavut Housing Corporation continues to work closely with the Department of Human Resources to implement its Inuit Employment Plan which outlines a series of goals and actions to increase the Nunavut Housing Corporation's Inuit employment over the next 4 years. The NHC will continue to take advantage of every recruitment and employee development policy and process flexibility to drive up Inuit employment including:

- creating and supporting opportunities for technical, professional, and leadership training.
- promoting development opportunities through internships, ITDAs, ITAs, Interchange, secondments, acting assignments, etc.
- take advantage of the training travel fund to support Inuit staff in training and development opportunities.
- actively using the Direct Appointment mechanism for permanent and promotional appointments for Inuit staff.

- increasing the use of restricted competitions.
- promoting and supporting Inuktitut language training.
- adopting more targeted and innovative outreach and recruitment methods.

Local Housing Organizations (LHO)

While the workforce of the Local Housing Organizations (LHOs), including Inuit Employment representation rates, are not directly factored into Nunavut Housing Corporation’s Inuit Employment Plan, it is important to note that LHO operations account for a significant portion of NHC's operating budget, and are consolidated into the Corporation’s financial reporting.

Furthermore, LHOs constitute a substantial element of NHC's operations and collectively both NHC and the LHO workforce work to execute the mandate of the Government of Nunavut's territory-wide Housing for Nunavummiut.

In fact, as of September 30, 2022, the combined workforce of the LHOs and NHC that collaboratively execute the GN Housing mandate was comprised of 78% Inuit employees as noted below.

Combined Housing Workforce Capacity & Inuit Representation - Sept 30/2022

	Positions Filled	Inuit Representation
NHC	78/121 (64%)	36/83 (46%)
LHOs	435/559 (78%)	366/435 (84%)
	Total Capacity: 75% 513/680 (76%)	Total Inuit Employed: 78% 402/518 (78%)

Priorities – Priorities in 2022-23 and beyond reflect the goals and actions set out in the Nunavut Housing Corporation’s Inuit Employment Plan

Priorities (2022-2023)

- Find a balance between expected job experience equivalency and education to ensure qualified Inuit are not unnecessarily excluded from Nunavut Housing Corporation job competitions.
Status of Progress: NHC continues to carefully review and assess experience and education requirements required for positions when they are proceeding to be staffed. There is ongoing dialogue with Job Evaluation at the Department of Human Resources on this element with every job description review.

- Increase capacity within the Nunavut Housing Corporation’s Human Resources division to allow increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships, and Nunavut Housing Corporation-developed leadership and management programming.

Status of Progress: *Despite limited capacity increase in NHC’s HR division, there continues to be initiatives and focus on training and development, and mentorships and career advancement for Inuit employees. This is evidenced by an existing ITDA and another that is currently in the works both for Inuit employees. All Inuit staff have access and are actively encouraged to avail themselves of training and development opportunities. As well, all NHC staff have access to Udemy which is an on-line international learning site that offers a vast array of learning and certifications such as technical, professional, software, leadership, project management, middle management development, HR, Finance, etc.*

- Meeting the housing needs of Inuit government employees; increased recruitment and retention of Nunavut Inuit within the Nunavut Housing Corporation and the government as a whole.

Status of Progress: *NHC requests and provides staff housing for the majority of all of its permanent staff hires both Inuit and non-Inuit.*

- Prepare professional category level Inuit employees for middle and senior management positions, through internships, secondments, educational leave and encouraging and supporting Inuit employees to participate in career broadening, policy development and leadership training opportunities offered by the Department of Human Resources.

Status of Progress: *Despite limited capacity increase in NHC’s HR division, there continues to be initiatives and focus on training and development, and mentorships and career advancement for Inuit employees. This is evidenced by an existing ITDA and another that is currently in the works both for Inuit employees. All Inuit staff have access and are actively encouraged to avail themselves of training and development opportunities. As well, all NHC staff have access to Udemy which is an on-line international learning site that offers a vast array of learning and certifications such as technical, professional, software, leadership, project management, middle management development, HR, Finance, etc.*

- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase the Inuit labour force from which to hire Inuit Employees within the Nunavut Housing Corporation including, but not limited to, through restricted competitions for administrative staff, engagement with Nunavut Arctic College trades program and practicum program, the government’s Summer Student Employment Equity Program, and participate in career fairs.

Status of Progress: *NHC continues to make progress on this front as evidenced by are steady increase in Inuit representation. Furthermore, NHC actively hired Inuit students this past summer, and has actively reached out to Inuit candidates through job fairs.*

Priorities (2023-2024)

- Fully transfer subdelegated Staffing Authority from the Human Resources Department to NHC with a view to initiate and manage staffing and employee development in a more targeted and agile manner which will assist to increase Inuit employment as well as increase the NHC's competitiveness in the labour market through reduced times to secure qualified candidates.

- Continue to seek a balance between expected job experience equivalency and education to ensure qualified Inuit are not unnecessarily excluded from Nunavut Housing Corporation job opportunities.
- Prepare professional category level Inuit employees for middle and senior management positions, through internships, secondments, educational leave and encouraging and supporting Inuit employees to participate in career broadening, policy development and leadership training opportunities offered by the Department of Human Resources.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development.
- Increase the Inuit labour force through other initiatives such as:
 - restricted competitions for administrative staff;
 - engagement with Nunavut Arctic College trades program and practicum program;
 - increased usage of the GN's Summer Student Employment Equity Program; and
 - actively participate in targeted outreach and career fairs to attract Inuit individuals.
- Increase capacity within the Nunavut Housing Corporation's Human Resources Division to create increased focus on training and development of Inuit employees, including, but not limited to, career advancement plans, mentorships and Nunavut Housing Corporation developed leadership and management programming.

Priorities (2024-2025)

- Revisit and revise Inuit employment planning based on successes and challenges experienced to date.
- Continue to create a career path for NHC staff in the administrative and paraprofessional pools to take on more senior roles.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.

Priorities (2025-2026)

- Revisit and revise Inuit employment planning based on successes and challenges experienced to date. Will actively focus on creating internships and/or developmental assignments for Inuit staff.
- Continue to Implement the Blueprint for Action on Housing and its Actions related to workforce development; increase Inuit labour force from which to hire Inuit employees within the Nunavut Housing Corporation.
- Promote the image of the Nunavut Housing Corporation through events like school visits, and job fairs, and other public outreach opportunities.

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NUNAVUT
ARCTIC
COLLEGE

Nunavut Arctic College

Business Plan 2023-2026

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INTRODUCTION

Nunavut Arctic College (NAC) is a public agency, established through the *Nunavut Arctic College Act*. Nunavut Arctic College was originally created on January 1, 1995. As a public agency, Nunavut Arctic College is listed under Schedule B of the *Financial Administration Act*, and thus is considered a territorial corporation. Territorial corporations are considered to be at “arms-length” from the Government of Nunavut. Part IX of the *Financial Administration Act* provides the governing framework for territorial corporations.

The College reports to the Nunavut Legislative Assembly, the Executive Council of the Government of Nunavut and Nunavummiut through its President, Board of Governors, and the Minister responsible for Nunavut Arctic College. This approach is taken in order to maximize the effectiveness and responsiveness of the College for the present and future benefits of Nunavummiut.

The purpose of Nunavut Arctic College is to deliver adult and post-secondary education, including the delivery of university level programs. The College currently delivers three university degree level programs. Our university partners confer the degrees to students who have successfully completed those programs. Nunavut Arctic College also provides adult basic education and a variety of vocational programs, but also specific targeted training, such as trade and pre-trades programming, Interpreter/Translator programming, and office administration. Additionally, the College also promotes the expansion and retention of knowledge through its applied research work at the Nunavut Research Institute and promotes local publishing and resource development through NAC Media. NAC is also proud of the learning it facilitates through Piquqsilirivvik and its satellite campuses in Baker Lake and Igloodik. The learning at these sites empowers all its students in its diverse lessons that engage the land, animals, and weather.

The College continues to operationalize its 10-year partnership with Memorial University of Newfoundland and Labrador. Since the formalization of this partnership in late 2019, a number of milestones have been met in terms of governance, program delivery, student supports and research. These milestones align with the original intent of this partnership.

The College has worked hard to respond to the challenges brought forward by COVID-19 and the associated measures and responsibilities now required with it. This work required dedicated focus and attention of the College’s staff and students, and all members of the College community were able to rely on individual but also collective strategies in moving through another academic year alongside Covid-19.

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 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 be recognized as the post-secondary institution of choice for the people of Nunavut by offering a wide range of pathways to culturally relevant programs of the highest national standard. The College will promote opportunities, innovation and leadership while enhancing knowledge of Inuit language and culture to permit all students to proudly take their place in Nunavut and beyond.

Our Values

Nunavut Arctic College is a creative community of educators and students. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our students and show our commitment to their success by:

- Engaging and challenging our students in student-centered programs;
- Supporting students through personal interaction, small scale learning environments, and sensitivity to the needs of students; and
- 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 students;
- Providing services that acknowledge students as multi-faceted individuals and promote student success in all areas of life: as workers, community members, volunteers, family members, and parents; and
- 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; and
- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for Nunavummiut.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for the people of Nunavut.

Principles

Nunavut Arctic College's principles serve as guideposts to create a student-centered institution that reflects Inuit values, beliefs, and knowledge. The College is an inclusive institution that:

- Respects and honors Inuktitut 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 students as active participants in all aspects of learning and evaluation.
- Ensures graduates meet national standards.

STRATEGIC LINK TO *Katujjiluta*

The Nunavut Arctic College remains committed to working with the Government of Nunavut to achieve the objectives and priorities outlined in *Katujjiluta*. Specifically, the Nunavut Arctic College is working hard with government partners to achieve the priorities of the mandate, specifically:

- *Aging with dignity in Nunavut*
- *Expanding the housing continuum*
- *Enabling health and healing*
- *Reinvesting in education*
- *Diversifying our local economics.*

The College is committed to leading the following mandate commitments of the 6th Legislative Assembly:

- Expand education and training programs that provide Nunavummiut with the necessary qualifications for professional and paraprofessional work in healthcare, mental health and addictions treatment.

The College is committed to supporting the following mandate commitments of the 6th Legislative Assembly:

- Provide culturally and linguistically relevant training for staff working in continuing care facilities.
- Prioritize projects and contracting methods that involve partners, support local businesses, add to community economies, and customize approaches in response to local capabilities and needs.
- Investigate and implement trauma-informed practices in healthcare and education.
- Prepare a new plan to develop and transform Nunavut's early learning and childcare sector, with an emphasis on Inuit-centred early learning.

- Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year.
- Improve the efficiency and effectiveness of FANS and other direct financial aid for post-secondary learners.
- Increase training for employment in sectors such as mining, arts and crafts, tourism, and small business in partnership with Inuit organizations and the private sector.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut 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 Inuit in the College. Second, it strives to increase the number of Inuit graduates from its programs thereby enabling more Inuit to be eligible for employment in Nunavut.

Departmental Inuit Employment Targets				
Nunavut Arctic College	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	280.77		308.27	
Total Filled Positions	156.2	56%	205.5	67%
Total Vacancies	124.57	44%	102.77	33%
Total Inuit	95.2	61%	139	68%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	8		8	
Total Filled Senior-Management Positions	6	75%	6	75%
Total Vacant Senior-Management Positions	2	25%	2	25%
Total Inuit in Senior-Management Positions	3	50%	4	67%
Total Middle-Management Positions	28		28	
Total Filled Middle-Management Positions	17	61%	24	86%
Total Vacant Middle-Management Positions	11	39%	4	14%
Total Inuit in Middle-Management Positions	9	53%	13	54%
Total Professional Positions	151.1		162.53	
Total Filled Professional Positions	76	50%	112	69%
Total Vacant Professional Positions	75.1	50%	50.53	31%
Total Inuit in Professional Positions	35	46%	65	58%
Total Paraprofessional Positions	35.5		48.5	
Total Filled Paraprofessional Positions	19	54%	21.5	44%
Total Vacant Paraprofessional Positions	16.5	46%	27	56%
Total Inuit in Paraprofessional Positions	14	74%	18	84%
Total Administrative Positions	56.17		59.24	
Total Filled Administrative Positions	36.2	64%	40	68%
Total Vacant Administrative Positions	19.97	36%	19.24	32%
Total Inuit in Administrative Positions	32.2	89%	37	93%

Capacity

The Nunavut Arctic College continues to act from its commitment to Inuit Employment. While the College remains committed to improving its Inuit Employment numbers across all employment

categories, NAC intends to focus on filling positions at the administrative, paraprofessional, and professional levels. In focusing on these levels, the College has the opportunity to balance between filling a number of positions located in the community, which support Community Learning Centers, but also programs offered in NAC's Campuses. Speaking specifically to positions outside the regional centers, many of these positions are currently filled with casual employees, many are Inuit, and the College is committed to formalize their employment status.

The College is also committed to working with its employees to determine their career and training goals. NAC will work to ensure its employees are aware of the number of training opportunities offered through the Department of Human Resources so that employees have an opportunity to ladder into the next level of employment.

The College's partnership with Memorial University continues to gain traction operationally. The College continues to explore options to support all levels of degree training for its employees through this partnership. Both institutions remain committed to delivering this education in a manner that reflects northern realities and histories, ensuring an education that grounds its staff in the experiences that shape the College and its students.

Inuit Employment

In the coming fiscal year, the Nunavut Arctic College will strive to make a net increase of 44 Inuit employees. This is a significant target that will be met by gains across the employment categories, specifically in administrative, paraprofessional, and professional levels. This work will occur in combination with the College's goal of increasing its capacity and decreasing the College's overall vacancy rate.

Priorities (2022-2023)

- The College will explore options either, internally or through the Memorandum of Understanding with the University partner, to develop the instructional capacity of Inuit currently in or moving into identified instructor positions in the professional category.
Status: The College and its University Partner, Memorial University of Newfoundland and Labrador, have discussed program opportunities related to a Master's in Education program. The College is also exploring pathway opportunities into a Master's to support the full range of skills, education and experience currently held by instructional staff at the College.
- The College will expand the use of restricted competitions.
Status: The College is using restricted competitions. The College has hired 5 Nunavut Inuit this year using restricted competitions. There are 12 vacant positions that will be staffed using restricted competitions.

Priorities (2023-2024)

- The College will determine a number of internships for Nunavut Inuit into instructor and adult educator roles.
- Begin developing implementation plans for the College's strategic plans, including its 10-year strategic plan and its Information Technology (IT) Strategic plan

Priorities (2024-2025)

- The College will begin to implement strategies for professional development through its partnership with Memorial University of Newfoundland and Labrador.

Priorities (2025-2026 April - October)

- The College will explore opportunities to support professional training through research partnerships with northern and/or national universities.

CORE BUSINESS

The core business of Nunavut Arctic College is teaching and development for employment through the delivery of education and training programs to adult Nunavummiut. Our goal is building self-reliant communities and families through strengthening knowledge and skills for successful employment.

Nunavut Arctic College’s programs and services are accessible from 25 Community Learning Centers across Nunavut. Other facilities include the Academic Affairs Office in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre in Igloodik, Piqqusilirivvik Centres in Clyde River and its satellite campuses in Baker Lake and Igloodik, Sanatuliqsarvik Nunavut Trades Training Centre in Rankin Inlet, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

Nunavut Arctic College is continually seeking to advance opportunities for Nunavummiut in Post-Secondary education. 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 and Third Party funding for a total College budget in 2023-24 of \$73,274,000.

	Budget (\$000)			
	2022-2023	2023-2024	2024-2025	2025-2026
Administration Services	8,298	8,910	9,069	9,069
Inuit Language & Culture	7,710	7,980	8,037	8,037
Communities & Distance Learning	12,537	13,106	13,226	13,226
Business and Leadership Careers	2,598	2,214	2,228	2,228
Education Careers	19,803	19,986	20,024	20,024
Health & Wellness Careers	7,963	7,662	7,375	7,375
Trades & Technology Careers	4,982	5,304	5,372	5,372
Nunavut Research Institute	1,196	1,343	1,386	1,386
Student Services	6,245	6,769	6,916	6,916
Total	71,332	73,274	73,633	73,633

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.
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Programs	Budget (\$000)	2022-2023	2023-24	2024-25	2025-26
President's Office		870	921	932	932
The President's Office supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Vice President position. The Vice President has oversight responsibility of Academic and Student Services and leads the development and management of partnership opportunities within and outside the Government of Nunavut.					
Policy and Strategic Planning		1,119	1,391	1,477	1,477
The Policy and Strategic Planning Division oversees the policy development, strategic planning and public affairs at Nunavut Arctic College. This includes providing support to the President's Office regarding changes to administration, legislation, policies, and plans for the College. The division of Policy and Strategic Planning is also responsible for marketing and recruitment activities.					
Business Services Office		5,260	5,480	5,526	5,526
The Business Services Office is responsible for the delivery of finance and human resources, information technology and capital planning services. The office has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Senior Business Officer manages the Business Services Office.					
Nunatta Administration		321	342	347	347
The Nunatta Administration oversees all operations within the Nunatta Campus and facilities in the Qikiqtaaluk region.					
Kivalliq Administration		361	383	389	389
The Kivalliq Administration oversees all operations within the Kivalliq Campus and facilities in the Kivalliq region.					
Kitikmeot Administration		367	393	398	398
The Kitikmeot Administration oversees all operations within the Kitikmeot Campus and facilities in the Kitikmeot region.					
Sub-Total, Base Programs		8,298	8,910	9,069	9,069
Total, Administration Services		8,298	8,910	9,069	9,069

Priorities (2022-2023)

- Provide policy and strategic support to the College's programs and divisions to operationalize the identified mandate implementation goals.
Status: The College will continue to provide policy and strategic support to the College programs and divisions to operationalize the identifies mandate implementation goals.
- Initiate a review of the College's business processes to align with mandate implementation goals.

Status: The College has conducted a review of Information Technology business processes as part of its IT Strategic Planning. The College has implemented updates to its Student Information System and Financial Information System. The College is exploring how to align its organizational design of the IT staff to support optimal business processes that will best support mandate implementation.

- Develop an implementation plan for the College's strategic plans, including its 10-year priorities, Information Technology, recruitment, and the alumni network.

Status: The College continues to work with its Board of Governors to finalize its strategic plans. In August 2022, the College welcomed two new board members and 2 returning board members to its Board of Governors. The College continues to work to build up its recruitment and alumni efforts.

- Explore the feasibility of a Master of Education program in conjunction with its Partner University, Memorial University of Newfoundland and Labrador.

Status: The College has explored different streams of Master's of Education programs that could be delivered through the College. The College identified staff who may participate in a Master of Education program.

Priorities (2023-2024)

- Develop the process and guidelines for a 5-year Academic Planning Cycle.
- Develop a new recruitment calendar to streamline application processes to align with the academic plan.
- Develop processes, timelines, and report template for the review of the College's 10-year strategic plan and the Memorandum of Understanding with Memorial University of Newfoundland and Labrador.

Priorities (2024-2025)

- Continued implementation of the College's strategic priorities.
- Develop a plan for CLC upgrades and replacement with stakeholders.

Priorities (2025-2026 April – October)

- Review and update the College's taxonomy along with the related policy and procedures.

Inuit Language and Culture

The Inuit Language and Culture division has both specific program delivery responsibilities and general program quality responsibilities. It is responsible for supporting and ensuring appropriate Inuktitut and culture content in all College programs.

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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Language Programs		768	820	831	831
This section includes Inuit language programs such as the Inuit Studies Diploma and Interpreter/Translator Diploma programs.					
Culture Programs		884	926	935	935
This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.					
Oral History Project		292	312	316	316
The Igloolik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing its traditional oral collection and publishing learning resource materials.					
Piqqusilirivvik Centre		3,661	3,817	3,850	3,850
The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in Inuktitut and based on the Inuit Qaujimagajatuqangit guiding principles.					
Sub-Total, Base Programs		5,605	5,875	5,932	5,932
Third Party Contracts		2,105	2,105	2,105	2,105
The College has partnered with University of Victoria for the purposes of Language Revitalization with a focus on Inuinnaqtun. This line also includes Medical Language training and Inuit Language Implementation (Inuit Language Protection Act managed by Culture and Heritage). NAC Media's funding from the Department of Culture and Heritage for the purpose of language and culture resource creation also fits within this line.					
Total, Inuit Language and Culture		7,710	7,980	8,037	8,037

Priorities (2022-2023)

- Conduct a review of the Piqqusilirivvik program and explore expanding cultural programming options offered at the Community Learning Centers.
Status: The College continues to plan for a review of the Piqqusilirivvik Program. The College has hired a new Dean of Community and Distance Learning and the divisions will work together to explore options offered at the Community Learning Centers.
- Work with the Government of Nunavut on the strategic plan for Inuit language training in the public service.
Status: The College has reviewed and provided feedback to the Department of Culture and Heritage on the development of the Inuktitut Language Training Strategy. The College is working with the Department of Culture and Heritage on exploring options to use Community Learning Centers for language training and potentially invigilating language assessments.

- Conduct a review of Inuit Studies and Interpreter/Translator programs.
Status: The College has initiated the program review of the Inuit Studies and Interpreter/Translator programs by hosting a gathering of Elders, language and culture knowledge holders. The College anticipates finalizing a report on the findings of the meeting this fiscal year. It will be used to adjust the existing courses and potentially create new courses. A gathering of experienced Interpreters/Translators is planned to support adjusting the existing courses to reflect the latest trends in Interpretation and Translation
- Host a gathering of Elders, language and culture knowledge holders for the Inuit Studies and Interpreter/Translation Programs.
Status: The Elders Gathering and the Interpreter/Translators Gathering priority was advanced to this fiscal year (December 13-15, 2022) to support the review of the Inuit Studies and Interpreter/Translator Programs.

Priorities (2023-2024)

- Implement recommendations and outcomes from the program review of Inuit Studies and Interpreter/Translator programs.
- Review outcomes from the Elder Gathering and begin developing new material and/or curriculum for the appropriate programs.

Priorities (2024-2025)

- Review the Fur Production and Design Program to make it reflect both Inuit Traditional clothing designs of the Arctic and the Contemporary design clothing.

Priorities (2025-2026 April - October)

- Explore options to expand the Fine Arts programs.

Community and Distance Learning

The Community Learning Centres are all staffed with an Adult Educator. They initiate and coordinate programs, support adult students, 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, literacy, and pre-employment and academic readiness programs in preparation for College entry or work. Select Community Learning Centres offer the Office Administration program and the College Foundation program, which prepares students for entry level employment or for diploma or degree level programs.

The Academic Studies branch, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning branch delivers the Pathway to Adult Secondary School graduation program throughout Nunavut. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

The Communities and Learning department also administers the Nunavut Arctic College Media division, a third party funded initiative, based at the Nunavut Research Institute (NRI) in Iqaluit. The goal of the NAC Media division is to increase awareness of Canada's Arctic/Inuit perspective

and to enhance understanding of Inuit culture, history, and language through print, audio, video, oral history, and archival projects/initiatives.

Objectives

- To lead the delivery 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.
- To obtain third party funding for community-based delivery of programs other than Adult Basic Education.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
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Communities and Learning		1,696	1,801	1,823	1,823
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The Communities and Learning Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and curriculum development. This office is also responsible for college-wide prior learning recognition strategies, professional development and continuing education.

Kitikmeot Community Learning Centres		1,135	1,210	1,226	1,226
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Centres

The College operates Community Learning Centres in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.

Kivalliq Community Learning Centres		1,608	1,709	1,730	1,730
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Centres

The College operates Community Learning Centres in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Naujaat, and Whale Cove.

Qikiqtaaluk Community Learning Centres		3,257	3,473	3,519	3,519
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Learning Centres

The College operates Community Learning Centres in Arctic Bay, Kinngait, Clyde River, Grise Fiord, Sanirajak, Igloodik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.

Academic Studies		459	490	497	497
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Based at Nunatta Campus, the College offers the College Foundation and Office Administration programs.

Pathway for Adult Secondary School		1,113	1,154	1,162	1,162
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Secondary School

The Pathway for Adult Secondary School Graduation program provides adult Students 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. Pathway for Adult Secondary School is a hybrid of face-to-face instruction and distance learning.

Sub-Total Base Programs	9,268	9,837	9,957	9,957
Third Party Contracts	3,269	3,269	3,269	3,269
Supports the delivery of literacy, adult basic education, pre-employment, office administration, and pre-trades training programs including the College’s agreement with CanNor, as well as special initiatives such as the Nunavut Fisheries and Marine Training Consortium programs.				
Total, Community and Distance Learning	12,537	13,106	13,226	13,226

Priorities (2022-2023)

- In collaboration with Education, implement actions to support increased engagement of Inuit men in the PASS program.
Status: NAC & the Department of Education are implementing actions such as promotion, communication, and supports available to increase the engagement of Inuit men in the PASS program.
- Review and update the community needs assessment process.
Status: The community needs assessment template was updated to include information that is valid and important in the consideration of future adult education programs in the communities.
- Research alternative funding options and work with other College divisions to expand program delivery in Community Learning Centers.
Status: NAC Continuing Education division is actively working with Language & Culture to offer Inuktitut Language courses in the Community Learning Centres.
- Explore the potential of a NAC media archives project.
Status: NAC has visited 9 museums to review archival materials and visited Baker Lake, Rankin Inlet and Chesterfield Inlet to identify people in the recordings.

Priorities (2023-2024)

- Implement a renewed community needs assessment process.
- Support the development of the College’s academic plan by identifying Community Learning Centre options for program deliveries.

Priorities (2024-2025)

- Explore options for the conversion, adaptation, and creation of online and blended learning.

Priorities (2025-2026 April - October)

- Create standardized mechanisms to support College Program reviews/
- Explore expanded supports for curriculum development, particularly exploring the College’s mechanism to draw on community knowledge and skills for this work.

Business Careers and Workforce Development

The principal career programs in this division are Management Studies and Office Administration.

Objectives

- To train qualified candidates for employment by Nunavut organizations, including businesses, and the Government of Nunavut, the Government of Canada, and entities under the Nunavut Agreement.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Business Programs		1,088	1,154	1,168	1,168
The principal career programs are the Management Studies certificate diploma and the Office Administration certificate.					
Sub-Total, Base Programs		1,088	1,154	1,168	1,168
Third Party Contracts		1,510	1,060	1,060	1,060
The College supports delivery of training for computer systems technicians, municipal, and government employees.					
Total, Business Careers and Workforce Development		2,598	2,214	2,228	2,228

Priorities (2022-2023)

- Deliver the Computer Systems Technician Program in Iqaluit.
Status: The Systems Technician Diploma Program is being delivered in Iqaluit.
- Conduct a program review of the Management Studies Program and explore options for expansion.
Status: The College relocated the vacant position Chair, Business Programs to Cambridge Bay and are making attempts at staffing the position. A program review and exploration for expansion will occur when the College has filled the Chair, Business Programs position.

Priority (2023-2024)

- Initiate the process to develop and deliver new Business programming to additional sites, including regional campuses and at Community Learning Centres.

Priority (2024-2025)

- Explore options, in conjunction with NAC's University partner, Memorial University of Newfoundland and Labrador, to ladder Management Studies Diploma graduates into their Bachelor of Commerce Degree or Bachelor of Business Administration Degree.

Priorities (2025-2026 April - October)

- Continue to develop opportunities to provide courses and/or programs remotely.

- Explore opportunities to include Business and Workforce courses within other College 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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Teacher Education		2,865	2,989	3,016	3,016
The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with Memorial University. This funding supports the Nunavut Teacher Education Program in Iqaluit, Baker Lake, Rankin Inlet and Kugaaruk.					
Early Childhood Education		1,892	1,951	1,962	1,962
The Nunavut Early Childhood Education (ECE) Strategy has led to the development of two unique program models—a fulltime, two-year ECE Diploma Program delivered at Nunatta campus in Iqaluit and a workplace-based applied ECE Certificate delivered to childcare workers in designated communities throughout Nunavut.					
Sub-Total, Base Programs		4,757	4,940	4,978	4,978
Third Party Contracts		15,046	15,046	15,046	15,046
The funding supports the delivery of the Nunavut Teacher Education Program in Arviat, Baker Lake, Cambridge Bay, Coral Harbour, Gjoa Haven, Iqaluit, Kugaaruk, Pangnirtung and Rankin Inlet.					
Total, Education Careers		19,803	19,986	20,024	20,024

Priorities (2022-2023)

- Deliver the renewed NTEP in an additional eight Nunavut Communities.
Status: The College is offering the NTEP in 5 additional communities. There was a lack of applicants for program delivery in the 3 other communities selected and therefore the program delivery was postponed.

- Begin implementing the recommendations from the ECE review and start the delivery of the revised program.

***Status:** The College has begun to implement the recommendations for the ECE review. The College has started to deliver the program in Igloolik and Arviat.*

- Develop options and select a Student Support Assistant program to offer.

***Status:** The College does not have a funding for the program and therefore we cannot proceed with the development of programming options.*

Priorities (2023-2024)

- Continue to implement the recommendations from the ECE review and continue to modify the ECE program to reflect the recommendations.
- Continue to convert identified NTEP blended online distance education courses and start to deliver the courses that were converted in the previous year.
- Develop an implementation plan to deliver the Student Support Assistant program.

Priorities (2024-2025)

- Explore options for expanded delivery of the ECE programs.
- Deliver the Student Support Assistant program.

Priorities (2025-2026 April - October)

- Continue course and program revisions for NTEP based on experience of expanded delivery.
- Continue to strengthen online presence of programs.

Health and Wellness Careers

The principal programs of this division are the Social Service Worker Diploma Program, the Bachelor of Social Work, the Pre-Health Certificate, the Practical Nursing Program and the Bachelor of Science Nursing (Arctic Nursing) Degree Program. Health and Family Services Partnership Committees with the Department of Health and Family Services, provide support, oversight and collaboration for these programs, and who coordinates the training and employment of graduates.

Objectives

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Health Administration		196	208	211	211
This supports the operations of the Health and Wellness office at the Nunatta Campus, including the Chair of Health and Wellness programs and their respective operational responsibilities.					
Nursing Degree Program		1,902	2,013	2,037	2,037
Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.					

Social Service Worker Program 2,100 **1,676** 1,362 1,362

The Social Service Worker Program is offered on a full-time basis in the Kitikmeot and rotates delivery between the Kivalliq and Qikiqtani.

Sub-Total, Base Programs	4,198	3,897	3,610	3,610
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Third Party Contracts **3,765** 3,765 3,765 3,765

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 Personal Support Workers.

Total, Health and Wellness Careers	7,963	7,662	7,375	7,375
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Priorities (2022-2023)

- Deliver the Practical Nursing Program in Rankin Inlet.
Status: The Practical Nursing diploma is being delivered in Rankin Inlet.
- Deliver Pre-Health Program in Cambridge Bay to feed Practical Nurse Program to support care home operations.
Status: The Pre-Health Sciences certificate program is being delivered in Cambridge Bay.
- Solidify the relationship between NAC and the Department of Health to develop and deliver a Nunavut specific Personal Support Worker Program.
Status: A contribution agreement for the development of the first course in an updated Home and Continuing Care program has been signed between NAC and the department of Health. The first course was offered in Iqaluit in October 2022.

Priorities (2023-2024)

- Streamline process for departmental requests for professional level education for careers in the Health/Wellness Field with territorial, and other, Health stakeholders.
- Build capacity for a training program for Inuit instructors for the Social Service Worker Program.
- Explore options for the delivery of Pre-Health sciences program in communities outside of the regional campuses.

Priorities (2024-25)

- Review results of first Bachelor of Social Work cohort to determine possibility of expansion of the program to other areas.
- Explore options for Mentorship program to train Inuit instructors for the Social Service Worker Program.

Priorities (2025-2026 April - October)

- Explore options for delivering a Graduate level Nursing Program.

Trades and Technology Careers

The primary career programs of this division are in the construction 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.
- The College will put our communities first by offering local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Trades Programs		4,332	4,614	4,673	4,673
Trades and technology career offerings are as follows: Carpentry, Housing Maintainer, Electrician, Plumer, Oil Heat Service Technician.					
Environment Technology		650	690	699	699
The Institute delivers the Environmental Technology Diploma in Iqaluit.					
Total, Trades and Technology Careers		4,982	5,304	5,372	5,372

Priorities (2022-2023)

- Explore the possibility of duplicating the Nunavut Un-Indentured Construction Apprenticeship Program.
Status: The College has partnered with NHC for another NUCA build in Rankin Inlet.
- Establish a formal schedule of trades and industrial training program deliveries throughout community learning centres outside of the three main campuses.
Status: The College will work with Nunavut Housing Corporation and Department of Family Services on planning for housing construction training in support of the Nunavut 3000 plan. The College is working with Hamlets to plan for deliveries of Professional Drivers Training in communities outside the main campuses.
- Rebrand the Mine Training division recognizing the expansive opportunities in the Territory within the industry trades.
Status: The College is working with industry partners to discuss training needs. The Trades and Technology division has delivered professional driver training recognizing the other opportunities within the industry trades. The College is also planning for other industry training including in the culinary arts.

- Initiate a review of the Environmental Technology Program.
Status: *The College has completed a review of the Environmental Technology Program.*

Priorities (2023-2024)

- Explore feasibility of developing a coordinated approach to engaging trades students and apprentices in infrastructure builds across the territory.
- Engage a Mining Sector Advisory Group in Nunavut to align programs delivered by the College with employment opportunities.
- Establish a formal schedule of trades and industrial training program deliveries throughout community learning centers outside of the three main campuses.
- Implement the recommendation and outcomes of the Environmental Technology Program and explore opportunities for program expansion.
- Develop opportunities for secondary school students to enter the trades and technology program and earn apprenticeship credits and hours.

Priorities (2024-2025)

- Implement the identified opportunities for trades students and apprentices to engaged in work opportunities within the Territory.

Priorities (2025-2026 April - October)

- Continue to work with industry partners on curriculum updates.

Nunavut Research Institute

Nunavut Research Institute (NRI) is the lead agency for science, research, and technology development in Nunavut and functions as NAC’s science and technology development hub. NRI is mandated to license 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.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Nunavut Innovation and Research Institute		946	1,093	1,136	1,136
Sub-Total, Base Programs		946	1,093	1,136	1,136

Third Party Contracts	250	250	250	250
Funding supports activities for science education.				

Total, Nunavut Research Institute	1,196	1,343	1,386	1,386
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Priorities (2022-2023)

- Continue the implementation of the North by North Research Program in Nunavut
Status: Research capacity building efforts supported under the North by North program are progressing well. The College is working with Memorial University Newfoundland to complete a systematic review of NAC's involvement in research and is undertaking consultations with faculty, students, and staff to define research needs and interests as a first step in developing a strategic research plan for the College. North by North funding is also supporting the College's oral history and archival research and capacity building efforts focused in Kivalliq.
- Research a solution to replace the existing, aging, database for Research Licenses.
Status: The College continues our work with Carleton University to develop a new web-based portal for the NRI's research licensing database that will make information on research projects more accessible to Nunavummiut. To date, a prototype has been developed and over 2000 individual project records covering the period from 2004 to 2020 have been included. The new portal will be searchable by research topic and geographic location. We expect to make the portal publicly available in late 2023.
- Initiate a review of the Nunavut Scientist Act.
Status: The NRI is completing an analysis of options for the future administration of the Scientists Act, recognizing that licensing is a significant burden for the College, and It is not sustainable for the College to continue administering licenses indefinitely; especially as scientific activity (and the volume of requests for licenses) expands in the post COVID environment. Revised guidelines and a draft options /recommendations paper on the future of the Scientists Act administration will be completed by the end of 2023.

Priorities (2023-2024)

- Review the expanded Trichinella detection program and explore options to include additional testing capabilities.
- Develop a draft institutional research strategy framework for NAC
- Develop options for a new and more efficient digital research portal.

Priorities (2024-2025)

- Continue to implement research and capacity development activities through the North by North program

Priorities (2025-2026 April - October)

- Complete an assessment of NRI's research assets and infrastructure and produce a development plan

Student Services

Student Services includes the Registrar, Elder-in residence program, counseling services, student accommodations, food services, transportation, recreation, daycare, library services, and security at the regional campuses. Student Services is spread over the three regional campuses and is managed by the respective Deans, with program directives coordinated by the Director, Student Services.

Objectives

- To enhance the quality of student life, improve student educational persistence and academic success for all students by addressing the social, personal, recreation, and accommodation needs of students.
- To bridge the gaps between students, staff, campus, and community resources.

Programs	Budget (\$000)	2022-23	2023-24	2024-25	2025-26
Kitikmeot Campus		544	671	711	711
Kitikmeot Campus has 20 student family housing units and accommodations for 20 single students. It also has a daycare.					
Kivalliq Campus		1,219	1,373	1,418	1,418
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.					
Nunatta Campus		4,482	4,725	4,787	4,787
Nunatta Campus has a full suite of student services, including counseling services, single and family accommodations, daycare and recreation activities. The campus has 108 student family housing units and accommodations for 42 single students.					
Total, Student Services		6,245	6,769	6,916	6,916

Priorities (2022-23)

- Develop the processes to create a testing center to facilitate invigilation, assess student abilities and necessary supports, and support online learning.

Status: *The College's regional campuses continue to provide invigilating services for both NAC students and members of the public who require a testing center for their university/college exams.*

Student Services has expanded online and in-person tutoring services across the territory. Seven tutors have worked with the College with 4 in Iqaluit, 1 in Rankin and 2 in Cambridge Bay with ongoing and active sessions for students from the Health and Wellness programs, Community Learning Programs and NTEP. Tutoring has become even more accessible through the newly launched online booking platform where students can book sessions with tutors through a safe online portal on any computer device.

- Explore opportunities to expand student services across the territory including the Elder in residence program and additional student success and mental health supports.

Status: *The Student Services team has expanded to include two Elder Advisors at the Nunatta Campus, one at the Kivalliq Campus, and is currently seeking to employ one at the Kitikmeot Campus. Nunatta Student Services has partnered with Ilisaqsivik to provide culturally relevant counseling services in Inuktitut.*

- Engage with third-party organizations to support the student food bank and address food security.

Status: *The Nunatta Campus has been receiving monthly food deliveries from Baffin Cannery with funds provided by the Nunavut Food Bank to maintain a well-stocked Foodbank available to all NAC Nunatta Students. Foodbanks at the Kivalliq and Kitikmeot Campus are currently stocked via the Student Services budget, but third-party partnerships are being actively pursued by the student services team.*

Priorities (2023-2024)

- Continue to implement student service supports that are grounded in Inuit cultural values, family supports and focus on wellness.
- Examine ways to implement uniformity of student services for all regional college campus' and CLCs
- Build capacity within the Registrar's office to track and address issues of attrition and support student success

Priorities (2024-2025)

- Conduct a review of Student Services Programs and Support Services
- Implement student services recommendations at campuses and CLCs across the territory.

Priorities (2025-2026 April - October)

- Explore opportunities to strengthen the coordination of Student Services supports across all NAC campuses and CLCs.
- Develop a comprehensive student supports framework that emphasizes student wellness, Inuit Cultural values, assessment, targeted intervention, and shared responsibility.

College Program Budgets

Budget (\$000)	2022-23	2023-24	2024-25	2025-26
College Sub-total, Base Programs	45,387	47,779	48,138	48,138
College Sub-total, Third Party	25,945	25,495	25,495	25,495
College Total, Programs	71,332	73,274	73,633	73,633

APPENDIX I: PROGRAM DELIVERY SUMMARY

Inuit Language and Culture – Dean of Inuit, Education and University Studies

Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Inuit Studies Program	Diploma	•		
Interpreter/Translator Program	Diploma	•		
Jewelry and Metal Work Program	Diploma	•		
Fur Production Program	Diploma	•		

Community and Distance Learning – Dean of Communities and Learning Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Pathway for Adult Secondary School	ROA	•	•	•
Adult Basic Education	ROA	•	•	•
Pre-Trades	ROA	•		
College Foundation	Certificate	•	•	•

Business Careers and Work Force Development – Dean of Health and Wellness

Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Management Studies	Diploma		•	
Office Administration	Certificate	•		
Office Administration	Diploma	•		
Computer System Technician	Diploma	•		

Education Careers – Dean of Inuit, Education and University Studies Responsibility

	Certification	Qikiqtaaluk	Kivalliq	Kitikmeot
Nunavut Teacher Education Program	Degree	•	•	•
Early Childhood Education-Applied	Certificate	•	•	

Health and Wellness Careers – Dean of Health and Wellness Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Arctic Nursing Program	Degree	•		
Practical Nursing	Diploma		•	
Pre-Health	Certificate	•		•
Social Service Worker Program	Diploma	•	•	•

Trades and Technology – Dean of Trades and Technology Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Building Trades Helper Diploma- Carpenter	Certificate		•	

Apprenticeship Carpenter – Level I			•	
Apprenticeship Carpenter – Level II			•	
Apprenticeship Carpenter – Level III				
Apprenticeship Carpenter – Level IV				
Building Trades Helper Diploma – Housing Maintainer	Certificate		•	
Apprenticeship Housing Maintainer – Level I			•	
Apprenticeship Housing Maintainer – Level II				
Apprenticeship Housing Maintainer – Level III			•	
Building Trades Helper Diploma – Electrician	Certificate		•	
Apprenticeship Electrician – Level I				
Apprenticeship Electrician – Level II				
Apprenticeship Electrician – Level III			•	
Building Trades Helper Diploma - Plumber	Certificate		•	
Apprenticeship Plumber – Level I				
Apprenticeship Plumber – Level II				
Building Trades Helper Diploma– Oil Heat Service Technician	Certificate		•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level I			•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level II			•	
Building Trades Helper Diploma – Oil Heat Service Technician – Level III			•	
Building Trades Helper Diploma Camp Cook	ROA			
Driver Training – Class 1, 2, & 3	ROA		•	
Airbrakes	ROA		•	
Heavy Equipment Operator Training	ROA			
Intro to Underground Mine Training	ROA			
	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.			

Environmental Technology Program – Dean of Trades and Technology Responsibility

	Certification	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Environmental Technology Program	Diploma	•		

APPENDIX II: FINANCIAL SUMMARY

Branch	2022-2023 Main Estimates		2023-2024 Main Estimates		2024-2025 Planned		2025-2026 Planned	
	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs	(\$000)	PYs
HEADQUARTERS								
Compensation and benefits	2,849	21.0	3,059	21.0	3,202	21.0	3,202	21.0
Grants and contributions	-		-		-		-	
Other operations and maintenance	1,758		1,749		1,749		1,749	
Subtotal	4,607		4,808		4,951		4,951	
NUNAVUT RESEARCH INSTITUTE								
Compensation and benefits	842	5.5	1,021	6.5	1,064	6.5	1,064	6.5
Grants and contributions	-		-		-		-	
Other operations and maintenance	354		319		319		319	
Subtotal	1,196		1,340		1,383		1,383	
REGIONAL CAMPUSES								
Compensation and benefits	41,337	275.8	44,109	280.8	44,606	280.8	44,606	280.8
Grants and contributions	-		-		-		-	
Other operations and maintenance	24,192		23,017		22,693		22,693	
Subtotal	65,529		67,126		67,299		67,299	
TOTAL	71,332	302.31	73,274	308.29	73,633	308.29	73,633	308.29
Less:								
Other sources of funding ¹	(33,407)	(70.0)	(32,956)	(70.0)	(32,957)	(70.0)	(32,957)	(70.0)
TOTAL GOVERNMENT OF NUNAVUT FUNDED	37,925	232.31	40,318	238.29	40,676	238.29	40,676	238.29

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	3,059	31,200	10,201	3,730	48,190
Grants and Contributions	-	-	-	-	-
Travel and Transportation	211	2,410	157	264	3,042
Materials and Supplies	31	2,751	256	224	3,262
Purchased Services	39	583	90	61	773
Utilities	-	291	-	8	299
Contract Services	275	9,315	1,465	2,093	13,147
Fees and Payments	444	2,563	96	129	3,232
Other Expenses	750	455	97	29	1,331
Total Operations and Maintenance	4,809	49,567	12,361	6,538	73,274

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NUNAVUT BUSINESS

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CREDIT CORPORATION

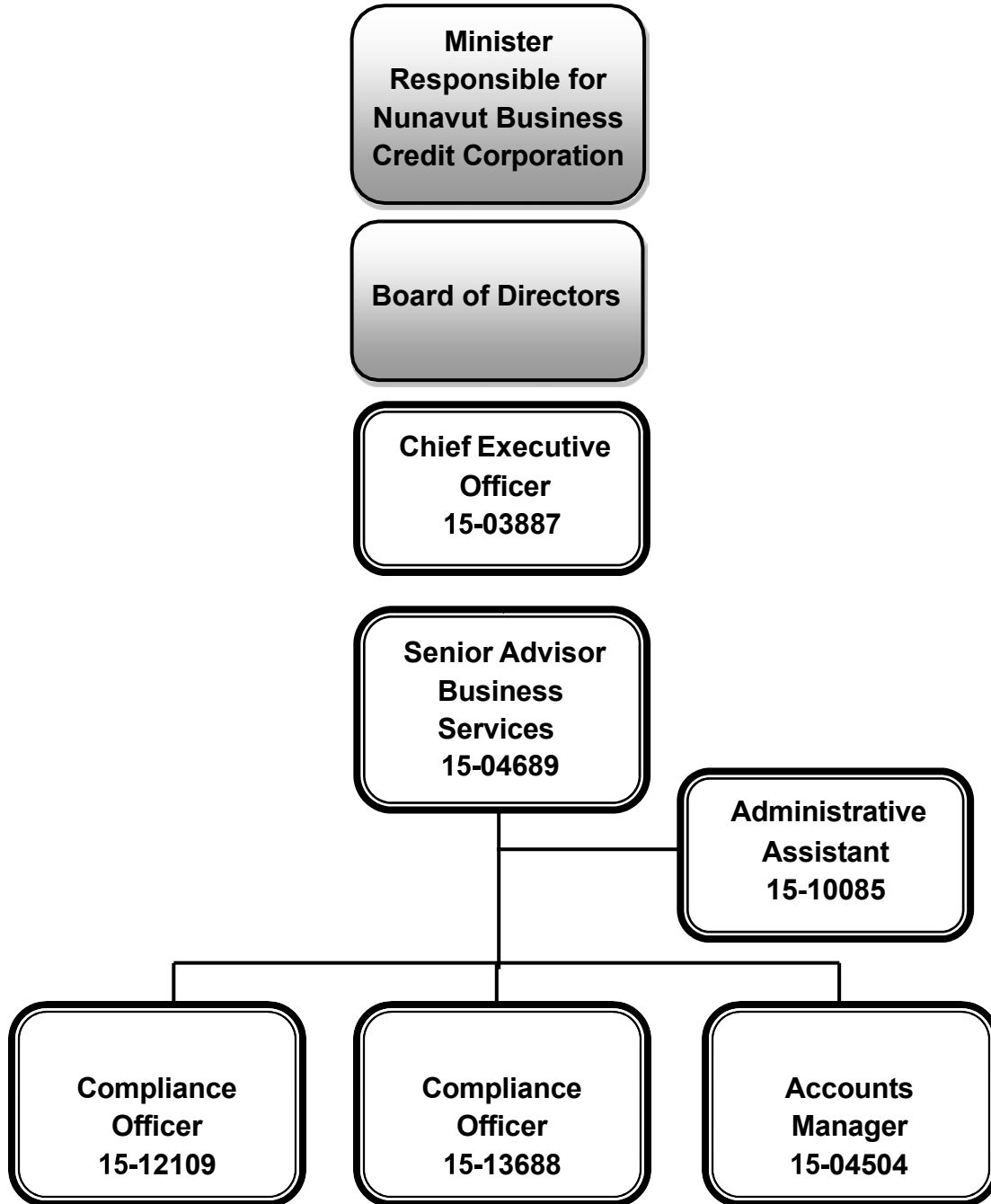
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"Lender of Northern Opportunity"

BUSINESS PLAN

2023 - 2026

CORPORATE ACCOUNTABILITY CHART



Note: All positions are located at NBCC's headquarters in Iqaluit.

INTRODUCTION

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 Minister responsible for the Nunavut Business Credit Corporation (Minister Responsible). The Corporation's Board of Directors (Board) consists of seven to twelve directors, appointed by the Commissioner in Executive Council on the recommendation of the 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 positions that 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 which comprise two Compliance Officers, an Accounts Manager, and an Administrative Assistant. The Senior Advisor, Business Services also acts as Corporate Secretary.

MANDATE

NBCC's mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. NBCC does not offer grants or forgivable credit facilities and cannot make equity investments.

As the lender of northern opportunity, NBCC provides financing alternatives to small and medium business enterprises in Nunavut for whom access to credit represents a real challenge to growing their businesses. While NBCC accepts applications from new businesses, the majority of NBCC's clients are established businesses looking to expand or better establish themselves in their markets.

Working one on one with its clients, NBCC through its due diligence process gives careful consideration to each application, ensuring the merits of proposed business ventures are evaluated. The Corporation then provides financing for those projects that offer the best opportunities for success.

MISSION

NBCC's mission is to stimulate economic development and employment throughout Nunavut. NBCC provides businesses with financing if they are unable to obtain loans from other financial institutions on reasonable terms and conditions. As a business development agency, NBCC recognizes that access to adequate capital is one of the many challenges faced by northern businesses in their attempts to take advantage of economic opportunities.

As an agent of the GN, NBCC contributes to the government's mandate, *Katujjiluta* by working collaboratively with other GN departments and public agencies to "*develop the territory's economy and infrastructure base through Pivaallirutivut*".

VISION

In meeting its Mandate and Mission, NBCC strives to be the “financial solutions provider of choice” to Nunavut’s business community and be recognized as the:

Lender of Northern Opportunity

To NBCC’s Board and staff, being the “*Lender of Northern Opportunity*”, means creating value by building relationships, networks, and knowledge to enable the Corporation’s clients to prosper. To accomplish this, NBCC works closely with its clients to improve their capabilities and their access to resources and opportunities. The Corporation builds linkages within local business communities, with other agencies of economic development and with other providers of public and private capital. It also actively promotes the business success of its network of clients and organizes its activities around this central objective.

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.

KEY APPROACH

NBCC's key approach to lending is ensuring an approach that works for Nunavut. NBCC aims to provide borrowing opportunities to those Nunavut residents and businesses that have been unable to secure reasonable financing and conditions with other lenders. NBCC works closely with its clients, in partnership with other lending agencies. NBCC does not consider itself in competition with other lenders, but collaborates with them to best service each client's unique needs.

Consistent with this approach, NBCC has entered into separate Memorandums of Understanding (MOUs) with Baffin Business Development Corporation, Kitikmeot Community Futures Inc., and Atuqtuarvik Corporation, an Inuit-owned investment company serving Nunavut.

NBCC continues to work on formalizing a relationship with Kivalliq Business Development Centre. NBCC has also discussed with Kakivak Association the possibility of a Memorandum of Understanding to formalize the partnership and close working relationship of the two parties.

In addition, there is close collaboration with NBCC's sister territorial corporation, Nunavut Development Corporation, which provides equity funding to Nunavut businesses.

Katujjiluta

NBCC supports the GN's vision of *Katujjiluta* through its approach to economic development. Support of the *Katujjiluta* is primarily through the strong partnerships that the Corporation has with other lending agencies.

At the heart of NBCC's mandate is a requirement to support the Territory's business community and thereby foster opportunities for Nunavummiut. This focus is consistent with *Katujjiluta*, as it supports improving the well-being and self-reliance of Nunavummiut through community-based sustainable opportunities. Local economic development is most effective when it is based on a community's own natural resources and skills as well as its vision for the future. Each community has the unique potential to create more employment opportunities for Nunavummiut.

NBCC is aware of the need to improve educational and training outcomes in Nunavut so that Nunavummiut can contribute positively to society and have meaningful employment. This serves to enhance the attractiveness of Nunavut's investment environment and provides greater recognition of Nunavut's place within Canada and the broader global economy.

Education and training is also important for the Corporation's clients and as such, the Corporation assists business owners that are interested in mentoring opportunities.

A strong supporter of Nunavut's tourism industry, NBCC will continue to work with those businesses involved in highlighting 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. Nunavut's geography 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

Some of the Corporation's Board members have served multiple terms, which provides corporate history and continuity. Board members come from a diverse cross-section of industries, experience, and educational backgrounds. This further adds to the rigorous due diligence process.

A set of approved policies and procedures covering the breadth of credit, financial, governance and administrative practices forms NBCC's policy framework.

NBCC is 67% staffed, with many of these staff members being long-time GN employees. The majority of these staff members have been in their current positions for a number of years.

A BROADER REACH

Nunavut's economy is considered a mixed economy. It is characterized by traditional land use and a wage-based economy. This means NBCC must be able to target its services to two very broadly different sets of clients. Many economic sectors are underdeveloped, which is an opportunity for NBCC to assist these specific industries in their development. The entrepreneurial sector, which includes the arts and crafts sector, the tourism sector, and the film sector are all underdeveloped in Nunavut. By assisting with the development of these sectors while encouraging ongoing development in others, it will increase employment opportunities for Nunavummiut.

NBCC will continue to focus its attention in the medium to long term on expanding its lending activities into new sectors as opportunities arise, such as new technologies. Specifically, NBCC needs to look at how best it can support an increase in private sector participation in those industries critical to macroeconomic growth. Of course, NBCC cannot lose sight of the resource development industries tied to the Territory's natural capital and land-based economy.

NBCC has also established more effective communications with its existing loan clients and new loan clients. NBCC has made significant efforts to identify how it may improve services by visiting communities, attending tradeshow, and meeting clients and prospective clients in person.

NBCC has the ability to administer a lending fund of up to \$50 million. NBCC acknowledges the need to broaden its reach across all sectors and across all regions and to make a concerted effort to negotiate new loans with its existing clients while attracting new ones.

ECONOMIC OUTLOOK

The Conference Board of Canada's spring 2022 territorial outlook to 2045 expects that Nunavut's economy will grow by 6.4% in 2022 and 2.6% in 2023.

COVID-19 severely impacted the territory's tourism sector because of travel restrictions. A recovery of accommodation and food services industries is possible now that border restrictions have been eased. Evidence of this is the number of cruise ships that visited Nunavut during the summer of 2022.

The airline industry in the territory was severely impacted by COVID-19 but is now recovering. Increasing airfares and the changing structure of airfares have caused consumer dissatisfaction with Nunavut's major airline.

There are four mines operating in Nunavut, of which two are maturing and will cease production by the end of the current decade. However, the opening of a new mine in 2024 and increased production at another one of the mines already in production will help to offset this loss.

Construction has rebounded in 2022 and should remain steady around \$300 million. There are new infrastructure projects, such as the Nanisivik naval station, the deep-water port in Qikiqtarjuaq, and the Grays Bay Road and Port project.

Unlike other provinces and territories, Nunavut's population is relatively young. The public sector, transportation, and other service industries will drive employment growth. Matching the skills of Nunavummiut to available employment opportunities though continues to be a challenge.

Demand for residential homes in Nunavut remains strong but rising interest rates has likely dampened demand and affected affordability.

Rising inflation is a concern for the Bank of Canada, which has resulted in a significant rise in interest rates that will likely continue until 2023. This has impacted credit facility renewals for the Corporation's clients and will continue until interest rates moderate.

The Corporation has approved four new credit facilities to the end of the second quarter and expects to approve several more by year-end.

NBCC would characterize the business outlook as cautiously optimistic.

INUIT EMPLOYMENT PLAN

Departmental Inuit Employment Targets				
Nunavut Business Credit Corporation	As at Sept 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	6		6	
Total Filled Positions	4	67%	4	67%
Total Vacancies	2	33%	2	33%
Total Inuit	1	25%	1	25%
Total Executive Positions	0		0	
Total Filled Executive Positions	0	0%	0	0%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	1		1	
Total Filled Senior-Management Positions	1	100%	1	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	0		0	
Total Filled Middle-Management Positions	0	0%	0	0%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-Management Positions	0	0%	0	0%
Total Professional Positions	1		1	
Total Filled Professional Positions	1	100%	1	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Inuit in Professional Positions	0	0%	0	0%
Total Paraprofessional Positions	1		1	
Total Filled Paraprofessional Positions	1	100%	1	100%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Inuit in Paraprofessional Positions	0	0%	0	0%
Total Administrative Positions	3		3	
Total Filled Administrative Positions	1	33%	1	33%
Total Vacant Administrative Positions	2	67%	2	67%
Total Inuit in Administrative Positions	1	100%	1	100%

CAPACITY

NBCC is committed to increasing its Inuit employment levels to representative levels in accordance with Article 23 of the *Nunavut Agreement*. Currently, NBCC has an Inuit employment level of 25% (excluding two vacancies).

NBCC follows established GN recruitment and hiring practices to ensure qualified Inuit are appropriately considered as vacancies become due. The Corporation is considering the elimination of a vacant administrative position and a professional position. At this time, the workload and advancements in technology does not warrant hiring for the administrative position.

INUIT EMPLOYMENT

NBCC's senior management is committed to working with Inuit employees to identify training and development opportunities and encourage career aspirations. NBCC also ensures that Inuit employees participate in annual training sessions designed to build skills specific to NBCC's mandate. This practice reinforces on-the-job experience and increases the prospect of Inuit employees to advance into management or executive roles.

2022/2023 INUIT EMPLOYMENT PRIORITIES

1. Based upon opportunities identified in 2021/2022, seek funding to staff an Account Manager intern position.

Status: *The Corporation is in the process of completing its application for Sivuliqtiksatsat internship funding*

2023/2024 INUIT EMPLOYMENT PRIORITIES

1. Commence the recruitment process to staff the intern position.

2024/2025 INUIT EMPLOYMENT OPPORTUNITIES

1. Commence internship of the successful candidate.

2025/2026 INUIT EMPLOYMENT OPPORTUNITIES

1. Evaluate the progress of the intern and determine if additional supports are needed.

NUNAVUT'S OFFICIAL LANGUAGES

NBCC is committed to respecting Nunavut's culture, language, and traditional Inuit knowledge – *Inuit Qaujimaqatuqangit*. The Corporation recognizes the strength and perseverance of Nunavummiut, the wisdom of its elders and the potential of its youth. The Corporation acknowledges the traditional Inuktitut languages (Inuktitut and Inuinnaqtun) as well as French and English – which together are recognized as the official languages of Nunavut.

As an agent of the Government of Nunavut, NBCC endeavors to comply with the *Official Languages Act*. NBCC clearly and prominently labels publications, advertising and promotional products and other forms of material and products in Nunavut's official languages.

CORE BUSINESS

NBCC'S core business is to provide appropriate financing solutions to small and medium enterprises (SMEs) in Nunavut who require between \$150,000 and \$2 million in loans or guarantees. NBCC does not offer grants or forgivable loans and cannot make equity investments.

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, who has delegated this authority to the Deputy Minister of Economic Development and Transportation. The Corporation's maximum borrowing limit is set at \$50 million of working capital from the GN. The Financial Management Board has currently set the working capital advance limit at \$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 Futures organizations in each region of Nunavut and Atuqtuarvik Corporation in Rankin Inlet. NBCC also works in conjunction with commercial banks when the lending limit required by clients exceeds NBCC's threshold of \$2 million.

NBCC works closely with Community Futures organizations, such as Kitikmeot Community Futures Inc. (KCFI) in the Kitikmeot Region and Baffin Business Development Corporation (BBDC) in the Qikiqtaaluk Region, to service clients, which fall below NBCC's lower threshold of \$150,000. Working in tandem with NBCC, Community Futures organizations often refer their larger clients to NBCC, while some NBCC clients are referred to their regional Community Futures organization for more appropriate financing solutions. Community Futures organizations are more adept at meeting small business needs. Notably, both KCFI and BBDC increased their maximum lending threshold to \$250,000 from \$150,000 in recent years.

Since NBCC cannot fulfill loan requests exceeding \$2 million, the Corporation refers such requests to commercial banks, other government agencies, such as the Business Development Bank of Canada (BDC), and private organizations, such as Atuqtuarvik Corporation (AC). However, there is no BDC office in Nunavut to service clientele in the Territory.

NBCC has a good working relationship with First Nations Bank of Canada (FNBC), which is 17.66% owned by AC, which in turn is a subsidiary of Nunavut Tunngavik Incorporated (NTI). NBCC and FNBC jointly provide funding to a number of clients.

AC only supports Inuit-owned firms, providing both equity financing and loans. NBCC, as a territorial corporation, must make itself accessible to all applicants doing business in Nunavut. As strategic partners, NBCC and AC communicate regularly. It is common for the two organizations to provide loans to those projects with significant financing needs.

NBCC has formalized relationships with its key partners by establishing separate MOUs with AC, BBDC, and KCFI. NBCC has been working to establish a MOU with the Kivalliq Business Development Centre.

In addition, NBCC works closely with Nunavut Development Corporation (NDC), another territorial corporation, which provides equity financing to Nunavut businesses. It is normal for NBCC, NDC, and one of the Community Futures organizations to be partners with respect to the financing of a client.

THREE YEAR EXPENDITURE FORECAST FOR FISCAL YEARS 2023-2024 TO 2025-2026

	ACTUAL 2021-2022	BUDGET 2022-2023	BUDGET 2023-2024	BUDGET 2024-2025	BUDGET 2025-2026
Revenues					
Interest Income on Loans Receivable	619,428	720,000	780,000	840,000	900,000
Interest expense on advance from GN	-121,654	-78,000	-580,000	-620,000	-495,000
	497,774	642,000	200,000	220,000	405,000
Add: Recovery of losses on impaired loans/accrued liabilities	87,580				
Less: Provision for Losses on Impaired Loans	81,265	-50,000	-25,000	-25,000	-25,000
Net Income from Lending	666,619	592,000	175,000	195,000	380,000
Other interest income	7,388	5,000	22,500	22,500	15,000
Total Income	674,007	597,000	197,500	217,500	395,000
Expenses					
Amortization	6,157	6,000	4,000	3,000	2,000
Loan administration expense	2,328	3,000	3,000	3,000	3,000
Salaries and benefits	672,663	1,000,000	850,000	850,000	850,000
Advertising and promotion	55,098	70,000	70,000	70,000	70,000
Professional development	472	50,000	40,000	50,000	50,000
Professional fees & expenses	75,922	75,000	75,000	75,000	75,000
Travel	-	75,000	75,000	75,000	75,000
General & Administrative	28,646	35,000	35,000	35,000	35,000
Board meetings	33,900	68,000	68,000	68,000	68,000
Board honorarium	19,925	35,000	35,000	35,000	35,000
Facility rental	92,036	92,000	92,000	92,000	92,000
Total Expenses	987,147	1,509,000	1,357,000	1,356,000	1,355,000
Earnings before other items	-313,140	-912,000	-1,159,500	-1,138,500	-960,000
Other					
Administrative Contribution from GN	900,000	900,000	900,000	900,000	900,000
In-kind from GN	150,313	160,000	160,000	160,000	160,000
Sivuliqtiksat	-	-	-	-	-
Total Contribution	1,053,313	1,060,000	1,060,000	1,060,000	1,060,000
Net comprehensive income (loss)	737,173	148,000	-99,500	-78,500	-100,000
	Actual	Forecast	Forecast	Forecast	Forecast
Loan Portfolio	13,247,575	14,000,000	16,000,000	17,000,000	18,000,000
Performing Loan Balance	10,489,069	12,000,000	13,000,000	14,000,000	15,000,000
Increases in Loan Portfolio by year		1,000,000	1,000,000	1,000,000	1,000,000
Increases in Performing Loan Balance by year		1,000,000	1,000,000	1,000,000	1,000,000
Average Loan Interest Rate		6.0%	6.0%	6.0%	6.0%
Advance from GN	12,000,000	13,000,000	14,500,000	15,500,000	16,500,000
Average Interest Rate on Advance from GN	0.94%	0.6%	4.0%	4.0%	3.0%
Average Interest Rate Earned on Cash Balance of \$1,000,000	0.63%	0.5%	2.25%	2.25%	1.5%

PRIORITIES FOR 2022-2023

1. Update the Corporation's strategic plan based upon the previous year's review.

Status: *The Corporation has updated its strategic plan. Additionally, a workplan for 2022/2023 has been developed to support the strategic plan.*

2. Introduce further revisions to the *Nunavut Business Credit Corporation Act* in the Legislative Assembly.

Status: *A draft legislative proposal has been prepared and will be presented to the Department of Culture and Heritage and the Department of Justice for review and comments prior to submission to the Cabinet Committee on Legislation.*

3. Initiate a client survey to determine satisfaction and opportunities for improvement.

Status: *As part of the workplan for 2022/2023 noted above, an Ad-hoc Committee of the Board of Directors will be struck to work on refreshed communications initiatives.*

PRIORITIES FOR 2023-2024

1. Commence implementation of any revisions to the Corporation's strategic plan.
2. Introduce proposed revisions to the *Nunavut Business Credit Corporation Act* in the Legislative Assembly.
3. Based upon the previous year's Ad-hoc Committee review, develop an updated communications action plan.
4. Complete the review of the Corporation's Accounting Manual, which was initiated in 2022/2023.
5. Re-engage with Kakivak Association to complete a Memorandum of Understanding.
6. Commence a review of the Corporation's Administration and Conduct Manual.

PRIORITIES FOR 2024-2025

1. Commence a review of the 2022/2023 – 2024/2025 strategic plan with an eye towards making any necessary revisions.
2. Begin implementation of the client survey action plan.

PRIORITIES FOR 2025-2026 (April to October)

1. Commence implementation of any revisions to the Corporation's strategic plan.
2. Commence a review of the Corporation's Credit Management Manual.

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NUNAVUT DEVELOPMENT CORPORATION
LA CORPORATION DE DÉVELOPPEMENT DU NUNAVUT
NUNAVUNMI PIVALLIAJJUTIKHALIRINIRMUT KUAPURIISINGAT

Nunavut Development Corporation

2023-2026

Corporate Plan

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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.

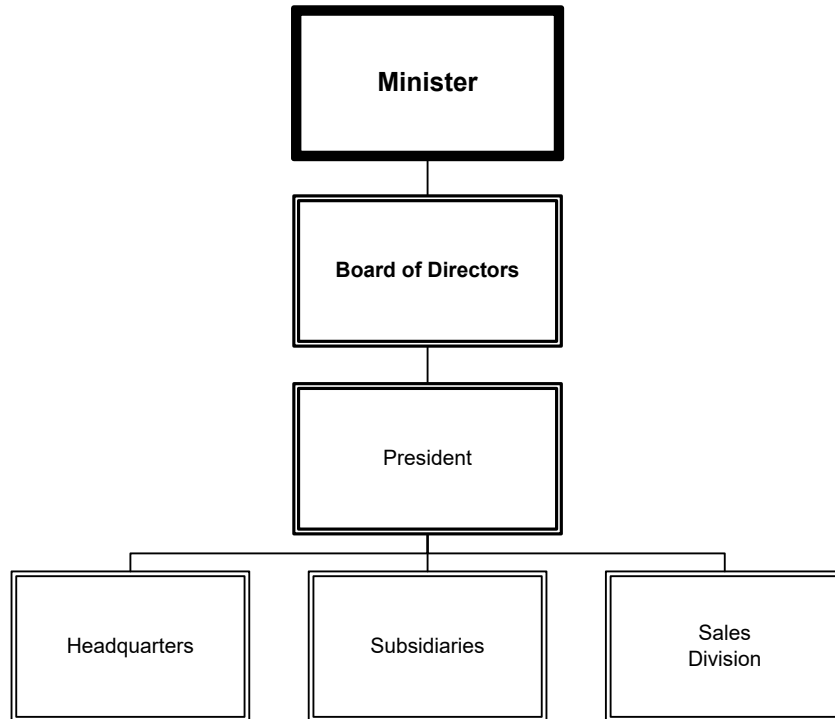
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- "(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, direct/y or indirect/y, 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



Inuit Employment Plan

Departmental Inuit Employment Targets				
Nunavut Development Corporation	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	5		5	
Total Filled Positions	5	100%	5	100%
Total Vacancies	0	0%	0	0%
Total Inuit	4	80%	4	80%
Total Executive Positions	1		1	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Inuit in Executive Positions	1	100%	1	100%
Total Senior-Management Positions	2		2	
Total Filled Senior-Management Positions	2	100%	2	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Inuit in Senior-Management Positions	2	100%	2	100%
Total Middle-Management Positions	0		0	
Total Filled Middle-Management Positions	0	0%	0	0%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Inuit in Middle-Management Positions	0	0%	0	0%
Total Professional Positions	1		1	
Total Filled Professional Positions	1	100%	1	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Inuit in Professional Positions	0	0%	0	0%
Total Paraprofessional Positions	0		0	
Total Filled Paraprofessional Positions	0	0%	0	0%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Inuit in Paraprofessional Positions	0	0%	0	0%
Total Administrative Positions	1		1	
Total Filled Administrative Positions	1	100%	1	100%
Total Vacant Administrative Positions	0	0%	0	0%
Total Inuit in Administrative Positions	1	100%	1	100%

Executive - President & CEO

Kyle Tattuinee (Nunavut Inuk)
Kyle@ndcorp.nu.ca

Middle Management - Business Advisor (Processing & Harvesting)

Miki Mcleod (Nunavut Inuk)
miki@ndcorp.nu.ca

Professional - CFO

Balaji Ramamani, CF; CPA, CMA, FIPA(Aus.); CIA, CMA, CRMA, CGAP, CFSA(USA); FCA, FCMA(In); FAIA, MCSI(UK); MBA
balaji@ndcorp.nu.ca

Middle Management - Finance Officer

Brenda Tagalik (Nunavut Inuk)
btagalik@ndcorp.nu.ca

Middle Management - Business Advisor (Cultural Industries)

Goretti Kakuktinniq (Nunavut Inuk)
goretti@ndcorp.nu.ca

Capacity

Of NDC's five headquarter positions, four are Nunavut Inuit while three are permanently filled by Nunavut Inuit.

NDC supports long-term training and development for Inuit staff through participation in individualized training opportunities such as GN-wide employee development programs such as the *Hivuliqtikhanut* Program and occupational-specific professional development, including enrollment in professional associations and participation in targeted conferences and seminars.

Inuit Employment Plan

- NDC now is consistently targeting a minimum of 80% Inuit staffing of its five permanent headquarter positions.
- A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment. Filling positions with qualified Inuit staff is essential.
- NDC will work with its board of directors and meet with the Minister responsible for the Corporation to discuss approaches that would lead to elevated levels of Inuit employment through structured succession planning and mentoring of Inuit staff into the remaining key senior management positions of the Chief Financial Officer.

Katujjiluta

Inuusivut represents Nunavummiut working together to create jobs in our communities, and to grow our Nunavut and Inuit businesses. Using a mix of equity financing tools, we work to advance meaningful development of our economy by investing in local business and helping them grow. NDC emphasizes investments and projects that will benefit our smaller communities.

Through Pivaallirutivut, we are actively invested in companies that support Nunavut's commercial arctic char and turbot fisheries. We invest in companies operating in Nunavut's tourism and cultural industries sector. NDC's investments in businesses operating in Nunavut's traditional food processing sector support many hunters and fishers while also producing country food for our households and territorial institutions. Investing in businesses that bring new services and technologies to the territory help bring a measure of economic diversification to the Nunavut economy and foster additional investment and employment opportunities.

We work in partnership with other territorial investment agencies and strive to deliver our economic programming in accordance with the legislation, regulation and policy framework that govern our corporation.

In addition to working with territorial investment agencies, NDC has begun working with Inuit Organizations (Nunavut Tunngavik Incorporated & the 3 Regional Inuit Organizations) to better improve the livelihood of all Inuit in Nunavut. This is a common goal that we all share. NDC is looking forward to the projects that may arise in the future and is looking forward to a long-term partnership with NTI.

Operations

The Corporation is currently invested in eight Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's cultural industries, fisheries, 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*

The cost of business overhead expenses in Nunavut is extreme. NDC subsidiary companies continue to incur high energy costs making production expensive at its Nunavut plants. Power and fuel costs are very high and work to drive up production cost overheads at the processing plants. These costs are then passed on to the consumer, making products more costly. NDC prioritizes capital investments at its facilities to support enhanced energy consumption and efficiencies in an effort to help keep energy costs in check.

- *Aging Infrastructure*
 NDC's subsidiary companies are operating in facilities in excess of thirty years old. In order to remain safe, compliant and in a state of good repair, the structures require increasing and ongoing investment to address a variety of issues ranging from basic wear and tear to more complex and costly structural upgrades and geotechnical assessments.
- *Sustainability of Nunavut's Caribou Herds*
 Each winter Kivalliq Arctic Foods in Rankin Inlet operates a commercial caribou harvest; annually the company anticipates purchasing up to 800 animals harvested by hunters from Arviat, Whale Cove, Rankin Inlet and Chesterfield Inlet. The winter harvest creates work for both plant workers and harvesters at a time of year when employment opportunities are limited. The caribou are processed and sold throughout Nunavut to households, agencies and commercial establishments. Commercial caribou harvesting in the Kivalliq is unregulated; it takes place throughout the year at a variety of different levels. The unregulated harvesting of Kivalliq caribou has come under significant scrutiny; there is significant concern about the long-term sustainability of the herds if current harvesting practices are not better controlled. Any regulatory framework that could limit or restrict KAF's ability to acquire caribou for processing in the winter months would have an adverse financial impact on the organization.
- *Reduced Transarctic Airline Capacity*
 Service reductions to Nunavut's transarctic airline network is of significant concern. NDC draws in fish and other Nunavut produced goods from communities across Nunavut located in each of Nunavut's three regions. An efficient east/west transarctic cargo network offering both necessary cargo capacity and competitive freight rates is essential to the ongoing growth of Nunavut's inter-settlement trade economy. Reductions in transarctic air services have hindered economic growth in this essential area of the Nunavut economy.
- *Territorial Investment Programming*
 More structured coordination between the Nunavut's investment agencies and departments is necessary to help ensure limited public investment dollars are strategically placed and tracked in a way that most effectively achieves key objectives such as job creation, balanced economic growth, and support for business.
- *High Shipping Costs*
 The high cost of moving goods, whether north bound or south bound, continues to be a critical issue and barrier to economic growth even more so now without competition. The cost of shipping can often exceed the cost of the actual commodity itself.

Objectives & Strategic Approaches

- 1. Subsidiary Companies** - NDC holds varying equity interests in the subsidiary companies ranging from 51% to 100% of the common voting shares. NDC makes capital investments and provides operating subsidies to subsidiary companies in accordance with its: Corporate Plan, Main Estimates, and Investment Policies and Guidelines under Section 16 of the *Nunavut Development Corporation Act* - Capital Fund, Subsidy Fund and Capital Reserve Fund. The subsidiary companies generate a variety of employment and income earning opportunities for Nunavummiut in sectors such as cultural industries, fishing, harvesting and food processing. NDC prioritizes the sale of finished goods such as country food produced at its subsidiaries back into Nunavut and other northern markets. The proximity to these markets can help reduce shipping costs and increase interest among consumers in Nunavut.
- 2. Sales Division** - NDC's Sales Division offers a marketing service to Nunavut artists and businesses operating in Nunavut's cultural industries sector. This segment continues to evolve with numerous sector forces driving ongoing change. NDC's Toronto based Sales Division operates on the frontline of this sector and represents an essential marketing conduit for a diverse array of Nunavut artists and producers. Whether in Canada, the US or Europe, their clientele rely on the Sales Division to effectively meet their Nunavut product requirements with a current and fresh selection of quality art and crafts goods produced by Nunavut artists. On the supply side, the Sales Division maintains important partnerships with NDC subsidiary companies, Nunavut based business enterprises and individual artists to meet its ongoing supply requirements. The Division also maintains important partnerships with organizations such as the Winnipeg Art Gallery and Craft Ontario.
- 3. New Investments** - NDC continues to seek out new investments and projects that help support the growth of business in Nunavut. We will also look to invest in those business enterprises that create employment and income earning opportunities for Nunavummiut and emphasize investments that support the economies of our smaller communities. NDC continues to prioritize investments in projects and business enterprises in the key Nunavut economic sectors of cultural industries, fisheries harvesting, tourism and investments related to Nunavut's rapidly expanding mining sector.

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 NDC's Corporate Plan, Main Estimates and Investment Policies and Guidelines) govern and allow for the incorporation, establishment and management of new subsidiary companies and projects primarily in Nunavut's smaller communities.

Venture Investment Fund, Venture Reserve Fund - Section 17 of the *Nunavut Development Corporation Act* establishes the Venture Investment Fund and Venture Reserve Fund. This Section (along with NDC Corporate Plan, Main Estimates and

Investment Policies and Guidelines) govern and allow for new equity investments in Nunavut or Inuit owned business enterprises where the Corporation does not hold a controlling equity interest.

Along with helping to create employment and income earning opportunities, an NDC equity investment can also help grow and expand a Nunavut business enterprise providing for a measure of economic diversification. An NDC equity investment also helps a business enterprise lever additional business financing such as loans, grants and other types of government contributions. NDC works closely with the Department of Economic Development and Transportation and the Nunavut Business Credit Corporation in an effort to help build efficiencies and bring value to Nunavut clients.

4. **Headquarters** - NDC's Headquarter offices located in Rankin Inlet consist of five essential staff members. These five staff members provide a variety of business supports and corporate services throughout the organization including ongoing operational support, strategic planning, budgeting, production planning, financial monitoring, human resource support, board support, corporate filings, project management and legal support to the subsidiary companies and sales division. For new investment proposals, HQ undertakes reviews of investment and project proposals, liaises with other Nunavut funding agencies, prepares requests for decisions, drafts shareholders agreements and subscription agreements as well as provides ongoing investment follow-up. Corporately, HQ staff prepares the corporate plan, main estimates, the consolidated financial statements, and the annual report.
5. **Transparency & Accountability** - NDC places a high value on financial reporting. NDC takes seriously the trust imposed upon the organization through the Nunavut Government's appropriation of public funds to support the Corporation's objectives. The Board of Directors of the Corporation operate in accordance with Section 4 of the Act. The Corporation has an Executive Committee that operates in accordance with Section 20 of the Act. The full NDC board meets three times a year while the Executive Committee meets more frequently. Section 99 of the FAA establishes the Auditor General as the auditor for the Corporation while Section 100 of the FAA requires the Corporation to submit an annual report to the Minister of Economic Development and Transportation for tabling in the Legislative Assembly. NDC remains committed to effective and efficient financial reporting and the transparent and accountable use of public funds.

NDC's Subsidiary Companies

Subsection 16(2) of the Act enables the Corporation to make capital investments in subsidiary companies controlled by the Corporation. Subsection 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 the Government of Nunavut Financial Management Board. Presently the Corporation has eight subsidiary companies located in seven Nunavut communities:

Ivalu - Rankin Inlet

Ivalu carries an extensive inventory of Nunavut produced arts and crafts for both its retail and wholesale operations. Along with produced goods from partner companies such as Uqqurmiut Arts and Crafts, Jessie Oonark Center, Kiluk and Taluq Designs. Ivalu carries a wide selection of books, music, collectables, sculpture, clothing and jewelry from independent producers all across Nunavut and Inuit in Southern Canada. The company will continue to seek out new Nunavut producers to promote both their work and to enhance and expand Ivalu's product offering. Ivalu will also continue working to develop its Northern wholesaling arm from its Rankin Inlet location, offering northern business enterprises a unique opportunity to purchase a wide variety of art and craft items from all corners of Nunavut at wholesale pricing for eventual retail in their businesses and communities. Ivalu will also continue to run its Ivalu online retail store.

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 to operate. Working closely with Ivalu and other partner companies, JOL will continue to build upon its retail gift shop for residents and tourists alike who visit Baker Lake throughout the year. As well, this company also regularly provides industrial garment repair services to Agnico Eagle Mines along with providing tailoring, embroidery, and clothing repair services to local residents. JOL provides important goods and services to its partner companies and business enterprises across Nunavut, from local art and jewelry to screening, printing and embroidery services.

Kiluk - Arviat

Kiluk seamstresses will design and produce the company's well-known sealskin product line incorporating its digital embroidery capacity. They will also incorporate other mediums such as beaver, raccoon, and arctic fox into their production planning to help keep their product line fresh. Kiluk will continue its production partnership with the Maplelea Doll Company, producing accessories for the popular Sila Doll. All of Kiluk's products are produced on site in Arviat by local seamstresses; nothing is outsourced. Kiluk is a popular stop for visitors and locals alike and their sewn goods are recognized across the north. Kiluk will continue to carry Nunavut produced goods from Uqqurmiut Arts and Crafts, Taluq Designs and the Jessie Oonark Center, along with locally produced arts and crafts. The company also offers tailoring and repair services to residents of Arviat.

Kitikmeot Foods - Cambridge Bay

Kitikmeot Foods Ltd (KFL) will continue to work with local fishermen and the Ekaluktutiak HTO to harvest char from commercial water bodies in and around the community of Cambridge Bay. KFL will also continue to work in conjunction with the Ekaluktutiak HTO in an effort to revive the annual winter muskox harvest. The company maintains many important sales and distribution partnerships: locally within Nunavut and also with adjacent jurisdictions such as the NWT and points beyond. KFL also maintains a unique sales partnership with San Francisco based "Cleanfish" who distributes "Truly Wild" arctic char to key US markets. KFL maintains a strong local sales base in Cambridge Bay. The company is Nutrition North Canada registered. KFL will continue supporting regional social agencies and community organizations to assist in addressing food security by donating country food to these groups and will collaborate with the Department of Fisheries and Oceans in supporting fisheries research in lakes and rivers in the Cambridge Bay area.

Kivalliq Arctic Foods - Rankin Inlet

Kivalliq Arctic Foods (KAF) will continue to work with fishermen, communities and HTOs to purchase char harvested from Nunavut commercial water bodies. KAF will, in conjunction with its partner the Issatik HTO, manage the operations of the Papiruaq Fisheries fish plant in Whale Cove, supporting both a summer char harvest and a fall beluga harvest. KAF purchases caribou and muskox from hunters throughout the Kivalliq during the winter months for processing at the plant and sale back to Nunavummiut. The company is Nutrition North Canada registered. KAF has built strong relationships with individual Nunavut customers and commercial clients. KAF will also work to support regional social agencies and community organizations to assist in addressing food insecurity by donating country food to these groups.

Papiruaq Fisheries - Whale Cove

The Papiruaq Fisheries fish plant will continue to operate seasonally, supporting local harvesting initiatives. With the support of the Issatik HTO, Papiruaq Fisheries will also purchase maktaaq from local hunters. The plant utilizes local labour and is operated in partnership with Kivalliq Arctic Foods and the Issatik HTO.

Taluq Designs - Taloyoak

Taluq Designs will continue to produce its well-known slipper and mitt products. The company will also continue to support the local economy by having seamstresses produce from home its line of Inuit themed packing dolls, including the well-known packing bear. Taluq is a popular stop for locals and visitors alike; they will continue to stock their gift shop with Nunavut produced goods from Uqqurmiut Arts and Crafts, the Jessie Oonark Center, and Kiluk, along with carrying a selection of locally produced arts and crafts for resale. The company also occasionally visits Kugarruk to purchase art and craft items from the community.

Uqqurmiut Arts & Crafts - Pangnirtung

Pangnirtung has some of the most prolific jewelry producers in Nunavut. Uqqurmiut Arts and Crafts (UAC) will continue to advance this local skill set through increased purchases from local jewelry producers for resale across Nunavut and beyond. The company operates the internationally renowned Pangnirtung Tapestry Studio that produces iconic product lines such as Pang hats, scarves, blankets, and mitts. The studio also seeks out opportunities for custom tapestry production for corporate clients and public organizations. The well-known craft shop, popular with visitors and local residents, offers sculpture, woven goods, Inuit prints along with other Nunavut produced goods from Kiluk, the Jessie Oonark Center and Taluq Designs. UAC's partnership with Canada Post, to operate the local postal outlet, and the company's long-standing service partnership with Qiniq are important local services offered through UAC that both benefit the community and generate additional revenues for the Centre. UAC is also a partner of RBC, providing banking service through the establishment of agency bank at the company. Along with offering enhanced banking opportunities for Pangnirtung residents, the agency bank will also generate additional revenue for the company that can be directed toward its ongoing arts programming. The additional revenues also help offset the high operating costs associated with running this stunning facility. Following up on the successful release of last year's print collection, UAC is again planning to produce and release a print collection this coming year.

Measures of Success

Efficiency, Economy and Effectiveness

Financial Reporting	*2025-26	* 2024-25	*2023-24	*2022-23
Date of board approval - audited financial statements	Aug	Aug	Aug	Aug
Compliant - Sec100 FAA Submission of Annual Report	N/A	N/A	N/A	N/A
Audit Qualifications	N/A	N/A	None	None

* Identifies forecasted estimate

Employment created or maintained	*2025-26 Forecast	*2024-25 Forecast	*2023-24 Forecast	*2022-23 Forecast
Ivalu	6.00	6.00	6.00	6.00
Jessie Oonark	6.00	6.00	6.00	6.00
Kiluk	5.00	5.00	5.00	5.00
Kitikmeot Foods	10.00	10.00	10.00	10.00
Kivalliq Arctic Foods	15.00	15.00	15.00	15.00
Taluq Designs	2.00	2.00	2.00	2.00
Uqurmiut Arts & Crafts	13.00	13.00	13.00	13.00
Venture Investments	26.00	26.00	26.00	26.00
Projects	0.50	0.50	0.50	0.50
NDC	10.00	10.00	10.00	10.00
Total	93.50	93.50	93.50	93.50

* Identifies forecasted estimate

Diversifying Investments	*2025-26 (\$000)	*2024-25 (\$000)	*2023-24 (\$000)	2022-23 (\$000)
New Venture Investments	\$500	\$500	\$500	\$500

* Identifies forecasted estimate

Government Funding	*2025-26 (\$000)	*2024-25 (\$000)	*2023-24 (\$000)	*2022-23 (\$000)
Government of Nunavut	3,358	3,358	3,358	3,358

* Identifies forecasted estimate

Financial Performance	*2025-26 (\$000)	*2024-25 (\$000)	*2023-24 (\$000)	*2022-23 (\$000)
Total Revenues	3,150	3,100	3,000	2950
Profit (loss)	650	600	500	475

* Identifies forecasted estimate

Investment Fund Summary

Subsection 16(1) of the Act requires the Corporation to establish a Subsidy Fund, a Capital Fund and Capital Reserve Fund. Subsection 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

The Prescribed Maximum 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

The 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.

Subsidiary Company	Subsidiary Forecasted Employment 2023-24	Prescribed Maximum at \$37,997 / job	Operating Subsidy Budgets 2023-24	Within Prescribed Maximum
Ivalu	6.00	227,982	-	Yes
Jessie Oonark	6.00	227,982	165,000	Yes
Kiluk	5.00	189,985	140,000	Yes
Kitikmeot Foods	10.00	379,970	330,000	Yes
Kivalliq Arctic Foods	15.00	569,955	260,000	Yes
Taluq Designs	2.00	75,994	70,000	Yes
Uqqurmiut Arts & Crafts	13.00	493,961	238,000	Yes

Capital Fund

The 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.

Subsidiary Company	Subsidiary Forecasted Employment 2023-24	Prescribed Maximum at \$37,997 / job	Capital Subsidy Budgets 2023-24	Within Prescribed Maximum
Ivalu	6.00	227,982	150,000	Yes
Jessie Oonark	6.00	227,982	19,000	Yes
Kiluk	5.00	189,985	20,000	Yes
Kitikmeot Foods	10.00	379,970	-	Yes
Kivalliq Arctic Foods	15.00	569,955	-	Yes
Taluq Designs	2.00	75,994	6,000	Yes
Uqqurmiut Arts & Crafts	13.00	493,961	35,000	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 can be used 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.

Source and Use of Funding

Four-Year Forecast (\$000)

	Budget 2025/26	Budget 2024/25	Budget 2023/24	Budget 2022/23	Total
Opening Balance	0	0	0	0	0
Sources of Cash					
GN Contribution	3,358	3,358	3,358	3,358	10,074
Uses of Cash					
Ivalu					
Jessie Oonark	165	165	165	165	495
Kiluk	140	140	140	140	420
Kitikmeot Foods	330	330	330	330	990
Kivalliq Arctic Foods	260	260	260	260	780
Taluq					
Uqqurmiut Arts & Crafts	70	70	70	70	210
Subsidiary Operations	238	238	238	238	714
Headquarters	1,203	1,203	1,203	1,203	3,609
Sales Division	1,455	1,455	1,455	1,455	4,365
Total Operational Use of Funds	200	200	200	200	600
Capital Expenditures	2,858	2,858	2,858	2,858	8,574
Venture Equity	230	230	230	230	690
Total Use of Cash	270	270	270	270	810
	3,358	3,358	3,358	3,358	10,074
Closing Balance	0	0	0	0	0

Main Estimates

Operating Budget

	Operating Budget 2024/25	Operating Budget 2023/24	Operating Budget 2022/23	Revised Operating Budget 2021/22	Operating Budget 2021/22	Actual Expenditures 2020/21
Compensation & Ben.	832,500	812,500	788,500	962,500	1012,500	534,350
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000	1,403,000	1,594,467
Travel & Transport	226,500	226,500	266,500	216,500	266,500	84,955
Materials & Supplies	20,000	20,000	20,000	22,240	25,000	21,951
Purchased Services	177,000	177,000	177,000	86,760	95,000	18,504
Utilities	30,000	30,000	30,000	30,000	30,000	26,407
Contract Services	252,000	252,000	181,000	90,000	90,000	29,980
Fees & Payments	11,000	11,000	11,000	11,000	8,000	4,795
Other Exp./(Income)	(94,000)	(74,000)	(19,000)	36,000	(72,000)	97,867
Total O&M	2,858,000	2,858,000	2,858,000	2,858,000	2,858,000	2,413,276
Capital Expenditures	230,000	230,000	230,000	230,000	230,000	166,196
Venture Equity	270,000	270,000	270,000	270,000	270,000	270,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000	3,358,000	2,849,472

Priority Items

Priority Items 2022-23

1. Venture Investment Fund

- Working within the Corporation's Investment Guidelines, Regulations, and the NDC Act, the Corporation will seek out and receive investment proposals to the Venture Investment Fund. The Board of Directors must approve any new investment from the Fund.
 - *Year to date NDC has received 2 equity financing proposals from proponents in Cambridge Bay and Baker Lake. Both of the investment proposals remain active as proponents continue to develop both their business plans and financing framework.*
- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC prioritizes Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.
 - *Although NDC has yet to finalize a new equity investment this year the total value of all active equity investment proposals to the Venture Investment Fund to date is \$600,000*
- NDC will emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.
 - *It is forecasted that NDC's venture investments will help generate the equivalent 55 full time Jobs in Nunavut this year.*
- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.
 - *NDC meets regularly with officials at the Nunavut Business Credit Corporation to assess potential investment opportunities and the status of clients that each agency has in common.*
 - *NDC meets regularly with EDT officials on a variety economic, investment and business development matters.*

2. Capital Fund & Subsidy Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit Nunavut's smaller communities.
 - *No new investments have been made in 2022*
- 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 paid to the subsidiary or project.
- Annually NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company.
 - *To date NDC has paid out in excess of \$800,000 from the Capital and Subsidy Fund to subsidiary companies in Arviat, Baker Lake, Cambridge Bay, Pangnirtung, Rankin Inlet and Taloyoak and indirectly to projects in Kugluktuk, Chesterfield Inlet along with the Winnipeg Art Gallery.*
- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting, and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business, and the diversification of our Territorial economy.
 - *Any investment in share capital from the Capital Fund in a new subsidiary company requires the approval of Minister Responsible for the Nunavut Development Corporation.*
- Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.
 - *NDC partnered with RBC to advance the opening of an agency bank branch in the community of Pangnirtung at Uqqurmiut Arts and Crafts. Along with providing additional banking options for the resident of Pangnirtung the partnership has generate additional revenue for the company that in turn can help support its local arts programming. Once this operation has worked out all its growing pains, NDC will potentially open more agency banks in Nunavut's smaller communities.*
 - *Kivalliq Arctic Foods again has partnered with the Whale Cove Issatik HTO in the operation of the local fish plants as well as purchasing beluga, and for the first time partnered with the Kangiqliniq HTO to purchase beluga from its local hunters.*
 - *Ivalu Partnered with Rubenstein Canada to deliver sewing machine repair programs in the Kivalliq as well as in the Kitikmeot.*

3. Cultural Industries

- NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut businesses enterprises operating in our cultural industry sectors.
 - *NDC, worked with the Netsilik Argnakvik Society and Taluq Designs with the support of EDT to run a 4 - 1 week employment training project in the communities of Taloyoak, Kugarruk, Kugluktuk & Cambridge Bay. The training took place at Taluq Designs early in fiscal 2022 and focused on the production of sewn goods such as moccasins.*
 - *NDC in partnership with Rubenstein Canada and with funding from Netsilik Argnakvik Society delivered sewing machine repair projects Taloyoak, Kugarruk, Kugluktuk & Cambridge Bay. NDC and its partner companies rely on households having working sewing machines in order to produce goods sought by partner companies generate income earning opportunities residents.*

- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.
 - *Along with direct support offered to partner companies NDC either directly or indirectly purchases art and other craft good from producers in many Nunavut communities including Naujaat, Igloodik, Pond Inlet, Kimmirut, Cape Dorset, Gjoa Haven, Kugluktuk, Sanikiluaq and Iqaluit.*

- Ivalu, the Sales Division, along with other NDC subsidiary companies, will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.
 - *To date \$700,000 in Nunavut art, craft and sewn goods have been purchased by NDC and its partner companies*

4. Harvesting / Fisheries

- NDC will seek out opportunities for new projects and investments in our commercial fishery and harvesting sectors that will lead to enhanced employment and income earning opportunities for Nunavut hunters, fishermen and processing plant workers - as well as support for Nunavut business enterprises operating in these sectors.
 - *NDC maintains varying investments and projects which support Nunavut's harvesting and fisheries sector. Collective these subsidiaries, projects and venture investments generate 50 jobs for Nunavummiut annually.*
 - *NDC continues to actively seek out investments in this important area of the Nunavut economy.*
- NDC will communicate with Nunavut based offshore fishing enterprises and use the Venture Investment Fund to support sector investment for initiatives such as new vessel acquisition.
 - *NDC has met with Nunavut based fishing enterprises; NDC has a history of placing investments that support Nunavut's inshore and offshore fishery.*
 - *We remain engaged with Nunavut fishing entities and continue to seek out new investments in this sector.*
- NDC will invest in Kivalliq Arctic Foods (Rankin Inlet) and Kitikmeot Foods Ltd (Cambridge Bay) to support territorial harvesting and processing initiatives for commercial char, turbot, muskox, maktaaq and caribou with finished product destined for Nunavut households along with other territorial commercial and institutional clients.
 - *Kivalliq Arctic Foods operates a seasonal char harvest (July & August) in 2022 KAF received 12,637 lbs. from Whale Cove, 5,411 lbs. from Rankin Inlet and 76 lbs. from Chesterfield Inlet. The maktaaq harvest begins in August & September, in 2022 KAF received 30 beluga 15 from Whale Cove and 15 from Rankin Inlet. The caribou harvest starts in January, Kivalliq Arctic Foods expects to receive 800 caribou. The muskox harvest is expected later in the winter and is expected to receive 75 muskox.*
 - *Income and employment opportunities are generated for hunters, fishers and plant workers from across the Kivalliq as a result.*
 - *Kivalliq Arctic Foods distribute their product across the territory to Nunavut households, commercial establishments, social agencies and other organizations.*
 - *Kitikmeot Foods is primarily a processor of Arctic Char. The Cambridge Bay based plant harvested 70,220 lbs. of char from lakes and rivers in the area over the months of July, August and September 2022.*
 - *Income and employment opportunities are generated for fishers and plant works workers in the community.*
 - *Kitikmeot Foods maintains important export partnerships with US based Clean Fish and numerous commercial establishments in Yellowknife NWT along with a diverse cliental across Nunavut.*

- Papiruaq Fisheries (Whale Cove) and Ikalupik Fisheries (Chesterfield Inlet) will work in close coordination with Kivalliq Arctic Foods on summer fishery initiatives. Kitikmeot Foods and Kivalliq Arctic Foods will also pursue winter fishery initiatives with fishermen from other Nunavut communities such as Qikiqtarjuaq.
 - *Kivalliq Arctic Foods worked closely with the Papiruaq Fish Plant in Whale Cove & Kangiqliniq HTO in Rankin Inlet to operate successful summer fisheries and maktaaq harvests in both communities.*
- Both Kitikmeot Foods and Kivalliq Arctic Foods will be licensed federal processors of arctic char and territorial processors of caribou, muskox and maktaaq. Both will utilize the services of food safety specialists and actively manage their respective food safety framework.
 - *The new Safe Food for Canadians Regulations came into force in in 2019. Both Kivalliq Arctic Foods and Kitikmeot Foods are complicate under the new regulations are able to export arctic char internationally.*
 - *Both plants retain the services of a food safety specialist who liaises with officials at CFIA helping to ensure the highest Level of food safety is maintained for all processed country food and that both facilities remain compliant with the new regulations.*

5. Tourism

- NDC will seek out opportunities for new projects and investments in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.
 - *NDC's investments broadly support tourism initiatives across Nunavut. They provide opportunities for visitors to purchase our unique countryfoods, be that caribou, muskox, maktaaq or char, or on the arts side, where visitors to Nunavut are able to access a variety of Nunavut produced arts and crafts goods as souvenirs or collectables.*
 - *Investments in Nunavut hotels also support our tourism industry and help put new and modern accommodations on the ground in Nunavut communities.*
 - *Potentially investing in Inuit owned Outfitters by creating a subsidiary company of NDC to support and expand on Nunavut's wild life tourism creating employment opportunities for Inuit.*
- 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.
 - *NDC venture investments in Tukumaaq Inc (Naujaaraaluit Hotel - Clyde River) and CHOU Inc (Ulu Inn - Cambridge Bay) are investment models NDC seeks to replicate in other Nunavut Communities*

Priority Items 2023-24

1. Venture Investment Fund

- Working within the Corporation's Investment Guidelines, Regulations and the NDC Act, the Corporation seek out and receive investment proposals to the Venture Investment Fund. The Board of Directors must approve any new investment from the Fund.
- Investment from the Fund must be of an equity orientated non-controlling nature. NDC targets new investments of \$500,000 annually. NDC continues to prioritize Inuit and Nunavut businesses operating in our arts, harvesting and tourism sectors.
- NDC will also emphasize investments that support employment and income earning opportunities, the growth of business and the diversification of our Territorial economy with an emphasis on making investments in Nunavut's smaller communities.
- Investments from the Fund are redeemable and carry an annual dividend rate, the terms of which are outlined in a Unanimous Shareholders Agreement. 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, Regulations and the NDC Act, NDC will seek out and assess opportunities for investment in new projects and subsidiary companies with an emphasis on investments that benefit 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 paid to the subsidiary or project.
- Annually NDC targets \$1.4 million in payments from the Capital and Subsidy Fund. The Board of Directors must approve any investment from the Capital Fund and Subsidy Fund. The Minister must approve any investment that leads to the establishment of a subsidiary company.
- New investments from the Capital and Subsidy Funds will prioritize investments in Nunavut's arts, harvesting, and tourism sectors that generate employment and income earning opportunities for local residents, stimulate the growth of business and the diversification of our Territorial economy.
- Partnerships with Hamlets, community development corporations, local business enterprises, and other funding agencies are critical in the advancement of this priority.

3. Cultural Industries

- NDC will seek out opportunities for new projects and investments in our cultural industries sector that will lead to enhanced employment and income earning opportunities for Nunavut artists and support for Nunavut business enterprises operating in our cultural industry sectors.
- NDC will invest in its partner subsidiaries Uqqurmiut Arts and Crafts (Pangnirtung), Taluq (Taloyoak), Kiluk (Arviat) and Jessie Oonark (Baker Lake) to support local producers in the community and regions where the companies are located.
- Ivalu, the Sales Division, along with other NDC subsidiary companies, will collectively invest \$1.5 million in inventory and promote such locally, across the north and internationally.
- NDC will help Inuit artists to apply for grants to get the tools and or machinery they need to produce income earning opportunities.
- NDC will look into displaying some of the artwork from some of its Subsidiary companies and also accepting sales for them. This could alter how business is carried out in Nunavut

4. Harvesting / Fisheries

- NDC will seek out opportunities for new projects and investments in our commercial fishery and harvesting sectors that will lead to enhanced employment and income earning opportunities for Nunavut hunters, fishermen and processing plant workers as well as support for Nunavut business enterprises operating in these sectors.
- NDC will communicate with Nunavut based offshore fishing enterprises and use the Venture Investment Fund to support sector investment for initiatives such as new vessel acquisition.
- NDC will invest in Kitikmeot Foods (Cambridge Bay) and Kivalliq Arctic Foods (Rankin Inlet) to support territorial harvesting and processing initiatives for commercial char, turbot, muskox, maktaaq and caribou. Finished product will be destined for Nunavut households, along with other territorial, commercial, and institutional clients.
- Papiruk Fisheries (Whale Cove) will work in close coordination with Kivalliq Arctic Foods on summer fishery initiatives. Kitikmeot Foods and Kivalliq Arctic Foods will also pursue winter fishery initiatives with fishermen from other Nunavut communities such as Qikiqtarjuaq.

- Both Kitikmeot Foods and Kivalliq Arctic Foods will be licensed federal processors of arctic char and territorial processors of caribou, muskox and maktaaq. Both will utilize the services of food safety specialists and actively manage their respective food safety framework.
- NDC will work with the Hamlet of Chesterfield Inlet to look into the Iqalukpik fish plant to possibly create a subsidiary of Kivalliq Arctic Foods such as the one in Whale Cove. Having another fish processing plant can help KAF in getting summer fishery as well as employing Inuit to operate the plant and purchase arctic char from local fisher people.

5. Tourism

- NDC will seek out opportunities for new projects and investments such as Outfitters in our Tourism Sector that will lead to enhanced employment and income earning opportunities for sector participants and support for Nunavut businesses enterprises operating in this important sector.
- NDC will also look into creating an application-based grant to support Inuit outfitters by helping offset the high costs of both airline and fuel costs for their respective hunters. This will be a big help to the outfitters to ensure they are successful and continue the promotion of big wild game in Nunavut. It will also reduce the high costs of owning and running an outfitting business.
- 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.

6. Nunavut Housing Initiative

- NDC will work with Inuit Organizations (Nunavut Tunngavik Incorporated and the 3 regional Inuit Organizations) along with other Crown Corporations such as NBCC and Federal Stakeholders to come up with a plan to support a housing Initiative for Inuit in Nunavut. NDC can play a key role to help with the housing shortage in Nunavut.
- Working with Inuit Organizations to help better the lives of Inuit in Nunavut by supporting them with infrastructure needs such as the KHFL (Kivalliq Hydro Fiber Link), Wind or Solar Initiatives. NDC would like to be actively involved in projects where it can help.



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Qulliq Energy Corporation
Société d'énergie Qulliq
Qulliq Alruyaktuqtunik Ikumatjutiit

Corporate Plan 2023-2026

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1.0 Introduction

Qulliq Energy Corporation (QEC) is a Government of Nunavut (GN) territorial corporation. Historically, the Northern Canada Power Commission (NCPC) was responsible for supplying power to the territory from 1949 to 1988. Operations were then transferred to Northwest Territories Power Corporation (NTPC). In 1999, Nunavut established its own locally managed utility, and on April 1, 2001, Nunavut Power Corporation (NPC) came into being under the *Nunavut Power Corporation Act*. NPC was subsequently renamed Qulliq Energy Corporation and the *Nunavut Power Corporation Act* was renamed the *Qulliq Energy Corporation Act* (“QEC Act”) as a result of legislation passed in March of 2003. This legislation also broadened the Corporation’s mandate to respond to a wider range of energy use and conservation issues within Nunavut. In 2018, the *QEC Act* was further amended allowing the Corporation to purchase power in anticipation of launching customer-focused renewable energy generation programs.

Through the operation of 25 stand-alone diesel power plants with a total installed capacity of approximately 76,000 kilowatts, QEC is the sole provider of electricity to approximately 15,000 customers in the territory. The Corporation provides mechanical, electrical, and line maintenance services from three regional centers: Iqaluit, Rankin Inlet, and Cambridge Bay. QEC’s administrative activities are carried out at the Head Office in Baker Lake and the Corporate Office in Iqaluit.

The Minister responsible for QEC appoints the Corporation’s Board of Directors to oversee QEC’s business activities. Since 2005, the responsible Minister has provided an annual Letter of Expectation to QEC to guide the Board of Directors in defining the priorities and desired outcomes of the Corporation while reinforcing the importance of QEC’s relationship with the GN. QEC’s Board of Directors is guided by the Inuit Societal Value *Aajiqatigiinni* (decision-making through discussion and consensus) regarding the strategic direction of the Corporation.

The Corporation attends to the overall objectives provided by legislation including, supporting the Minister responsible for QEC on inter-governmental and regulatory issues, managing capital projects, and analyzing and promoting the use of alternative energy sources throughout the territory.

1.1 Vision

QEC’s vision is to provide the communities of Nunavut with a safe, reliable, sustainable, and economical energy supply and service. QEC’s foundation to achieve its vision is based on an empowered and accountable workforce representative of Nunavut’s population and reflective of Inuit Societal Values, Inuit Qaujimagatuqangit, and *Katujjiluta* the mandate of the sixth Legislative Assembly of the Government of Nunavut. QEC operates as an enterprise with transparency, accountability, and integrity.

1.2 Mission

QEC provides safe, reliable, and efficient electricity and plans long-term affordable energy for Nunavummiut.

1.3 Corporate Objectives

Section 5 of the *QEC Act* sets out the objectives of QEC, they are as follows:

- (a) to generate, transform, transmit, distribute, deliver, sell and supply the energy on a safe, economic, efficient, and reliable basis;
- (b) to plan and provide for Nunavut's long-term needs for affordable energy, taking into consideration Nunavut's desire to enhance energy self-reliance and conserving energy and energy resources;
- (c) to purchase, store, process, distribute, deliver, sell and supply petroleum products and other fuels;
- (d) to undertake programs to maximize the efficiency of fuel and other energy consumption and to provide advice and information to consumers to enable fuel and energy conservation;
- (e) subject to the *Utility Rates Review Council Act*, to set rates and tariffs for energy and services supplied by the Corporation and its subsidiaries; and
- (f) to undertake any other activity directed or authorized by order of the Commissioner in the Executive Council.

QEC supports the following key priority areas of the Katujjiluta Mandate of the 6th Legislative Assembly:

- (a) Aging with Dignity in Nunavut
- (b) Enabling Health and Healing
- (c) Re-investing in Education
- (d) Diversifying our local economies

Aging with Dignity in Nunavut

Under the action item '*Encourage community-based initiatives to provide elders/seniors programming and supports for independent or assisted living,*' QEC collaboratively administers two Subsidy Programs with the Government of Nunavut, the Department of Finance's Nunavut Electricity Subsidy Program and the Nunavut Housing Corporation's User Pay Program. QEC will begin work to establish a Customer Care Priority Access Policy to serve Elders/ seniors and other vulnerable groups.

Enabling Health & Healing

Under the action item '*Re-invest in suicide prevention and postvention programs with our partners with an emphasis on those that address root causes such as child sexual abuse, trauma, bullying, and discrimination,*' QEC contributes to the overall Priority in terms of respect in the workplace. This includes training on bullying, harassment, and discrimination.

Re-investing in Education

Under the action item *'Increase opportunities for pre-employment work experiences for high school and post-secondary students throughout the year'*, QEC administers an active Summer Student Program intending to find qualified young people who will seek employment at QEC in the future.

Under the action item *'Enhance indirect supports for post-secondary learners'*, QEC supports learning by paying for employee training and the acquisition of professional designations.

Under the action item *'Prepare and implement a multi-year training strategy with Inuit organizations and other partners to enable the development of Nunavut's labor force and economy'*, QEC has 5 Inuit Employment initiatives.

Diversifying our Local Economies

Under the action item *'Investigate the potential for alternative building technologies to be used and manufactured in Nunavut, with an emphasis on energy-efficient and climate-friendly construction'*, QEC remains committed to developing the territory's infrastructure base, a critical component of ensuring safe and reliable power for Nunavummiut. QEC endeavors to further the Corporation's alternative energy initiatives in Nunavut through partnerships with federal, territorial, and municipal governments and Inuit organizations. This action item is in line with the QEC Act.

2.0 Environmental Scan

QEC operates within a broad spectrum of political, geographical, environmental, and economic conditions specific to the unique challenges of generating and distributing electricity in Nunavut.

2.1 Political

The GN and the Minister responsible for QEC play a significant role in the Corporation's activities. The GN is the Corporation's sole shareholder, its largest customer, its largest supplier of fuel, its ultimate regulator, and the source of consumer subsidy programs. Two subsidies offered through the GN are the User Pay Program (also known as the Public Housing Power Support Program) and the Nunavut Electricity Subsidy Program (NESP).

Residential customers in public housing can access the User Pay Program. Eligible customers in the program are billed at a rate of 6.0¢/kWh for their power usage. QEC invoices the Nunavut Housing Corporation for the difference between the approved residential rate and the 6.0 cents/kWh, for customers in this program.

The Nunavut Electricity Subsidy Program is offered to other qualifying residential customers across the territory. The subsidy is based on 50% of the Iqaluit residential electricity rate and it is applied on the first 700 kWh consumed each month between April and September and on the first 1,000 kWh consumed each month between October and March. QEC applies the NESP subsidy directly to qualifying customers' power bills and invoices the GN Department of Finance for the difference

between the approved residential rate and the NESP subsidy. The Department of Finance directly administers the NESP for commercial customers with gross revenue of less than two million dollars.

QEC submits applications for rate changes to the Minister responsible for QEC, who then seeks the advice of the Utility Rates Review Council (URRC). The URRRC is an impartial advisory body whose role is to make rate recommendations to the Minister. The Minister with Cabinet's approval determines whether to approve the URRRC's recommendation, approve QEC's request or provide a new option.

Capital projects with a total cost exceeding \$5 million are deemed major capital projects under the *QEC Act*. For major capital projects, the Corporation must submit a Major Project Permit application to the Minister responsible for QEC and receive approval from the Minister before undertaking any work. The responsible Minister may seek advice from the URRRC before rendering a decision.

2.2 Rate Regulation Activity

QEC's electricity rates are based on the Corporation's revenue requirements: capital investments, fuel costs, and non-fuel costs such as operations and maintenance, travel, and wages. QEC uses the data from a revenue requirement forecast for the year in which a rate change is to take effect to prepare an application to the Minister responsible for QEC.

QEC's most recent General Rate Application (GRA) was submitted to the responsible Minister in March 2022 requesting a new territory-wide rate to take effect on October 1, 2022. On October 13, 2022, the Minister responsible for QEC's approval of the territory-wide rate was a historical moment for Nunavut and QEC. Nunavummiut now pay the same rate for electricity no matter what community they live in. This imperative decision was 20 years in the making and will have a lasting impact on customers for years to come.

QEC maintains a Fuel Stabilization Rate Fund (FSRF) to offset the price difference between the fuel price included in the current electricity rates and the actual fuel price paid by the Corporation. The FSRF is only used to offset fuel prices and cannot be used for capital or operations and maintenance initiatives.

If at any time, the forecasts indicate the FSRF balance is expected to exceed the threshold of plus or minus \$1 million within six months, QEC must apply to the Minister for a fuel rider designed to recover or refund the balance. Customers under the User Pay Program are exempt from FSR riders.

For the period April 2022 to September 2022, the FSRF was under \$1 million therefore an FSRF rider application was not required. The FSRF is re-assessed every 6 months and QEC is currently working on the October 1, 2022 – March 31, 2023 projections.

2.3 Environmental

QEC operates in some of the most difficult environmental locations and conditions of any utility in the world. Weather, distance, and darkness generate stress on employees, assets, and equipment. These factors present a challenge for operations and maintenance teams.

QEC endeavors to protect these environments locally, through strong environmental protection practices, and globally, by reducing the use of diesel fuel for power generation. The Corporation's expectation to abide by *Avatittinnik Kamatsiarniq* (respect and care for the land, animals, and the environment) is reflected in its environmental protection measures. QEC abides by legislative and regulatory standards for the removal and remediation of environmental contamination. The Corporation has committed to implementing remedial measures when human health is at risk.

QEC is aware of 28 legacy contamination sites from the historical operations of the NCPC. QEC has determined through legal opinions that the Government of Canada is responsible for the majority of the legacy contamination on QEC sites based upon the principle of "polluter pays". QEC is responsible for the ongoing monitoring, mitigation, and remediation of environmental liabilities that occur on QEC lands.

2.4 Economic

QEC's largest operations and maintenance expenses are for fuel, used to generate electricity for all customers in the territory. Diversification of the energy supply mix can alleviate dependency on imported fossil fuels and help address diesel-related environmental concerns. QEC has launched its suite of renewable energy initiatives to reduce overall diesel consumption. The cost of renewable energy remains tied, at least in part, to the price of diesel. This means that Nunavut will continue to pay diesel prices, or higher, for power regardless of its generation source.

QEC's borrowing capacity of \$300 million is linked to the GN's debt ceiling. QEC does not receive appropriations from the GN, instead receiving funds from the sale of electricity to customers. QEC relies on its status as a monopoly, to effectively share the significant capital costs associated with energy generation in Nunavut. QEC's customer base is too small to be able to fund large capital projects cost-effectively. Maintaining the entire customer base ensures that these large costs are shared by as many customers as possible so that each customer pays less for energy.

QEC's small customer base and the significant cost of its power generation projects limit QEC's financial ability to pursue renewable energy studies and projects, as well as, initiate upgrades to its aging power systems. To augment these limited resources, QEC needs to foster investment partnerships with the territorial and federal government for renewable energy projects and to fund upgrades to the existing diesel infrastructure that will continue to serve as a backup power supply.

2.5 Geographic

QEC serves 25 communities, 24 of which are located north of 60°. There are no roads linking communities and there is no shared transmission grid. Nunavut is unique in that it spans three

time zones and covers nearly 2 million square kilometers of land mass. Supplies and fuel arrive either by ship during the limited Arctic shipping season or by air when deemed necessary.

2.6 Load Growth

QEC fosters the Inuit Societal Value of *Pijitsirniq* (serving and providing for family and/or communities) to ensure the Corporation provides safe and reliable power to Nunavummiut. Across Nunavut, both federal and GN departments, agencies, and municipalities have mobilized to provide improved infrastructure to Nunavummiut. QEC thus operates at a time when load growth or electricity demand in each of Nunavut's regions is forecasted to increase. The Corporation is working diligently to keep up with the growing electricity demand across the territory.

The GN's Capital Plan to upgrade, expand or replace infrastructure in communities is one driver to increase electricity demand. QEC relies upon its relationship with the GN Department of Community and Government Services, to gather information on the major projects scheduled over the coming years. In addition to territorial and federal government-driven projects, newly built houses and private enterprise initiatives are adding to the electricity demand in each community.

The recent announcement of a housing partnership agreement between the Government of Nunavut, NCC Development Ltd., and Nunavut Housing Corporation where 3,000 houses will be constructed across the territory over the next eight years will impact load growth in the affected communities. It is imperative for QEC to be involved in the initial planning stages to manage growth and capacity for each of the communities.

2.7 Power Plant Replacements

Typically, a power plant is designed to function for 40 to 50 years. The Corporation owns and operates 25 diesel power plants across Nunavut, 10 of which are operating beyond their intended life span. QEC undertakes capital projects to replace aging critical infrastructure needed to provide safe and reliable power to Nunavummiut.

Through QEC's capital program, the Corporation is able to rebuild power plants and perform major capital overhauls to aging infrastructure and equipment that is at the end of its lifecycle. QEC has prioritized power plant and generator set replacements in its capital plan, meeting environmental and regulatory requirements to address safety concerns.

QEC has constructed a new power plant in Arctic Bay. Through the Government of Canada's Arctic Energy Fund (AEF), QEC has replaced generators as follows; Rankin Inlet (2020), Coral Harbour (2020), Chesterfield Inlet (2020), 2 in Pond Inlet (2021, 2022), Whale Cove (2022), and Clyde River (2022). A second generator replacement is in progress in Clyde River and Iqaluit will also have a generator replaced. The replacements in Clyde River and Iqaluit will be completed by March 2024. These projects are cost-shared 75:25 by AEF and QEC respectively.

2.8 Alternative Energy

QEC fosters the Inuit Societal Value of *Qanuqtuurniq* (being innovative and resourceful) regarding establishing alternative energy initiatives.

Currently, almost all electricity generated by QEC relies on imported fossil fuel. Nonetheless, the Corporation continuously seeks ways to move toward a cleaner energy future by diversifying the territory's energy supply mix. QEC recognizes and supports the Government of Nunavut's commitment to the *Pan-Canadian Framework on Clean Growth and Climate Change* and is actively engaged in securing funding to reduce reliance on diesel fuel and decrease emissions through the integration of alternative energy technology and the use of more energy-efficient electricity generation systems.

QEC is working to reduce its reliance on diesel through the launch of its third-party power generation programs. In 2018, QEC launched its Net Metering Program (NMP). Net Metering allows residential customers and one hamlet account per community to generate their own electricity supply using renewable sources and send the surplus electricity they produce to the electrical grid in exchange for an energy credit. This program was the first step for QEC in connecting renewable energy to its grid; a process that continues with the development of larger power producer programs. As of September 2022, there were 26 NMP applications received, 18 bi-directional meters installed, and 8 system installations in progress. QEC is in the process of updating the NMP policy to increase individual customer renewable energy generation capacity limit from 10kW to 15kW and expand municipal accounts from 1 to 2 accounts. This new policy will also track and report on the financial impacts of the program (net revenue loss as a percentage of the revenue requirement).

QEC launched the Commercial and Institutional Power Producers (CIPP) renewable energy program in March 2021. The CIPP program allows existing commercial and institutional customers to generate renewable energy on their premises using renewable energy systems. Through the CIPP program, all energy generated must be sold to QEC and bought back at the applicable community rate. To date, QEC has received 15 applications, of which, 4 have been approved and 10 are in the planning phase and 1 is still under review.

The Independent Power Producer Program allows larger-scale, independent power producers, to generate renewable energy and sell all the power generated to QEC. In July 2022, the Minister responsible for QEC granted interim approval for the IPP program to commence while QEC developed an IPP policy. Nunavut Tunngavik Incorporation (NTI) expressed interest in actively participating in the development of the policy. Once this policy is finalized between NTI, other stakeholders, and QEC, it will go through the approval process. In the meantime, QEC is accepting applications from IPPs based on the interim approval.

QEC pays existing CIPP customers the avoided cost of diesel (the price QEC pays for diesel per kilowatt-hour) to ensure that the program does not increase electricity costs for its customers. In developing the IPP program and reviewing the CIPP program, QEC received Ministerial instruction to commission a report on renewable energy pricing structures. QEC appointed a rate regulation

Consultant to develop a *Specialized Rate Strategy* report. QEC is in discussion with its GN stakeholders on the findings of this report to determine the next steps, including a price for power that is economically viable for Nunavummiut. QEC is currently exploring options for additional funding for the program.

Through the Government of Canada's Clean Energy for Rural and Remote Communities (CERRC) Program and the AEF, QEC had secured funds for the development of a solar project that would be part of the new power plant in Kugluktuk. However, QEC continues to face supply chain challenges. QEC has gone to tender three times and supplier bid prices are exponentially above budget.

QEC secured additional funding from Environment and Climate Change Canada's - Low Carbon Economy Fund for the construction of District Heating Systems (DHS) in Sanikiluaq and Taloyoak and both projects have been completed. Feasibility studies, funded by Crown-Indigenous Relations and Northern Affairs Canada's - Northern REACHE Program, showed promising results for a DHS expansion in Baker Lake and an exhaust gas heat recovery unit (EGRU) in Iqaluit. This study has been completed. QEC has existing DHS in Iqaluit, Arviat, Kugluktuk, Pangnirtung, Rankin Inlet Sanikiluaq and Taloyoak.

In 2018, QEC completed phase I of a feasibility study on the potential for geothermal resource development for Nunavut. QEC secured partial funding from Canadian Northern Economic Development Agency (CanNor) to execute phase II of this initiative; for data collection at Baker Lake, Resolute Bay, and Cambridge Bay. QEC cancelled its Phase II funding agreement with CanNor and reapplied for Phase IIb which includes exploring geothermal storage in Baker Lake, allowing heat to be stored until needed for use in Baker Lake's existing DHS. The application was approved and the work started in November 2022. QEC continues to work collaboratively with the Government of Nunavut to identify federal funding and investment opportunities that allow QEC to pursue new alternative energy projects.

3.0 Inuit Employment Plan

QEC has developed an Inuit Employment Plan (IEP) that addresses issues and opportunities to increase Inuit employment, sets short, medium, and long-term goals to increase capacity, and contains an action plan to achieve the goals. As of September 30, 2022, QEC's Inuit employment rate was 55%.

3.1 Inuit Employment Initiatives

The Corporation continues to make efforts to strengthen Inuit employment through the establishment of 5 separate but associated initiatives. Each element is an independent but interconnected recruitment or development strategy with the overall intent of moving both current Inuit employees and new Inuit hires into planned skills development and career opportunities.

1. The **Inuit Leadership Development Program** aims to increase Inuit representation in the professional, middle, and senior management employment categories. The program

features 3 streams of activity to support the development of Inuit employees and prepare them for leadership in the Corporation:

- **Academic:** The program supports Inuit who wish to obtain certificates, diplomas, or degrees in an area of study that is beneficial to the Corporation.

Experiential: Inuit employees who have expressed interest and have shown dedication and commitment to professional growth are provided with development assignments in professional and leadership roles. 11 Inuit are currently on development assignments.

- **Professional:** The Corporation fully supports Inuit employees in obtaining professional licensing in their field. 2 Inuit are currently pursuing professional accreditation in their vocational fields.

2. **Inuit Employee Career Development Plans** were established as part of QEC's commitment to lifelong learning for Inuit employees. Completing the development plan process with the support of the Supervisors helps to ensure Inuit employees have the knowledge, skills, leadership competencies, and abilities to achieve their individual career goals within the Corporation.

Through formal education, on-the-job training, internships, and meaningful work experiences, Inuit employees work towards the next step on their career ladder as identified in their career development plan. Lateral moves within the Corporation and between departments and positions also provide opportunities for cross-training.

3. The **Summer Student Program (SSP)** provides students with an opportunity to work within the Corporation. Students are hired for positions in their home community, providing them with exposure to local employment opportunities. Students in the SSP may also be considered for other Inuit employment opportunities. There were twelve students hired over the 2022 summer employment term.
4. The **Apprenticeship Program** reduces dependency on hiring transient trades from outside Nunavut. The recruitment of trades workers from other jurisdictions continues to be a significant expenditure for QEC. Competition from companies both in and outside the territory has resulted in extended vacancies within QEC. This program focuses on hiring Inuit as apprentices, supporting them through their apprenticeship, and providing professional employment upon completion.
5. The **Inuit Employment Plan Steering Committee** is mandated to review, analyze and provide feedback to senior management on policies and employment practices that impact Inuit employment. The committee acts as a formal group to exchange ideas, concerns, and solutions related to the Corporation's Inuit Employment Plan.

3.2 Inuit Employment

With more focused and responsive Inuit employment initiatives in place, QEC has established Inuit employment targets. The 2023-2024 target of 58% includes maintaining or increasing by 3%, the number of Inuit employees as outlined in our Inuit Employment Plan.

Priorities (2022-2023)

- Recruit four Inuit apprentices.
Status: This priority will begin in early 2023 after the ratification of QECs new Collective Agreement. QEC will be submitting an RFD in February 2023 for Cabinet approval of the Apprenticeship Program.
- Develop an Internship Program.
Status: This priority is delayed. An Internship Program will be reviewed after the successful implementation of the Apprenticeship Program.
- Recruit two Inuit interns.
Status: This priority is dependent on the success of the apprentice and internship programs and will be implemented once the two programs are completed.

Priorities (2023-2024)

- Create a Coaching and Mentorship Program.
- Offer coaching and mentorship opportunities to interested employees.
- Recruit an intern for a Senior Management role.

Priorities (2024-2025)

- Create training programs to target Plant Superintendents, Plant Operators, and Assistant Operators.

Priorities (2025 – 2026) April - October

- Recruit QEC Internship Program outcome. Determine if additional FTE/PY are required.
- Review the QEC Apprentice Program outcome. Determine if additional FTE/PY are required.

4.0 Corporate Priorities

The Corporation's core priority is the generation and distribution of safe, reliable, and efficient energy across the territory. QEC's operations must ensure:

- Electrical systems are reliable;
- Environmental responsibility and safety;
- Attention to fuel efficiencies in both capital and operations phases; and
- Attention to purchasing, spending, and financial management practices.

4.1 Administration

The Corporation's administrative branch has 3 distinct yet interrelated sections: Office of the President and Chief Executive Officer (CEO), Corporate Affairs, and Legal Services. Working closely with the Board of Directors and Vice Presidents the President and CEO leads QEC's strategic

direction toward fulfilling its vision and mission, exercises overall leadership and management of the Corporation, and ensures alignment of the Government of Nunavut's mandate with QEC's objectives. The vice presidents assist the President and CEO to ensure a focus on larger organizational and strategic requirements. Corporate Affairs is responsible for overseeing the administration of corporate policies and reporting requirements, strategic planning, policy development, communications, and inter-governmental and intra-governmental relations, as well as, providing support to all QEC departments and the Office of the President and CEO. The Legal Counsel oversees internal and external legal resources, when and where applicable, to secure the Corporation's best interests.

Priorities (2022-2023)

- Develop a Corporate Planning process manual.
Status: This priority is delayed due to staff shortage.
- Finalize the Board of Directors' Manual.
Status: This priority will be completed by the end of the fiscal year.
- Approval of Corporate Policies on Motor Vehicles, Environmental Protection, Information Technology, and Housing Policy by the Union.
Status: This priority will be completed once the Collective Agreement is signed, before the end of the fiscal year.
- Approval of Housing Procedures.
Status: This priority is completed.
- Conclude two audits – draft and final reports.
Status: This priority is completed.
- Confer with QEC's stakeholders on the CIPP Producers Program - Specialized Pricing Strategy report.
Status: This priority is ongoing and the Specialized Pricing Strategy will be going through the Government of Nunavut's approval process and the URRC
- Finalize and launch the CIPP Program.
Status: This priority is ongoing. The program is running however the pricing structure is still to be approved by the Government of Nunavut and the URRC.
- Finalize and launch IPP Program.
Status: This priority is ongoing. The program received interim approval from the Minister responsible for QEC in July 2022 and QEC is accepting and processing applications while waiting to collaborate with NTI and other stakeholders to finalize the policy.
- Confer with QEC's stakeholders on the NMP review report.
Status: This priority is completed.
- Finalize and launch the revised NMP
Status: This priority is ongoing. The policy has been revised and awaiting Board and Cabinet approval.

- Update Corporate Policies on Transient Housing, QEC's Policy Manual, Air Charter, and Land Acquisition and Disposal in collaboration with the respective departments.
Status: This priority is delayed due to staff shortage.
- Deploy QEC's Privacy Impact Assessment procedure.
Status: This priority is delayed due to staff shortage.
- Deploy ATIPP training for the Senior Management team and other Managers.
Status: This priority is delayed due to staff shortage.
- Plan for new Government reporting procedures.
Status: This priority has not been started. Awaiting further direction from the Government of Nunavut.
- Design and develop a Database Management System for Corporate Planning.
Status: This priority is delayed due to staff shortage.
- Develop a Communications process manual.
Status: This priority will be completed this fiscal year.
- Assess corporate website structure in collaboration with IT.
Status: This priority is delayed due to staff shortage.
- Coordinate content for the new intranet.
Status: This priority will be completed this year.
- Expand Energy Wise campaign promotion.
Status: This priority is ongoing.
- Develop and implement a communication plan for General Rate Application.
Status: This priority is completed.

Priorities (2023-2024)

- Conduct a Corporate Policy review and identify gaps.
- Based on policy gap analysis, begin priority policy planning and development.
- Launch the Communications process manual.
- Create community consultation guidelines.
- Develop a plan to update the website structure based on assessment in collaboration with IT.
- Implement Communication Plan to share changes and new customer care processes and improvements.

Priorities (2024-2025)

- Develop/revise Corporate Policies in collaboration with the respective departments.
- Conduct Program Evaluations – Net Metering, Commercial and Institutional Power Producers Program, and Independent Power Producers Program.
- Finalize new website content.

Priorities (2025-2026) April - October

- Continue to develop new Corporate Policies.

- Program revision if required - Net Metering, Commercial and Institutional Power Producers Program, and Independent Power Producers Program.
- Develop a communications plan to launch a new public website.
- Research available communications tools and platforms to improve efficiency.

4.2 Engineering

The Engineering Department is responsible for developing and implementing processes to ensure QEC provides safe, reliable, and efficient services to Nunavummiut. The Department also provides engineering design and technical support services to the Corporation. The Engineering team develops, maintains, and implements various corporate engineering standards and the capital plan. Engineering supports and partners with the Operations Department in ensuring that corporate business goals are consistently achieved at the lowest cost to customers while achieving the highest possible standards in accordance with utility best practices.

Priorities (2022-2023)

- Complete connection of emergency generation set in Gjoa Haven.
Status: This priority is completed and the project is being closed.
- Complete Sanirajak, Sanikiluaq, and Igloolik electrical distribution upgrades.
Status: This priority is ongoing. The procurement of materials has been completed. The preliminary design has been completed and is under review. Now preparing the Request for Tender scope of work.
- Complete construction of the new District Heating System in Taloyoak.
Status: This priority is completed and the project is in the process of closing.
- Complete the distribution work and close the new Arctic Bay Power Plant project.
Status: This priority is completed and the project is in the process of closing.
- Start design of new power plant in Cambridge Bay, Igloolik, and Gjoa Haven.
Status: This priority is ongoing. The design contract has been awarded and the work is in progress.
- Start replacement of G2 generator set in Clyde River.
Status: This priority is ongoing. A contract has been signed, the design is in progress, and major equipment has been procured.
- Start replacement of Iqaluit G4 generator set.
Status: This priority is ongoing. The design and equipment procurement contract was signed. The design is in progress.
- Start replacement of Baker Lake G4 generator set.
Status: This priority is ongoing. The bid price came higher than the approved project budget and was cancelled. The retendering process will start as soon as possible.
- Start replacement of G3 generator set in Sanikiluaq

Status: This priority is ongoing. The bid price came higher than the approved project budget and cancelled the tender. The retendering process will start as soon as possible.

- Start Grise Fiord, Whale Cove, and Sanirajak Substation upgrade project

Status: This priority is ongoing. The transformer procurement contract was awarded. The preliminary design is complete and under review. The request for Tender scope of work preparation is in progress.

- Start construction of a hybrid diesel/solar power plant in Kugluktuk.

Status: This priority is delayed. A third tender attempt closed in October 2022. The evaluation is still underway.

Priorities (2023-2024)

- Start construction of a hybrid diesel/solar power plant in Kugluktuk.
- Based on previous electrical distribution surveys conducted, create a work plan and prioritize identified projects for completion.
- Complete the design of new power plants in Cambridge Bay, Igloolik, and Gjoa Haven and publish construction tender
- Start design of new power plant in Kugaaruk.
- Complete Iqaluit G4 , Baker Lake G4, Clyde River G2 and Sanikiluaq G3 Genset Replacement projects.

Priorities (2024-2025)

- Start construction of new power plants in Kugaaruk.
- Start construction of new power plants in Cambridge Bay, Igloolik, and Gjoa Heaven.

Priorities (2025-2026) April - October

- Complete the construction of new power plants in Cambridge Bay, Igloolik, and Gjoa Haven.
- Continue the construction of new power plants in Kugaaruk.

4.3 Operations

The Operations Department is responsible for the efficient generation and distribution of safe and reliable energy in all Nunavut communities. Each community has its own power plant staffed by employees who live in the community. Local employees are supported by electrical, mechanical, and line tradespeople based in the regional centers of Cambridge Bay, Iqaluit, and Rankin Inlet. The Operations Department is a knowledgeable and accountable team with a strong focus on safety and quality customer service. The Operations department is also responsible for the Facilities division. Facilities division is responsible for the management, maintenance, and administration of QEC's real estate property portfolio; this includes owned and leased staff housing units/commercial facilities, plants, and land.

Priorities (2022-2023)

- Purchase and Implement Computerized Maintenance Management System (CMMS) to improve maintenance planning & scheduling.
Status: This priority is delayed because of supply chain challenges.
- Promote a new Observation Reporting System to improve proactive reporting of unsafe conditions.
Status: This priority is ongoing with regular promotion during safety meetings and email updates.
- Complete the final commissioning and connection of the new Arctic Bay Power Plant.
Status: This priority is completed.
- Continue territorial LED streetlight conversion.
Status: This priority is ongoing and on track to be completed in December 2023.
- Implement new Staff Housing Policy and Procedures Manual.
Status: Status: This priority will be implemented before the end of the fiscal year. (After the Executive restructure, Facilities was moved from Health, Safety, and Environment and is now under Operations).
- Implement Transient Housing Policy and develop Procedures.
Status: This priority will be completed before the end of the fiscal year. (After the Executive restructure, Facilities was moved from Health, Safety, and Environment and is now under Operations).
- Complete construction of new head office in Baker Lake.
Status: This priority is ongoing and will run into the 2023-2024 fiscal year. (After the Executive restructure, Facilities was moved from Health, Safety, and Environment and is now under Operations).
- Implement the Distribution Standard Development to reduce distribution and transmission loss in the Arctic environment.
Status: This is a new priority from the recent Ministerial Mandate Letter of November 2022. QEC will start to explore this.
- Research and implement PV and BESS technology to incorporate intermittent renewable energy generation and energy storage systems in conventional thermal generation,
Status: This is a new priority from the Ministerial Mandate Letter of November 2022. QEC will start working on it.

Priorities (2023-2024)

- Review the cost estimation process in the Computerized Maintenance Management System at the individual work order level for materials and labour.
- Review of best practices employed by other off-grid diesel-generating utilities.
- Finish territorial LED streetlight conversion.
- Establish preventative maintenance schedule for Facilities' assets.
- Implement the Distribution Standard Development to reduce distribution and transmission loss in the Arctic environment

- Research and implement PV and BESS technology to incorporate intermittent renewable energy generation and energy storage systems in conventional thermal generation

Priorities (2024-2025)

- Support construction of new plants in Cambridge Bay, Igloolik, Gjoa Haven, Kugaaruk,
- Support corporate initiatives related to renewable or non-carbon emitting generation.
- Perform assessments with Engineering to Optimize prime mover assets with remaining useful life, in the diesel plants being replaced.
- Review tenant damage process and collections and develop procedure manual.
- Implement the Distribution Standard Development to reduce distribution and transmission loss in the Arctic environment
- Research and implement PV and BESS technology to incorporate intermittent renewable energy generation and energy storage system in conventional thermal generation

Priorities (2025-2026) April - October

- Support corporate initiatives related to renewable or non-carbon emitting generation.
- Support the construction of new plants in Cambridge Bay, Igloolik, Gjoa Haven, and Kugaaruk.
- Undertake a review of worst-performing systems and develop action plans to address them.
- Develop comprehensive asset management strategy for corporate housing assets in major hubs.
- Implement the Distribution Standard Development to reduce distribution and transmission loss in the Arctic environment

4.4 Finance

The Finance Department is located in the QEC Head Office in Baker Lake and has regional offices in Cambridge Bay, Iqaluit, and Rankin Inlet. Finance is responsible for providing support to all other QEC departments as well as providing accurate and timely reporting to stakeholder groups internal and external to QEC. Some key function areas of the department include financial accounting and reporting, regulatory affairs, risk management, budgeting, planning, and analysis. In addition, the department manages all of the Corporation's logistics and procurement activities through the Supply Chain Management Division. The Customer Care Division handles all billing, collections, and customer service activities, while the Payroll, Benefits, and Pensions Division works closely with the Human Resources Department to provide support to QEC employees.

The department ensures financial controls are in place to protect QEC assets and revenues as well as guaranteeing funding is available to support corporate needs. It also plays a critical role in supporting all capital and O&M endeavors. The Finance Department focuses on efficient and effective functional and governance requirements and services.

Priorities (2022-2023)

- Commence any required modification of existing financial processes as identified by the review of the Enterprise Resource Planning system.
Status: This priority is ongoing. A high-level review of ERP was conducted. While Great Plains will stay in place, IT is looking for alternatives to Diamond Municipal (Accounts Receivable Software).
- Commence customer survey to assess progress in dealing with customers' concerns and develop a plan to improve areas where issues are identified in collaboration with Corporate Affairs.
Status: This priority is delayed due to staff shortage.
- Review the Great Plains accounting system in collaboration with IT.
Status: This priority is ongoing. IT is currently exploring alternatives to make it easier to conduct billings & reconciliations on customer accounts.
- Based on feedback from customer surveys, implement changes to customer care processes in collaboration with Corporate Affairs.
Status: This priority is delayed due to staff shortage.
- Evaluate Key Performance Indicators deployment.
Status: This priority is delayed. With the recent reorganization that added 3 Vice Presidents this priority will be addressed when all the VP positions have been filled.
- Establish a Customer Care Priority Access Policy to serve Elders/Seniors and other vulnerable groups
Status: This is a new priority from the Minister's Mandate Letter of November 2022. QEC will start work on it.

Priorities (2023-2024)

- Implement action items stemming from the Great Plains review in collaboration with IT.
- Develop training plans for staff to improve customer service based on customer survey results.

Priorities (2024-2025)

- Implement continuous training and development modules for customer care staff to improve customer service.

Priorities (2025-2026) April - October

- Develop and launch a Finance Associate Rotational (FAR) Program with an emphasis on building a Best in Class Finance Business Partner Team.
- Evaluate automation in Finance processes towards improving data analysis, forecasting, and reporting accuracy to mitigate financial risk and inform actionable insights.
- Develop & implement a Finance Team Building event to promote collaboration.

4.5 Health, Safety, and Environment

The Health, Safety, and Environment, (HSE) Department is responsible for the overall administration of the Corporation's environment and safety management practices. HSE ensures QEC operates in an environmentally conscious and responsible manner through the timely response and coordination of any environmental incident. HSE is responsible for ensuring all QEC employees understand their rights and responsibilities on issues that have an impact on their occupational health and safety. The HSE team has established an employee safety program and delivers occupational health, safety, and environmental training to all employees. HSE is also responsible for ensuring QEC complies with all applicable federal and territorial health, safety, and environmental legislation.

Priorities (2022-2023)

- Launch the new tracking system for HSE training courses.
Status: This priority is in progress. The tracking system is fully populated with existing training records. The platform will be used for safety training.
- Complete re-structure and update of the Environmental Manual and associated Standard Operating Procedure Manual.
Status: This priority is delayed due to staff shortage.
- Complete an external safety audit to maintain Certificate of Recognition accreditation.
Status: This priority is completed. QEC passed an external Certificate of Recognition safety audit achieving 88%, an improvement from last year's 86%.

Priorities (2023-2024)

- Audit existing health, safety, and environment training packages to ensure that they comply with current regulations and industry best practices.
- Decommission the Arctic Bay old power plant fuel system.

Priorities (2024-2025)

- Review and revise the 2019 version of the Health and Safety Manual and the 2020 Safety Rule Book.
- Complete a comprehensive gap analysis of the existing Health and Safety program and Nunavut Occupational Health and Safety Regulations.

Priorities (2025-2026) April - October

- Develop safety and health strategy with the goal of world-class performance.

4.6 Human Resources

The Human Resources (HR) Department is responsible for staffing/recruitment, job evaluation, employee/labour relations, training, Inuit employment programs, and overall strategic/operational HR initiatives for the corporation. The department further ensures that all of the corporation's HR activities are completed in compliance with Inuit Qaujimajatuqangit (IQ), Article 23 of the *Nunavut*

Agreement, applicable employment legislation, directives, human resources policies, employment contracts, and Collective Agreements. The HR Department designs and implements progressive HR plans that enhance overall corporate capacity, and ensure the Corporation successfully meets the growing energy demands of Nunavummiut.

Priorities (2022-2023)

- Update excluded and Senior Management employee manuals.
Status: This priority is ongoing. An evaluation of the differences between the Government of Nunavut's manuals and QECs former manuals has been completed. Based on HR resources, the production of the new manual has been delayed until Q2 of 2023.
- Based on the GN HR best practices review, commence update of HR policies and employee onboarding.
Status: This priority is ongoing with many of the recommendations have been implemented.
- Develop Supervisor and Manager orientation for new hires.
Status: This priority is ongoing while a formal onboarding program for all positions will be developed in 2023.
- Initiate mandatory Respectful Workplace training and follow-up training in related areas
Status: This priority is ongoing and being successfully implemented.

Priorities (2023-2024)

- Develop employee retention strategy.
- Conclude addressing action items identified in HR Best Practice Review.
- Conclude update of HR policies.

Priorities (2024-2025)

- Develop an employee engagement survey to assess and improve employee experience at QEC.
- Review employee engagement survey results and develop an Implementation Strategy.

Priorities (2025-2026) April - October

- Commence Implementation Strategy identified from employee engagement survey.

4.7 Information Technology

The Information Technology (IT) Department provides critical support to the Corporation through a series of services that includes the ongoing development of integrated computer systems and technology, data communications, and on-demand IT assistance and support. The goal of the department is to provide a foundation for all divisions to ensure information is available to make timely and accurate business decisions.

Priorities (2022-2023)

- Review the benefits of on premise vs. cloud computing.
Status: This priority is ongoing. The research is on schedule and anticipated to be completed by the end of 2022-23.
- Develop a work plan to address gaps identified arising from the review of communications and internet infrastructure.
Status: This priority is ongoing and the department continues to monitor vendors as they mature.
- Develop a work plan to address gaps identified arising from the review of existing software.
Status: This priority is in progress. The department is reviewing and working with individual departments to ensure anticipated software has the required resources to implement.

Priorities (2023-2024)

- Develop a strategy based on the previous year's review of on-premise vs. cloud computing.
- Review existing Enterprise Resource Planning training material.
- Develop a plan to upgrade the website structure based on a review by Corporate Affairs.

Priorities (2024-2025)

- Implement Enterprise Resource Planning training material based on the review from the previous fiscal year in conjunction with QEC Finance.
- Implement website structure based on the review from the previous fiscal year in collaboration with Corporate Affairs.

Priorities (2025-2026) April - October

- Review communications and internet infrastructure.
- Audit existing onboarding and offboarding procedures.
- Review and development of the IT Departments Key Performance Indicators.

Appendix A – FYE 2024 Capital Budget

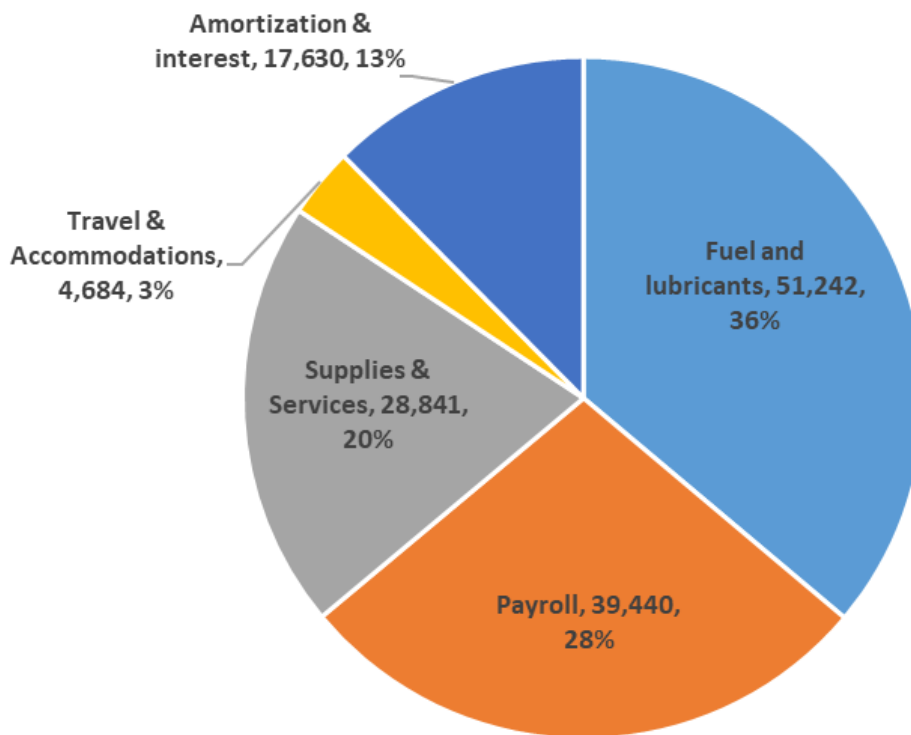
Community	Description	Budget FYE24
Cambridge Bay	Power Plant Replacement	7,092,119
Gjoa Haven	Power Plant Replacement	5,005,308
Kugaaruk	Power Plant Replacement	1,102,036
Igloolik	Power Plant Replacement	4,190,995
Baker Lake	G4 Genset (1100 kW) Replacement	3,644,408
Coral Harbour	Emergency Unit Connection	169,775
Iqaluit	G4 Genset Replacement	6,965,086
Kimmirut	Genset Replacement G3	1,723,275
Grise Fiord	Emergency Unit Connection	157,010
Sanikiluaq	G3 Genset (550 kW)Replacement	3,133,808
Sanikiluaq	Emergency Unit Connection (3512 A)	157,010
	Subtotal - Plant & Genset Upgrades	33,340,830
Gjoa Haven	Gjoa Haven Feeder 2 upgrade	377,206
Nunavut	LED Streetlight Changeout	500,000
Naujaat	Fuel Load Station	314,019
Iqaluit	Fuel System Upgrades	788,877
	Subtotal - Distribution & Fuel System Upgrades	1,980,102
Iqaluit	Fleet Purchases	448,500
Coral Harbour	Protection Relays and DC Upgrade	284,021
Kitikmeot	Battery Powered High Torque Tooling	23,000
Kivalliq	Battery Powered High Torque Tooling	23,000
Qikiqtaaluk	Battery Powered High Torque Tooling	23,000
	Subtotal - Vehicle, Electrical Equipment & Tools Upgrades	801,521
Rankin Inlet	Rankin Inlet: Iglu Street Staff Housing	1,506,270
	Subtotal - Structural Improvements	1,506,270
Nunavut	IT Computer Hardware Replacement	108,000
Nunavut	SAN Storage, Server Hardware and Backbone Replacement	413,000
Nunavut	Unidentified Capital Projects	1,500,000
	Subtotal - Communications , IT Upgrades & Other	2,021,000
	Total Projects Cost	39,649,723
	AEF Contribution	16,439,992
	Carbon Tax Contributions	500,000
	Subtotal Government Contributions	16,939,992
	Total Net Expenditures	22,709,731

Appendix B – FYE 2024 Operations & Maintenance Budget

FYE 2024 Operations & Maintenance Budget

Amount in 000's		Territorial	Qikiqtaaluk	Kivalliq	Kitikmeot	Total
Revenue	Sales of Power	0	75,268	37,819	29,111	142,197
	Sales of Residual Heat	0	0	0	0	1,500
	Other Revenue	15,888	120	114	114	16,236
Total Revenue		15,888	75,388	37,933	29,225	159,933
Expenses	Fuel & Lubricants	0	29,737	12,894	8,611	51,242
	Labour	20,260	10,460	5,164	3,556	39,440
	Supplies & Services	17,400	6,673	2,777	1,991	28,841
	Travel	2,535	1,012	604	533	4,684
	Amortization & Interest	17,630	0	0	0	17,630
Total Expenses		57,826	47,882	21,438	14,691	141,837

Expenditures Budget FYE2024 - Amount in '0000



BUDGET SUMMARY REPORT FYE 2024

	AMOUNT IN CAD
TOTAL REVENUE	159,933,494
Fuel and lubricants	51,241,800
	<hr/>
GROSS MARGIN	108,691,694
Payroll	39,440,135
Supplies & Services	28,840,718
Travel & Accommodations	4,683,832
	<hr/>
TOTAL OPERATING EXPENSES	72,964,685
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTIZATION	35,727,009
Amortization & interest	17,630,400
	<hr/>
NET INCOME	18,096,609

Appendix C – Employment Summary

Departmental Inuit Employment Targets				
Qulliq Energy Corporation	As at Sept. 30, 2022		For March 31, 2024	
		Capacity %		Capacity %
Total Department Positions	206.4		206.4	
Total Filled Positions	167.4	81%	183.2	89%
Total Vacancies	39	19%	23.2	11%
Total Inuit	92.4	55%	106.2	58%
Total Executive Positions	3		4	
Total Filled Executive Positions	1	33%	4	100%
Total Vacant Executive Positions	2	67%	0	0%
Total Inuit in Executive Positions	0	0%	1	25%
Total Senior-Management Positions	7		5	
Total Filled Senior-Management Positions	6	86%	5	100%
Total Vacant Senior-Management Positions	1	14%	0	0%
Total Inuit in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	28		29	
Total Filled Middle-Management Positions	21	75%	22	76%
Total Vacant Middle-Management Positions	7	25%	7	24%
Total Inuit in Middle-Management Positions	7	33%	7	32%
Total Professional Positions	100		98	
Total Filled Professional Positions	83	83%	90	92%
Total Vacant Professional Positions	17	17%	8	8%
Total Inuit in Professional Positions	36	43%	39	43%
Total Paraprofessional Positions	44.4		46.4	
Total Filled Paraprofessional Positions	37.4	84%	38.2	82%
Total Vacant Paraprofessional Positions	7	16%	8.2	18%
Total Inuit in Paraprofessional Positions	30.4	81%	35.2	92%
Total Administrative Positions	24		24	
Total Filled Administrative Positions	19	79%	24	100%
Total Vacant Administrative Positions	5	21%	0	0%
Total Inuit in Administrative Positions	19	100%	24	100%

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